

KARLA V. HUGHES

PROFESSIONAL EXPERIENCE

January 2015 to Present – THE UNIVERSITY OF LOUISIANA SYSTEM (ULS), Baton Rouge, Louisiana – Executive Vice President and Provost of the largest system in the state supporting nine regional, comprehensive state universities serving 89,000 students, 16,000 of whom graduate annually, with an annual budget of almost \$750 million. In addition to providing statewide leadership for academic programs that directly support nine provosts, serve as Deputy to the System President, direct the activities of the System Office, with responsibilities for coordinating ULS presidential searches, preside at System staff meetings, brief and prepare agendas for the ULS Board of Supervisors, develop and propose System policy changes to the Board as well as testify before State Legislative Committees. Have aligned the work of the System Office with the strategic direction set by the President to reorganize and reassign duties; instituted routines and processes to better support campus and board initiatives; have negotiated contracts with major higher education vendors including Education Delivery Institute and Blackboard to support joint initiatives for the nine universities focused on student success. Provided oversight for two presidential searches including the review of proposals from major search firms, negotiating contracts, and implementation of the process for successful placement of presidential candidates. In addition have served as the liaison for the System with the Board's legal counsel and implemented a collaborative model for internal/external legal services supporting the System as well as its constituent campuses; have had responsibility for the development and implementation of the System Sexual Assault Initiative including testifying before the Legislative Committee on Women and Children regarding the ULS response to state and federal legislation. And am the liaison for the System with the Louisiana Board of Regents for academic and student issues, transfer and articulation, and teacher education.

July 2007 through December 2014 – MOREHEAD STATE UNIVERSITY (MSU), Morehead, Commonwealth of Kentucky (KY) – Tenured professor, Provost, and Vice President for Academic Affairs at MSU located in the foothills of the Daniel Boone National Forest in Rowan County, midway between Lexington, Kentucky, and Huntington, West Virginia. After a recent 16 percent increase in enrollment, MSU now serves more than 10,971 students from 100 Commonwealth counties, 42 states and 37 nations on five regional campuses throughout eastern Kentucky. The University is one of only 76 institutions of higher education in the United States – public and private – to be classified as a "community engagement institution" by the Carnegie Foundation for the Advancement of Teaching, and was previously listed for three consecutive years as one of the top public universities in the South by *U.S. News & World Report* in its "America's Best Colleges" edition. After appointment, initiatives were immediately introduced that have become part of a continuous improvement effort to insure access to 21st Century programs.

- Designed and completed a university-wide review of all academic programs.
- Facilitated the redesign of general education in collaboration with teams representing the Faculty Senate as well as the general faculty community.
- Led a team which successfully developed and implemented a strategy to link academic program productivity to the budget process.
- Established the Center for Regional Engagement as a separate program unit with a focus on service learning, volunteerism, and community partnerships.
- Implemented a comprehensive planning process for the University's outreach function, including evaluation of the five regional campuses, adult and access programs, as well as regional engagement.

- Provided academic support and leadership for the Center for Health, Education, and Research, a unique partnership between a regional, public university, a land-grant institution, and a non-profit hospital (Endnote ⁱ).
- Shepherded the development of the first doctoral program offered by Morehead State University resulting in a reclassification of the Institution by SACS as a doctoral-degree granting university (Endnote ⁱⁱ).
- Had authorized the design of a proposal for a doctoral program in nursing practice.
- Coordinated the development of an early college program designed to serve schools in the 22-county MSU Service Region as well as school districts outside of the designated region as requested. Courses included, but were not limited to, general education for high school juniors and seniors. Through this program, these students could transfer as many as 24 college credits to MSU when they enter as freshmen.
- Served as the chair of the Commonwealth of Kentucky Council of Chief Academic Officers, leading collaboration with the General Assembly on the development of House Bill 160 College Transfer legislation as well as other statewide initiatives.
- Oversaw an operating budget in excess of \$80 million.

August, 2005 to July, 2006 – EAST CAROLINA UNIVERSITY (ECU), AMERICAN COUNCIL ON EDUCATION FELLOW Greenville, North Carolina – Selected as an American Council on Education (ACE) Fellow, Class of 2005-06, with an initial semester-long placement at the Office of the President, University of North Carolina System.

- Received unprecedented access to academic planning issues (including the North Carolina Funding Formula) as well as involvement in the design of professional development for academic administrators.
- Participated in ACE campus visits to California State University at Chico, California State University System, Kent State University, the University of Southern Oregon, North Carolina A&T University, the University of North Carolina-Chapel Hill, North Carolina State University Centennial Campus, North Carolina School of the Arts, and Vanderbilt University with vice presidents and/or chancellors for Academic Affairs, Finance and Administration, Human Resources, Planning, Development, Distance Education, and Community Outreach who provided candid insight and information about their views of the leadership roles they play in higher education. In addition, the presidents and chancellors of those institutions shared personal insights and guidance with Fellows.
- Accepted an invitation to visit administrators at the Universities of Venda and Western Cape, as well as Tschwane University of Technology, and the Office of Higher Education-South Africa (HESA). Those 16 days in South Africa offered unique opportunities to observe a newly reorganized, international system of higher education.

2000 to 2007 – EAST CAROLINA UNIVERSITY – Tenured professor and Founding Dean, College of Human Ecology (CHE) at ECU which with almost 28,000 students, including those in its top 10, nationally ranked, Brody School of Medicine, is the third largest institution in the North Carolina System accounting for two thirds of all distance education student credit hours generated in the state.

- As Founding Dean, facilitated the merger of the Schools of Human Environmental Sciences and Social Work and Criminal Justice Studies which was approved by a unanimous vote of approval by both faculties to form the fourth largest and most diverse College on campus consisting of two Institutes, five Departments, and a School.
- Received approval to implement the first Ph.D. in Medical Family Therapy in the profession.

- Introduced the concept and led the efforts to create the Lucille W. Gorham Intergenerational Community Center (IGCC), a partnership between the CHE, the City of Greenville, Pitt Community College, and community partners who benefit from these services regardless of age, race, creed, religion, economic status, or educational level. As of July 2010, the IGCC had served 16,000 low-income and underserved clientele, and on November 12, 2012, the IGCC won the Association of Public and Land-grant Universities, C. Peter Magrath National University/Community Engagement Award.
- Established the Institute of Tourism which now receives extramural funding and has become a University Center for Sustainable Tourism.
- Created the Carolyn Freeze Baynes Institute of Social Justice through a \$5.1 million gift.
- Was the representative to the National Association of State Universities and Land-Grant Colleges (NASULGC); renamed Association of Public and Land-grant Universities (APLU).
- Was awarded professor emerita status.

1994 to 2000 – MIDDLE TENNESSEE STATE UNIVERSITY (MTSU), Murfreesboro, Tennessee – Tenured Professor and Chair, Department of Human Sciences in the College of Education and Behavioral Science. The department was governed by six accrediting agencies including the State Board of Education serving almost 750 majors in Tennessee's second largest and fastest growing university of almost 23,000 students. And like the College at ECU, this department was the most diverse on campus.

- Responsible for the leadership and management of five, undergraduate program areas, as well as a graduate program, including \$100,000 annually to administer the Tennessee Early Childhood Training Alliance (TECTA), a collaborative project between MTSU (lead institution), Columbia State and Motlow Community Colleges.
- Was the institutional representative to the National Association of State Universities and Land-Grant Colleges (NASULGC).
- Designed, organized, and presided over the University's Department Chairs Council.
- Successfully solicited \$1 million for student scholarships.

1980 to 1994 – UNIVERSITY OF MISSOURI, Columbia, Missouri – Tenured Associate Professor and Unit Leader for the State Food and Nutrition Office with joint appointments in the Department of Food Science and Human Nutrition; College of Agriculture, Food and Natural Resources; as well as the College of Human Environmental Sciences. Also held Agriculture Experiment Station Research as well as Cooperative Extension appointments.

- Was responsible for coordinating and supervising the work of two associate state specialists, one half-time support professional, one full-time secretary and a work-study student. Also had direct responsibility for 25 specialists whose positions required a master's degree in food and nutrition or a related area; and indirect coordination and support of 62 Expanded Food and Nutrition Education Program (EFNEP) specialists.
- Organized and supervised the Food and Nutrition Resource Network – a prototype for other Extension programs – which responded to all food and nutrition, as well as household equipment questions from Extension regional specialists in 114 counties and St. Louis, and from resident faculty on campus.
- Had leadership/coordinating responsibilities for statewide food safety programming for the colleges of Human Environmental Sciences; Agriculture, Food and Natural Resources; and Veterinary Medicine.
- Obtained and administered a grant to hire six, part-time Extension assistants including a half-

time computer programmer to develop software for food and nutrition Extension programs, i.e., "Nutritichat" and the "Food Preservation Computerized Information System."

- Drafted a curriculum for a Master of Science Degree in Nutrition Education – an interdisciplinary program focusing on journalism, marketing and information management, including health education.
- Received the highest award presented to campus-based Extension Specialist as well as was recognized for developing one of the 10 best statewide agricultural programs (From Harvest to Health) by the University of Missouri-System president.
- Had major responsibility for computer development in food and nutrition, served as college representative to campus and statewide computer policy committees which included chairing of the statewide committee on evaluation of Extension computer pilot projects.

1978 to 1979 – KANSAS STATE UNIVERSITY, Manhattan, Kansas – USDA State Foods and Nutrition Extension Specialist and Assistant Professor, a tenure-track, faculty position.

- Responsible for program development and resource management in food science for 105 county-based, family and consumer science specialists (county agents).
- Supervised graduate and undergraduate students enrolled in special projects in food preparation and product formulation as well as food preservation.
- Served as liaison in food science research between Extension, the College of Agriculture, and the Department of Foods and Nutrition in the College of Human Ecology.

1974 to 1976 – VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY, Blacksburg, Virginia – Instructor, Department of Human Nutrition and Foods. Taught a full load of undergraduate courses in foods and nutrition while advising 40 undergraduate students and supervising three graduate teaching assistants. In addition served as the advisor for the student section of a national professional association.

1971 to 1974; 1976 to 1978 – Served as undergraduate and subsequently graduate research assistant at Kansas State University (Department of Foods and Nutrition) and University of Tennessee-Knoxville (Department of Food Technology and Science, College of Agriculture).

EDUCATION

1988-1991 – Post-Doctoral Study, University of Missouri-Columbia, College of Business and Public Administration: personnel management, organizational theory, and finance.

1979 – Ph.D., Agriculture, University of Tennessee-Knoxville: major in Animal Science.

1974 – M.S., Foods and Nutrition, Kansas State University: major in Foods and Nutrition.

1972 – B.S., Foods and Nutrition, Kansas State University: major in Foods and Nutrition.

SELECTED PROFESSIONAL EDUCATION BEYOND THE DOCTORATE

INSTITUTE FOR NEW CHIEF ACADEMIC OFFICERS: Participated in the Institute designed to provide practical executive leadership development through a yearlong series of meetings to

new CEOs (three years or less in office). Participants explored a broad range of leadership issues, including making difficult strategic and financial decisions, managing academic personnel, setting and evaluating institutional and personal agendas, leading change (and stability), and working with key internal and external constituencies. 2008-2009.

CARVER BOARD LEADERSHIP TRAINING, East Lansing Michigan. Completed an on-line short course followed by a three-day workshop on the principles of, and implementation process for, the Carver Model for Board Governance sponsored by Kappa Omicron Nu. 1999.

LEADERSHIP: REFLECTIVE HUMAN ACTION, Chicago, Illinois (1995) and Nashville, Tennessee (1996). Attended two leadership workshops integrating the principles outlined in Leadership and the New Science (Wheatley) and Authentic Leadership (Terry) sponsored by Kappa Omicron Nu.

UNIVERSITY OF GEORGIA - ATHENS. Selected for attendance at the national Emerging Administrators in Family and Consumer Sciences Workshop. 1994.

DESIGNING EDUCATIONAL MATERIALS USING WHOLE BRAIN TECHNOLOGY, Lake Lure, North Carolina. Attended a three-day workshop focusing on effective educational strategies to address the needs of individuals based on thinking styles and brain dominance. 1993.

HERRMANN BRAIN DOMINANCE INSTRUMENT (HBDI) CERTIFICATION WORKSHOP, Lake Lure, North Carolina. Attended the four-day workshop designed to train individuals in brain dominance theory as it relates to preferences in thinking styles. Preparation included the application of the HBDI Instrument through administration and interpretation; 1993 (certified).

INTERNATIONAL CONFERENCE ON CRITICAL THINKING AND EDUCATIONAL REFORM, Rohnert Park, California. Attended three-day conference organized by faculty and staff at Sonoma State University and members of the National Council for Excellence in Critical Thinking. 1993.

DEVELOPING RISK COMMUNICATION STRATEGIES: Communicating about Food Safety and Water Quality to the Public. Conducted by Cornell University and sponsored by USDA Charlotte, N.C. 1990.

NATIONAL FOOD POLICY CONFERENCE, Washington, D.C. Attended the symposium sponsored by The Food Marketing Institute, Public Voice for Food and Health Policy, and The Society for Nutrition Education: "Promoting Health in Today's Food Marketplace." 1986.

LOUISIANA STATE UNIVERSITY, Baton Rouge, Louisiana. Attended a week-long, in-depth course of instruction on Principles and Practices of Thermal Processed Foods in the Home. 1984.

UNIVERSITY OF CALIFORNIA, Los Angeles, California. Received a fellowship to attend a weeklong, intensive **Short Course in Food Microbiology** with emphasis on microbial ecology of foods, influence of processing techniques on microflora, and influence of these on safety and quality of food products. 1984.

PURDUE UNIVERSITY, West Lafayette, Indiana. Attended the W. K. Kellogg Foundation's seminar: FACTS Computer Conference (East Agricultural Communication Terminal System). 1980.

Attended 12 workshops conducted by SkillPath Seminars, The National Seminars Group, and Career-Track Seminars, Inc. which focused on budgeting, leadership, communication, coaching/mentoring, management and supervision, business writing, creating presentations, and achieving excellence. 1985-1997.

HONORS AND SPECIAL RECOGNITION

Awarded the **Distinguished Service Award** by the College of Human Ecology, Kansas State University, Manhattan, Kansas.

Graduate, **Bridges XIII, the North Carolina Statewide Academic Leadership Program** sponsored by the University of North Carolina-Chapel Hill, an intensive professional development program for women in higher education who seek to gain or strengthen their academic leadership abilities.

Graduate, Class of 1999, **Leadership Rutherford**, a year-long, county-wide leadership development program that focuses on solving community issues in Rutherford County, one of, if not the, fastest growing counties in Tennessee; adjacent to Nashville.

Recipient the **University Division of Continuing Studies Distinguished Education Award in Distance Learning** for supporting the development and implementation of distance learning courses within the Department of Human Sciences, Middle Tennessee State University.

Received the **Carl N. Scheneman Excellence in Teaching Award [Team]** for the Food Safety Express Program. As project director, was responsible for program design, development, and implementation of the program through pilot project teams made up of county Extension faculty and paraprofessionals.

Awarded one-year of **Faculty Development Leave** to study risk assessment and critical thinking as applied to consumer decision making and food safety issues. Leave included working with faculty at Cornell University, a special assignment with USDA Extension in Washington D.C. and attending the International Critical Thinking Conference.

Received the **Gamma Sigma Delta National Honorary Society of Agriculture Distinguished Service Award for Extension** for leadership in the integration of computer technology into food and nutrition programming, the development of a Resource Network to assist field staff with subject matter questions, and being instrumental in interdisciplinary programming efforts relating to agricultural production and human health.

Recipient of the **Vice President's Award for Outstanding Extension Program Achievement**. Extension staff members are recommended for this award – the highest recognition given in Missouri for Extension achievement – by a faculty-staff committee based on nominations received from faculty at Lincoln University (an 1890, historically black, land-grant university), the University of Missouri four-campus system, and Extension field staff throughout the state representing business and industry, community development, 4-H, agriculture, as well as home economics from both land-grant universities and field staff (county agents). Final selection was based on documented program contributions in specific subject matter applications.

EXTRAMURAL FUNDING

- 2001-06 Individual and corporate gifts (**\$1,975,000**): (1) a planned gift (\$500,000) and a five-year pledge (\$25,000) to support the Sustainable Tourism Program; (2) support for Hospitality Management Entrepreneurship Programs and Research (\$150,000); a (\$500,000) gift for the renovation of laboratory classroom space for the Hospitality Management Program and (3) planned gifts for the support the Child Life Program (\$500,000) and scholarships for Child Development and Family Relations undergraduate students (\$300,000);
- 2005 Leadership Training Through Community Based Experiential Learning, a collaboration grant with partners from North Carolina A & T University, University of Maryland-Eastern Shore, and Pitt Community College which integrated leadership development, public policy, and service. United States Department of Agriculture, \$117,274 with ECU matching for a total of **\$234,548** over three years.
- 1999 Technology Access Grant to upgrade hardware and expand the existing departmental computer laboratory. Middle Tennessee State University, **\$105,000**.
- 1999 Tennessee Early Childhood Training Alliance (TECTA) Project to provide basic and advanced training for child care providers in licensed child care facilities. Established Middle Tennessee State University, Department of Human Sciences, Early Childhood Education Program as the Lead Institution in the South Central Service Area with collaborative agreements between Motlow Community College and Columbia State Community College. Statewide alliance includes two- and four-year institutions, and administered by Tennessee State University, an 1890, historically black, land-grant institution. **\$104,500** (annually negotiated).
- 1997 Negotiated the acquisition of a **\$1-million** bequest to the School of Human Environmental Sciences, Middle Tennessee State University.
- 1993 Food Safety and Quality Project titled "Taking a Risk on Food: Enhancement of Nationwide Food Safety Programming." Four State Project collaboration among the University of Missouri, Kansas State University (Lead State), University of Wisconsin, and Michigan State University (\$100,146) in partnership with the United States Department of Agriculture (\$99,724). **\$199,870**.
- 1992 Food Safety and Quality Project titled "Taking a Risk on Food: Curricula for Youth and Adults," Four State Project collaboration among the University of Missouri (\$25,238), Kansas State University (Lead State: \$20,855), University of Wisconsin (\$34,159), and Michigan State University (\$17,660) in partnership with the United States Department of Agriculture (\$97,972) matching. **\$195,944**.
- 1991 Food Safety and Quality Priority 1 Project titled "Safe Food for Children: Training for Child Care Providers and Others." Collaborated with **Kansas** State University (\$35,483) and United States Department of Agriculture (\$31,000) matching. **\$66,483**.

- 1991 Food Safety and Quality Priority 6 Project titled "Food Safety Education for Pre-school Children: Food Handling Behaviors," University of Missouri (\$36,000) and United States Department of Agriculture (\$36,000) matching. **\$72,000.**
- 1988-89 Co-recipient of special development funds, Nutrition and Wellness Seminar Team, University Extension, University of Missouri-Columbia. **\$66,000.**
- 1987-88 Recipient of special development funds, "From Harvest to Health Program," University Extension, University of Missouri. **\$30,000.**
- 1981-83 Co-investigator, United States Department of Agriculture Research Agreement No. 53-32U4-0-201, "Effect of Food Item Specificity on Mean Nutrient Intake Values Reported for Different Sex-Age Groups." **\$131,578.**
- 1980-81 Recipient of special funds, Computer Software Development, Food and Nutrition Programs (Dietary Assessment and Information Retrieval Systems), Missouri Co-operative Extension Service. **\$30,000.**
- 1976-98 Recipient of 18 competitive internal grants from the University of Missouri and Middle Tennessee State University to fund special projects ranging from classroom and technology improvement to development of educational program materials (complete list available). **\$86,318.**

COMMUNITY AND ECONOMIC DEVELOPMENT EFFORTS

Morehead State University (MSU)

- **CENTER FOR REGIONAL ENGAGEMENT:** Established the Center for Regional Engagement as an independent unit that focuses on creating partnerships with communities in the University's, 22-county region. These partnerships include initiatives that provide volunteer support for community improvement initiatives, training for community leaders, coordination of job and internship placement efforts, as well as school improvement and enhancement programs. Such initiatives contribute to overall community health which in turn is attractive to business and industry leaders looking to relocate.
- **TOURISM DEVELOPMENT:** Derrickson Agricultural Center and Browning Orchard provided working agricultural enterprises that serve as a training ground for students and provided local businesses with locally produced food. In addition, the Orchard reestablished the Fall Harvest Celebration in an adjacent county which, in years past, attracted a considerable number of tourists to the region.
- **START-UP COMPANY CREATION:** The University Space Science Center is both a training ground for students planning to enter the space industry but also serves as a partner with government agencies such as NASA, and the Department of Defense, with major aerospace companies such as Honeywell and Radiance Technologies, and with small companies such as AstroDev and Tethers Unlimited. Students design, fabricate, test and operate space systems, particularly nanosatellite and microsatellite systems, in partnership with these entities for future

space launches. In addition, the development of prototype systems for the cubesat form factor is being produced on campus and is the focus of at least one start-up company. Also, as a result of these efforts, the formation of a business incubator for related space industries was taking shape. The funding for and installation of a clean room increased the interest from business partners. It is important to note that the federal regulations surrounding space technologies were adhered to as the University forges into these areas. As Provost, supported these efforts which facilitated the evolution of an academic program model that fosters the development of commercializable technologies, and has assisted with funding as needed.

- **SMALL BUSINESS DEVELOPMENT CENTERS (SBDC):** These Centers in Eastern Kentucky were supported through the College of Business and Public Affairs as well as the Center for Regional Engagement. They provided assistance to potential businesses as well as consultation for existing companies by providing plans for business, marketing, and financing.
- **RURAL HEALTH CARE DEVELOPMENT:** The Center for Health Education and Research was a collaborative initiative with St. Clair Regional Hospital, the University of Kentucky and Morehead State University to provide state of the art health care training and services to students, professionals and the community. In addition to training facilities for students in nursing, imaging sciences, physician's assistants, and medical students committed to rural practice, the Center houses a community clinic staffed by the Hospital. Plans to incorporate a dental facility and training program were in process. This facility provided support of health care in Rowan and surrounding counties, improving the services in these communities and making them viable as communities able to support both current and incoming businesses.
- **21ST CENTURY EDUCATION ENTERPRISE (MSU College of Education):** A not-for-profit organization that promoted community engagement partnerships through educational leadership, professional development, and classroom technology innovations in Kentucky schools; initiative examples: (a) the 21st Century Education Enterprise School Improvement project supports regional school improvement through comprehensive partnerships that provide workshops, coaching, job-embedded professional development (PD), materials and technology purchased through grants; (b) a partnership with Dataseam, an economic development company, and the University of Louisville's Brown Cancer Center which provides high-end multimedia computers for the largest MAC research grid in the world, professional development for teachers and students, as well as ongoing cancer research on the grid. In the first four years more than \$4.4 million grant proposals have been submitted; over \$2.15 million awarded to date. All grants included school partners, a focus on literacy preschool-through-12th grade STEM (science, technology, engineering and mathematics) content, technology, National Board Certification opportunities, and job-embedded PD.
- **INNOVATION CENTERS:** These special Centers, supported by the Division of Academic Affairs, worked in collaboration with the SBDCs and the Center for Regional Engagement to address the need for business incubators. Also the College of Business, through Students in Free Enterprise (SIFE) supported students that are led by faculty advisors and are challenged to develop community outreach projects that empower people in need by applying business/economic concepts and an entrepreneurial approach to improving their quality of life and standard of living.

East Carolina University (ECU)

- **TOURISM DEVELOPMENT:** Created and staffed the College's Center for Tourism which pro-

vided support to communities, particularly in Eastern North Carolina, to establish or develop tourism as a means to economic development. With tourism as the third largest revenue source in North Carolina, the consulting and training provided by the Center – as well as the involvement of Hospitality and Tourism students – created an infrastructure to support economic development in this area and the state. Within four years, the Center was converted to the Institute for Tourism which is now a University entity.

- **NEIGHBORHOOD REVITALIZATION:** Introduced the concept and then spearheaded the creation of the Lucille W. Gorham Intergenerational Community Center, a partnership between the College of Human Ecology, the City of Greenville, Pitt Community College, and community partners. Subsequently a bond issue was passed by the City of Greenville to improve the minority community that bordered on the downtown area as well as the University which included the purchase of a former Catholic School, Convent, Church, Community Building, and Rectory for \$900,000. The neighborhood had been neglected with businesses leaving and property values decreasing. As a result of this initiative, the City was able to identify available home-building properties on which faculty and students from the Community College's Construction and University's Engineering Programs in cooperation with the Dean's Interior Design Program could design and construct affordable housing. The staff at the Center, in collaboration with the City, provided access for residents to apply for and receive affordable financing for homes. Renovations of existing properties were also completed. Today the Intergenerational Center provides a stable influence for the neighborhood where residents gather, children participate in community gardening as well as after-school programs, and residents working together have reduced crime rates that have significantly increased the viability of this area of the city adjacent to downtown businesses. Since July 2010, the IGCC has served more than 16,000 low-income and underserved clientele.

Middle Tennessee State University (MTSU)

- **TENNESSEE LICENSING PROGRAM FOR CHILD-CARE PROVIDERS** Tennessee Early Childhood Training Alliance (TECTA) provided basic and advanced training for child care providers in licensed child care facilities. This initiative, developed under the leadership of then Department Chair Karla Hughes, increased the professional level of child care providers as well as ensured appropriate training required for licensing in the state. Completion of the program enhanced the ability of for-profit child care centers to become licensed and continue as a viable business.

University of Missouri (MU)

- **FARMERS' MARKETS:** From Harvest to Health was an educational program developed in collaboration with the Missouri Department of Agriculture with statewide fruit and vegetable growers to develop markets for Missouri grown produce sold through Community Farmers' Markets. Not only were educational materials for the consumer developed, a full range of marketing materials were offered that could be used by the producer directly containing their contact information.
- **U.S. PROGRAM TO PROVIDE FOOD-SAFETY TRAINING FOR CHILD-CARE PROVIDERS:** Safe Food for Children Educational Program was developed in collaboration with Kansas Cooperative Extension to train food service providers in safe food handling practices. This contributed to the continuing education of child care providers as well as supporting for-profit day care cen-

ters seeking licensing in both Kansas and Missouri. This program was also downlinked by satellite to child care providers throughout the United States and Canada.

SELECTED PROFESSIONAL AND COMMUNITY SERVICE

- 2015 Invited Speaker for Panel of Provosts, Higher Education Resource Services (HERS) Bryn Mawr Summer Institute, Bryn Mawr, Pennsylvania.
- 2015 Higher Education System Committee on Accreditation, Southern Association of Colleges and Schools-Commission on Colleges.
- 2015 Member, Baton Rouge Sunrise Rotary Speakers Committee and Membership Committee.
- 2014-15 Chair, Sub-Committee for 50th Anniversary of ACE Counsel of Fellows Meeting, American Council on Education.
- 2013-14 Member, Outreach and Engagement Committee, Council of Fellows, American Council on Education.
- 2012-15 ACE Counsel of Fellows Board Member, American Council on Education.
- 2005 Co-Chair, Greenville Morning Rotary Development Committee.
- 2001-03 Chair, Kappa Omicron Nu National Honor Society.
- 2001-02 President, Council of Administrators of Family and Consumer Sciences (CAFCS).
- 1998-00 Human Development Committee Co-Chair, Murfreesboro Noon Rotary Club, Rotary International.
- 1993-00 Member, Editorial Board, Journal of the Community Development Society international.
- 1984-06 Leadership and Political Advisor to Missouri Girls State.¹

SCIENTIFIC PUBLICATIONS

(Refereed)

Dobbins, M.J., Gates, G.E., Hughes, K., Holdt, C.S., Spain, J. and Slusher, B. 1994. Biotechnology and Food Safety: Dietetic Professionals' Views on Bovine Somatotropin. Journal of Nutrition Education 26(2): 69.

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A government learning-by-doing, week-long, leadership and educational program sponsored annually in June or July by the 23,000 members of the Missouri Department, American Legion Auxiliary, for 750 high-school young women with demonstrated leadership potential.

- Konstant, L., Hughes, K. and Dowdy, R. 1991. Using Trained Volunteer Instructors: An Example of Community Health Programming. *The Journal of the Community Development Society* 22(2): 99.
- Kregel, K.K., Prusa, K.J. and Hughes, K.V. 1986. Cholesterol Content and Sensory Analysis of Ground Beef as Influenced by Fat Level, Heating and Storage. *Journal of Food Science* 51(5): 1162.
- Prusa, K.J. and Hughes, K.V. 1986. Cholesterol Content and Selected Quality Attributes of Model Pork Tenderloin Roasts Heated by Conventional, Convection and Microwave Ovens. *Journal of Food Science* 51(5): 1139.
- Prusa, K.J. and Hughes, K.V. 1986. Quality Characteristics and Cholesterol and Sodium Content of Turkey as Affected by Conventional, Convection and Microwave Heating. *Journal of Poultry Science* 65: 940.
- Hoover, L.W., Dowdy, R.P. and Hughes, K.V. 1985. Consequences of Utilizing Reduced Nutrient Data Bases for Estimating Dietary Adequacy. *Journal of the American Dietetic Association* 85(3): 297.
- Hughes, K.V. 1984. Computer Terminology. *Journal of Nutrition Education* 16(2): 76D.
- Blumenberg, L.S., Snider, S. and Vollmar, E.K.² 1982. Quality of Green Beans and Energy Required for High Temperature Processing. *Home Economics Research Journal* 11(2): 143.
- Vollmar, E.K. and Melton, C.C. 1981. Selected Quality Factors and Sensory Attributes of Cured Ham As Influenced By Different Phosphate Blends. *Journal of Food Science* 46(2): 317.
- Vollmar, E.K. 1977. The Career-Oriented Female: A Woman in a Man's World. *The Tennessee Adult Educator* 10(1): 7.
- Vollmar, E.K., Harrison, D.L. and Hogg, M.G. 1976. Bovine Muscle Cooked from the Frozen State at Low Temperatures. *Journal of Food Science* 41: 411.

Reports, Proceedings, and Abstracts

- Penner, K.P., Cook, C., Mennes, M., Hughes, K.V., Smalley, S. Green, G., and Freyenberger, J. 1997. National Coordination and Electronic Access of Food Safety Resources. USDA Project No. 95-EFSQ-1-4152. Kansas State University.
- Penner, K.P., Freyenberger, J., Pryor, D., Mennes, M., Cook, C. Green, G., Smalley, Green, G., and Hughes, K. 1997. Food Safety on the Web: A Satellite Video Conference, Institute of Food Technologists Annual Meeting Abstracts.

² E.K Vollmar (maiden name)

- Penner, K.P., Hughes, K.V., Mennes, M., Smalley, Green, G., and Cook, C. 1996. Taking a Risk on Food. USDA Project No. 92-EFSQ-1-4058. Kansas State University.
- Hughes, K.V., ed. 1988. Agricultural Production and Human Health Symposium Proceedings, St. Louis, Missouri. Chemoreception Abstracts, Volume 15, No. 4, 1988, Cambridge Scientific Abstracts.
- Hughes, K.V. 1985. "Consumer Expectations and Factors Affecting Purchase Decisions." Proceedings, Missouri Small Fruit Conference, Springfield, Missouri, pp. 51-54.

SELECTED PROFESSIONAL PRESENTATIONS

- 2011 Annual Meeting of the Southern Association of Colleges and Schools, Orlando, Florida Workshop: "Implementing Accountability in Academic Affairs." K. Hughes, C. Patrick, J. Ratliff, and G. DeMoss.
- 2010 Annual Meeting of the Southern Association of Colleges and Schools, Louisville, KY. "Ten Critical Steps to Accountability in Academic Affairs." K. Hughes and C. Patrick.
- 2009 Annual Meeting of the Southern Association of Colleges and Schools, Atlanta, GA. "Implementing Institutional Change Using the SACs Reaffirmation Process." K. Hughes and C. Patrick.
- 2009 Kentucky State Higher Education Budget Directors and Kentucky State Higher Education Business Officers (KYPUBO/KABOOM) Joint Meeting, Versailles, KY. "Change and the Academic Program Review Process at Morehead State University." K. Hughes and B. Patrick.
- 2006 Annual Meeting of the Council of Colleges of Arts and Sciences (CCAS), Boston, MA. One of four panel members presenting "ACE Fellows Focus on Critical Issues Facing Higher Education."
- 2004 Workshop on the Carver Board Leadership Model for the 2004-2005 Kappa Omicron Nu Board of Directors, East Lansing, Michigan.
- 2003 Kappa Omicron Nu Leadership Conclave and Undergraduate Research Conference Workshops; (1) "Integrating Academic and Co-Curricular Goals in Kappa Omicron Nu" and (2) "Chapter Orientation for New Officers and Advisors." Arlington, Virginia.
- 2002 One of Two Statewide Panelists, "Fundraising Responsibilities for Female Academic Administrators," Bridges: Leadership for Women in Academic Leadership, Chapel Hill, North Carolina.
- 2002 Meredith College, Kappa Omicron Nu Leadership Seminar. "Leadership: A New Perspective." Raleigh, North Carolina.
- 1998 College of Human Development Seminar, University of Wisconsin-Stout, Menomonie, Wis-

- consin. "Education in the 21st Century – The Advantages of Combining Traditional Teacher Education and Human Sciences Programs within the Same College."
- 1997 University of Florida, Family, Youth and Community Sciences Extension, Orlando, Florida. "Family, Youth and Community Sciences: Positioning for the 21st Century."
- 1993 College of Human Ecology Seminar, Kansas State University, Manhattan, Kansas. "Leadership and Vision for Extension in the '90s."
- 1993 National Satellite Training originating from Kansas State University, Manhattan, Kansas. Co-hosted program for trainers of child care providers: "Safe Food for Kids."
- 1992 Mid-States Section of the Association of Cereal Chemists, St. Louis, Missouri, "Trends in the Marketplace: Expectations of the Consumer."
- 1991 College of Human Environmental Sciences Seminar, University of Missouri- Columbia. "Recruitment and Retention: Issues and Challenges."
- 1990 Community Development Society (international) Annual Meeting, Little Rock, Arkansas. "Using Trained Volunteer Instructors in Community Health Education Programming: The Missouri Healthy Mothers/Healthy Babies Project."
- 1989 Association for the Study of Food and Society Annual Conference, College Station, Texas. "Attitude Toward Purchase of Missouri Produce."
- 1988 Improving Nutrition, Diet and Health National Initiatives Workshop (invited paper), Kansas City, Missouri. "Programs in Action: Agricultural Production and Human Health."
- 1986 National Meeting of State Food and Nutrition Specialists, Extension Committee on Policy, Atlanta, Georgia. "Using Computerized Dietary Analysis."
- 1985 Introductory Microcomputer Workshop, Missouri Division of Health, Jefferson City, Missouri. "Evaluation and Use of Computerized Dietary Analysis Programs in Health Care Education."
- 1985 Poultry Science Association Annual Meeting, Ames, Iowa. "Quality Characteristics and Cholesterol and Sodium Content of Turkey as Affected by Conventional, Convection and Microwave Heating."
- 1985 Institute of Food Technology's National Meeting, Atlanta, Georgia. "Cholesterol Content and Sensory Analysis of Ground Beef as Influenced by Fat Level, Heating and Storage."
- 1980 Institute of Food Technology National Meeting, New Orleans, Louisiana. "Selected Quality Factors of Cured Ham as Affected by Different Phosphate Blends."
- 1975 Institute of Food Technology National Meeting, Chicago, Illinois. "Bovine Muscle Cooked from the Frozen State at Low Temperature."

SERVICE MEMBERSHIPS

American Legion Auxiliary ³
Pitt Country-Greenville Area Chamber of Commerce
Rowan County Chamber of Commerce (Institutional Membership)
Rotary International (Paul Harris Fellow) ³

HONORARY MEMBERSHIPS AND AFFILIATIONS

Beta Gamma Sigma, the International Honor Society for Collegiate Schools of Business³
Gamma Sigma Delta National Honorary Society of Agriculture
Kappa Omicron Nu National Honor Society³
Phi Kappa Phi Scholastic National Honorary Society³
Phi Tau Sigma Food Science and Technology National Honorary Society

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS

American Dietetic Association (Registered 1974 to 2005)
Community Development Society (international)
Institute of Food Technologists
Sigma Xi, the National Scientific Research Society
American Council on Education, Council of Fellows ³

GRADUATE STUDENT COMMITTEES

1981- Served on Graduate Student Committees for 18 students completing the MS (University
2006 Missouri-Columbia and Middle Tennessee State University); two students completing the
MA (University of Missouri-Columbia); and three students completing the Ph.D. (University
of Missouri-Columbia and East Carolina University). Was major professor for three of the
MS students (complete list available).

SELECTED PROGRAM DEVELOPMENT / CREATIVE MATERIAL AND EDUCATIONAL PUBLICATIONS

Hughes, K., Burkett, T., and Gallagher, M. 2005. College of Human Ecology Faculty and Administrative Staff Handbooks of Policies and Procedures. Volume I, Personnel. Volume II, Operations. Volume III, Budget.

Hughes, K. 2002. School of Human Environmental Sciences Faculty and Staff Handbook of Policies and Procedures. 85 pp.

³ Retain active membership

- Willenberg, B., Hughes, K., Gann, S. and Elliot, K. 1994. Expanded Food and Nutrition Education Program (EFNEP) Materials (Includes 21 lessons with handouts addressing nutrition and food safety topics).⁴
- Peters, P., Hughes, K., and Frank, R. 1993. "Safe Food For Children: A Satellite Down link for Child Care Providers." Kansas State University.
- Hughes, K. and Willenberg, B.W. 1993. "Food Safety Express: Teacher's Manual and Activity Manual for Teaching Food Safety to Preschool and Early Elementary School Children." Department of Food Science and Human Nutrition, University Extension, University of Missouri and United States Department of Agriculture (Project Number 91-EFSQ-1-4020).
- Vollmar, E.K. 1983. Master Teacher Food Preservation Reference Manual. University Extension, University of Missouri.
- Vollmar, E.K. 1983. Master Teacher Food Preservation Volunteer Manual. University Extension, University of Missouri.
- Vollmar, E.K. 1983. Food Preservation Resource Manual. University Extension, University of Missouri.
- Vollmar, E.K. 1982. Nutrichat: A Computerized Dietary Assessment Program. University Extension, University of Missouri.
- Vollmar, E.K., 1982. Food Preservation Computerized Information Retrieval System. University Extension, University of Missouri.

COMMITTEE ASSIGNMENTS

- 2001-04 Served on committees and advisory groups at East Carolina University (ECU) which encompassed search committees, committee assignments, chairing committees, and representing the institution on statewide groups. These included but are not limited to the following (complete list is available):
- Chancellor's Cabinet.
 - Provost's Deans Council.
 - Task Force for Assessment and Reporting Coordination, Division of Academic Affairs.
 - Affirmative Action Advisory Committee.
 - Search Committee for Director, School of Art (Chair).
 - Search Committee for Vice Chancellor for University Advancement.
 - Task Force for University Advancement – Academic Affairs Collaboration.

⁴ This is the 82nd and last of a series of food preservation and nutrition publications written between 1983 and 1994. The authors maintain a copy of this list.

- Committee for the Evaluation of General Studies Program Development (Chair).
- Faculty Senate Committee on Continuing and Career Education, Academic Affairs Representative (Provost Appointee).

1994-99

Served on committees and advisory groups at Middle Tennessee State University (MTSU) which encompassed search committees, committee assignments, chairing committees, and representing the institution on statewide groups. These included but are not limited to the following (complete list is available):

- University-wide Committee on External Employment Policy for Faculty (Chair).
- Search Committee for Dean, College of Education and Behavioral Science.
- University Master Plan Task Force on Teacher Education.
- University Master Plan Task Force on Health and Human Services.
- President's Commission on the Status of Women.
- President, Academic Department Chairs Council.
- Advisor, Human Sciences Student Advisory Committee.
- MTSU Company Leader, Rutherford County HeartWalk Fundraising Campaign.
- Leadership Team for Teacher Education, College of Education and Behavioral Science.
- Graduate Faculty, Middle Tennessee State University.
- National Council for the Accreditation for Teacher Education (NCATE) Steering Committee, College of Education.

1985-03

Served on national and regional committees which encompassed committee assignments, chairing committees, and representing professional organizations. These included but are not limited to the following (complete list is available):

- Secretary, Executive Committee, Board on Human Sciences, National Association of State Universities and Land-Grant Colleges (NASULGC).
- Local Arrangements Co-Chair, Council of Administrators of Family and Consumer Sciences Annual Meeting, Nashville, Tennessee.
- North Central States Region Food Safety Committee, Missouri Representative.
- Chair, Agricultural Productivity and Human Health Task Force, North Central States Region, University Extension.
- Program Planning Chairman, Food Preservation session, National Meeting of State Food and Nutrition Specialists sponsored by the Extension Committee on Organization and Policy, Atlanta, Georgia.

1982-94

Served on University Outreach and Extension committees which encompassed search committees, committee assignments, chairing committees, and representing the institution on statewide groups. These included, but are not limited to, the following (complete list is available):

- Chair, Food Safety Task Force, University Extension (Statewide).
- Missouri Initiative Team on Improving Nutrition, Diet and Health (Statewide).
- Co-chair, Missouri Initiative Team on Alternative Agriculture Opportunities (Statewide).
- Chair, Alternatives for the 80s Project: Expanding Local Horticultural Markets, University of Missouri-Columbia.

- Planning Committee, Agricultural Production and Human Health Symposium, April 22-23, 1987, St. Louis, Missouri.
- Chair, Statewide Committee on Evaluation of Extension Computer Pilot Projects, University Extension, University of Missouri-Columbia.

1980-95 Served on committees and advisory groups at the University of Missouri-Columbia (UMC) and Lincoln University (LU) which encompassed search committees, committee assignments, chairing committees, and representing the institution on statewide groups. These included but are not limited to the following (complete list is available):

- University Faculty Council (faculty governing organization).
- Status of Women Committee (Convener).
- Extension Plan Faculty Review Panel (appointed by the University Faculty Council).
- Member, Graduate Faculty, University of Missouri-Columbia.
- Lincoln University Extension Food and Nutrition Search Committee.

1980-94 Served on committees and advisory groups for the College of Human Environmental Science (UMC) which encompassed search committees, committee assignments, chairing committees, and representing the institution on statewide groups. These included but are not limited to the following (complete list is available):

- Department Promotion and Tenure Committee.
- Faculty Committee on College Policy (Chair).
- College Promotion and Tenure Committee (Chair).
- Department Graduate Curriculum Committee.
- Food and Nutrition Department Faculty Search Committee.
- Food and Nutrition Extension Specialist Search Committee.
- Advisor, University of Missouri Student Home Economics Association.
- Advisory Board, Science Journalism Center, School of Journalism.

PROFESSIONAL CONSULTATION

1980-2011 Provided professional consultation to a variety of internal and external constituencies on leadership, team building, thinking styles, and food safety/nutrition. These included but are not limited to the following (complete list is available):

- Workshop on Leadership Styles for the 1999-2000 Leadership Rutherford Class, Murfreesboro, Tennessee.
- Workshop on Building Teams through Understanding Ourselves, YMCA Adventure Club Program, Nashville, Tennessee.
- Workshop on Using Thinking Style Preference in Building Teams, Tennessee Municipal Workers Organization, Murfreesboro, Tennessee.
- Workshop on Team Building: Using Thinking Style Preferences to Maximize Teamwork, Tennessee Association for the Education of the Young Child Board, Nashville, Tennessee.
- Workshop on Creative Thinking: Using the Herrmann Brain Dominance Instrument to Improve Teaching. Kentucky Association of Adult Educators, Louisville, Kentucky.

- Workshop on Creative Thinking: Using the Herrmann Brain Dominance Instrument to Improve Teaching. East Tennessee State University, Department of Applied Human Sciences, Johnson City, Tennessee.
- Advisory Committee, Assessment of Nutrition Knowledge and Attitudes, Nutrition Education and Training Grant, Home Economics Education, University of Missouri-Columbia.

ENDNOTES

i As a result of a \$30 million investment of state and federal funds, the 90,000-square foot Center for Health, Education, and Research (CHER) was constructed on land provided by St. Clair Regional Hospital and dedicated in August 2010. This joint venture of the Regional Medical Center, Morehead State University (MSU) and the University of Kentucky (UK) is the first partnership in Appalachia involving a regional public university, a land-grant university, and a private, non-profit hospital corporation. Currently MSU students can train side-by-side with third- and fourth-year medical students specializing in rural medicine as well as care for patients in a contemporary, primary care facility where research on causes of chronic disease in eastern Kentucky can be evaluated and innovative solutions proposed. UK's first off-campus satellite medical training program will also be the site of its Master of Physician Assistant studies degree; additional program opportunities are being discussed with its Colleges of Dentistry, Pharmacy and Public Health. The Center houses MSU's bachelors and associate degrees in nursing, associate degree in radiologic sciences, and bachelor's degrees in computer tomography / magnetic resonance and diagnostic medical sonography.

ii This practitioner-based Ed.D., with tracks in educational leadership and technology, involves the integration of the doctoral student within a school/district based team with teachers, principals, superintendents and other doctoral students to address local challenges within the school system. The Ed.D. Program was designed to improve leadership skills at the school, district, or educational setting rather than a program to prepare graduates to be university faculty members. Collaboration with Eastern Kentucky University, Western Kentucky University, and Northern Kentucky University allows students from these institutions to participate in the different tracks offered throughout the state.

NOTE:

Citations for professional papers, presentations, and poster sessions, as well as publications and educational materials from 1975 through 2011 are available by request.

Additional leadership assignments to Professional and Community Service organizations and committees from 1976-2010 are available by request.