

ANITA FITZGERALD HENCK, PHD

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EDUCATION

PhD in Education, American University, Washington, DC, August 1996

Dissertation: Leadership Transitions in Higher Education: Presidential Transitions and Modes of Departure

Cognate areas: Leadership, Higher Education Administration, and Student Development; Interdisciplinary degree, including courses from the School of Education, Kogod College of Business, Department of Anthropology, Department of Computer Science and Information Systems, and School of Public Administration

Greenberg Scholar, 1993-1996; fellowship for “emerging faculty” included teaching introductory undergraduate courses in the Teacher Education program (K-12) and serving as teaching assistant in graduate courses in Educational Administration (K-12 and higher education).

Graduate Fellow, 1993-1996; Graduate Assistant to the Dean of the School of Education, supervising 14 graduate fellows and assistants; wrote graduate student handbook; and participated in University-wide strategic planning assignment. Served on NCATE (teacher education certification) review team and Academic Program Review Committee for doctoral program in Education. Elected graduate student representative to School of Education’s Rank and Tenure Committee and Grievance Board, University Senate Research Committee, and School of Education Council.

MA in Educational Administration, American University, Washington, DC, May 1993

Areas of emphasis included Higher Education Administration and Counseling.

BA in Psychology, Indiana University, Bloomington, IN, May 1978 (magna cum laude)

Double minors in Education and Mathematics, Statistics and Computer Science.

Also attended Point Loma Nazarene University and University of California, San Diego.

PROFESSIONAL EXPERIENCE

AZUSA PACIFIC UNIVERSITY, Azusa CA, July 2006 to present

Dean, School of Education (February 2012 to present)

- Responsible for an NCATE- and CTC-accredited school of 5 departments; credential, master’s, and doctoral programs at 8 locations and online; approximately 65 fulltime faculty, 30 staff, and 200+ adjuncts; and a \$20+ million budget.
- Provide vision and direct in working with the leadership team to move the School to best practices in the areas of curriculum, student academics and services, strategic partnerships, faculty and staff hiring, research, and financial performance.
- Serve as member of the University’s Academic Cabinet, President’s Council, International Collaboration Committee, and various task forces.
- Chair and serve on doctoral student dissertation committees in the areas of organizational change and university leadership.

Interim Dean, School of Education (September 2011 to February 2012)

- Provided leadership for a school in transition, with particular attention to budget, personnel, and accreditation matters.

- Fulfilled responsibilities relative to accreditation reviews, program review, curricular changes and development, personnel matters, faculty hiring and evaluation processes, budget, planning, and faculty and staff development in the School.
- Served on President's Council, Academic Cabinet, International Collaboration Committee, Committee on e-Learning and Technology, and the Values and Ethos Task Force on Implications for Identity for Students. Co-Chair the Values and Ethos Task Force on Values Enrichment.

Chair (March 2009 to August 2011) and Interim Chair (July 2008 to March 2009), Department of Leadership and College Student Development

- Responsible for overseeing the curriculum, faculty, staff, and budget of the four programs comprising the department -- MA in Leadership, MA in Global Leadership, MS in College Counseling & Student Development, and Undergraduate Leadership Minor.
- Member of the Leadership Team of the School of Behavioral and Applied Sciences and the University's Chairs' Advisory Council.

Program Director, MA in Leadership (July 2009 to August 2011)

- Provided vision and direction regarding curriculum, academic standards, academic program review, student recruitment and admissions, faculty hiring, and budgets for the MA in Leadership program.
- Led curricular change, moving the program from an MA in Organizational Leadership to an MA in Leadership, including the development of new classes and three tracks (Leadership Development, Organizational Leadership, and Leadership Studies).
- Hired faculty, adjunct faculty, and adjuncts, as well as staff.
- Initiated programs for faculty development and student services, including student convocations.

Interim Program Director, MS in College Counseling and Student Development (July 2008 to June 2009)

- Responsible for faculty, staff, budget, and scheduling in a transition year.
- Provided leadership for program curricular and degree transition (from MA in College Student Affairs to MS in College Counseling and Student Development).
- Responsible for student recruiting, admissions, and orientation programs, as well as student events such as Job Search Saturday, Professional Development Day, and Internship Match.

Professor (July 2011 to present) and Associate Professor (July 2006 to June 2011), Department of Leadership and College Student Development & Department of Doctoral Higher Education, School of Behavioral and Applied Sciences.

- Taught these courses:
 - CCSD 543 Legal and Ethical Issues in College Student Affairs
 - LDRS 502 Foundations of Christian Leadership
 - LDRS 534 Leader as an Agent of Change
 - LDRS 571 Instructional Design and Training Strategies for Leaders (Operation Impact)
 - HED 702 Nature of Inquiry
 - HED 707 Principles of Student Retention
 - HED 712 Leading Change in Higher Education
 - HED 723 Higher Education & the Law
 - HED 726 Policy Analysis in Higher Education
 - HED 728 Policy & Politics
 - Doctoral Higher Education, Writing Workshop

- Chaired 2 completed student dissertation committees; served on 6 additional completed dissertation committees. Currently serving as chair of 4 dissertations in progress and a member of 2 additional dissertation committees.
- Led doctoral student research team on collaborative leadership (2007-2010).
- Chaired Master's Studies Council (2010-2011), Master's Program Review Committee (2009-2010), and Doctoral Program Review Committee (2007-2008). Served as member of Master's Studies Council (2009-2011) and Doctoral Studies' Council (2007-2008).
- Served on University's Strategic Planning Task Force, Compensation Committee, and International Collaboration Committee.

EASTERN NAZARENE COLLEGE, Quincy, MA, July 1998 to June 2006

Vice President for Student Development and Retention

- Responsible for student development programs of the College: Athletics (NCAA Division III), Student Life (Residential Life, Student Government/Clubs/Ministries, and Student Conduct), Food Service, Brickley Center (Counseling, Health, and Career Services), Chaplain's Office, Center for Academic Services, and Multicultural Affairs.
- Developed "best practices" approach to operation of Student Development units. Key accomplishments included developing and implementing student leadership programs, student and parent orientation programs, first year seminar (including strengths-based assessment), non-credit educational programming (ex., eating disorders, domestic violence, alcohol and substance abuse, healthy relationships), and staff professional development program. Developed and implemented campus-wide renovation of College residence halls and student service areas.
- Developed and implemented Student Retention program with a collaborative practitioner team. Resulted in significant improvement in student retention and improved systems of student services (including admissions, financial aid, academic services, and student life).
- Served as the College's Compliance Coordinator for Disability Services, Sexual Harassment Officer, and Media Relations Spokesperson.
- Served on the Administrative Council, Committee on Admissions, Committee on Academic Standing, Spiritual Development Advisory Committee, and First Year Experience Task Force. Chaired the College Retention Committee. Served as resource person to academic committees (Curriculum, Academic Policy, and General Education) and ad hoc committees (Long Range Planning, Master Plan). Worked with Student Development Standing Committee of the Board of Trustees. Chaired Task Force to Reshape ENC (1999) and President's Inauguration Committees (2002 and 2005).
- Also served ENC as VP for Enrollment and Student Development (1999-2001) and had interim responsibilities for oversight of Institutional Advancement (1999-2000), during the College's Centennial Celebration.

Professor, Department of Psychology and School of Education

- Developed new program and curriculum for MA in Education/Higher Education and served as lead faculty member for cohort program designed for administration and faculty of local community college.
- Taught *Introduction to Higher Education Administration*, *Introduction to Management and Organizational Behavior*, *Student Development*, *Research Seminar*, and *Leadership* in graduate program and multiple sections of *Introduction to Psychology* and *Adolescent Psychology* to traditional undergraduates. Guest lecturer in Business, Communication Arts, Athletics, Journalism, Group Psychology, and Abnormal Psychology.
- Served on multi-year task force to develop undergraduate general education curriculum; helped design and taught in pilot program of strengths-based *Freshman Seminar* course.

- Served on thesis defense panels for 12 students completing the MA in Higher Education Administration.

AMERICAN UNIVERSITY, Washington, DC, January 1979 to May 1998

Adjunct Faculty (full-time), School of Education (September 1996 to May 1998)

- Taught and advised undergraduate students in teacher education program.
- Taught in the MA in Educational Leadership and the PhD in Education programs.
- Taught *Teachers, Schools, and Society* and *Field Experience: Observation and Analysis* in undergraduate teacher education program; graduate courses included *Financing Educational Institutions, Seminar in Leadership*, and *Introduction to Higher Education Administration*; guest lecturer in graduate research and dissertation seminar courses.
- Served as graduate student advisor; advised doctoral students (K-12 and higher education) in the dissertation proposal process.
- Member of Admissions Committee for undergraduate teacher education program.

Executive Assistant to the Provost (July 1991 to June 1993)

- Senior staff officer to the Provost. Responsibilities included serving as chief ombudsperson for the University and as administrative liaison for the enforcement of academic policies, student code of conduct, and personnel policies.
- Special long-range projects included:
 - Served as lead staff member for development and implementation of a multiyear academic program review of all (100+) programs of the University.
 - Served as budget analyst for institutional fiscal review process.
 - Developed computerized models for analysis of budgets and academic programs.
 - Wrote policy and procedure manuals for University personnel and office operations.
 - Conducted administrative review and restructuring of various University divisions.
 - Hired, trained, and supervised support staff for Offices of the Provost, Assistant Provost for Curriculum, and Dean of Faculties.

Executive Assistant to the Interim President and Provost (April 1990 to June 1991)

- Primary University liaison between the board of trustees and University administrators during a year of traumatic presidential transition, reorganization, and presidential search.
- Developed board schedules; revamped board organization and training procedures.
- Served as media spokesperson during time of traumatic presidential departure, transition and selection; wrote speeches for interim president and provost; and assisted with personnel searches.
- Supervised administrative staff of president's and provost's offices during transition year.

Assistant to the Provost (July 1980 to June 1990)

- Staff assistant to the chief academic officer.
- Responsibilities included serving as Compliance Coordinator for Disability Services, assisting in the development of the University's Learning Disabilities Program, directing University-wide events, developing computer models for data analysis for purposes of budget and planning, speechwriting, and serving as liaison with University administrators.

Assistant, Office of the Provost (September 1979 to June 1980)

- Primary staff member planning events for the week-long inaugural ceremonies of the University President.
- Served on the Disability Services Committee, representative to the Committee on Advising, and ombudsperson for the Office of the Provost.

INDEPENDENT EDUCATIONAL CONSULTANT (1995 to present)

Worked with educational institutions on projects which have included:

- Led year-long campus-climate project for a faith-based private university, addressing issues of trust, communication, and professional roles (2010-2011).
- Served as external reviewer for program and curricular review of a master's in leadership at a small faith-based private college (2011).
- Evaluated retention efforts at a small faith-based school, providing recommendations for operations and organizational planning (2009).
- Completed a review of the residential life program at a small faith-based college, in preparation for their regional accreditation (2009).
- Conducted year-long cultural audit of a student-led orientation program at a large state university, addressing issues of fidelity to institutional values (2007-2008).
- Wrote comprehensive college administrative review for small private college (1997).
- Developed long-range budget and planning initiatives for large state university (1996-1997).
- Assisted members of cabinet of large state university in articulating the university's strategic plan; drafted the plan (1995-1996).
- Created an induced course matrix for academic program and curricular review for small private university and large state university (1994-1995).
- Clients have included Eastern Nazarene College (Massachusetts), Life Pacific College (California), Messiah College (Pennsylvania), Montclair State University (New Jersey), Northwestern University (Washington), Northwest College (Minnesota), Quincy College (Massachusetts), and Texas A&M University.

PUBLICATIONS

- Henck, A., & Dahlvig, J. (in progress). *The impact of social capital on college and university board decision-making*.
- Longman, K., & Henck, A. F. (in progress with final edits). *Strengths awareness and beyond: Making a difference in the lives of students*. *Journal of College & Character*.
- Henck, A. F. (2011). *Walking the tightrope: Christian colleges and universities in a time of change*. *Christian Higher Education*, 10(3-4), 196-214.
- Henck, A. F., & Lemaster, G. (2011). Transformational leadership. In F. Gandolfi (Ed.), *Foundations of contemporary leadership*. Saarbrück, Germany: Lambert Academic Publishing.
- Henck, A. & Jones, J. *Assessment of living learning communities: Models for campus collaboration*. *Growth* (9)9.
- Henck, A. F., & Hulme, E. *Collaborative leadership through strengths development, part II: Building a strengths-oriented team*. Magna Publications, Chair Academy Newsletter, September 2008.
- Hulme, E., & Henck, A. F. *Collaborative leadership through strengths development, part I: Self-awareness through strengths development*. Magna Publications, Chair Academy Newsletter, July 2008.
- Dalton, J., & Henck, A. F. (2004). Introduction in *New Directions for Institutional Research: Assessing Character Outcomes in College*, 22. San Francisco: Jossey-Bass.

PRESENTATIONS

Keynote Speaker, Leadership Development Week, *Faithful Leadership*, Lancaster Bible College, Lancaster, PA, March 3, 2011.

Co-Presenter with Dr. Eileen Hulme, *Critical Breakthroughs In Leadership: A Strengths-Based Approach To Building Engaged Administrative Teams*, CCCU Forum, Atlanta, Georgia, March 2010.

Co-Presenter with Dr. Eileen Hulme, *Hope Happens: Building Character Strengths That Matter*, Institute on College Student Values, Tallahassee, FL, February 2010.

Round-Table Co-Presenter with Jonathan Ziegert (Drexel University), *Transforming Teams Through Healthy Collaboration and Collective Leadership*, International Leadership Association Conference, Prague, Czech Republic, November 14, 2009.

Round-Table Co-Presenter with Dr. Petros Malakyan and Dr. Gary Lemaster, *Transcultural, Transformational, and Transitional Leadership Development: Collaborating and Changing in Response to Market Realities*, International Leadership Association Conference, Prague, Czech Republic, November 13, 2009.

Co-Presenter with Dr. Karen Longman, *Choices: Large and Small Decisions That Shape Our Lives*, APU Common Day of Learning, March 4, 2009.

Co-Presenter with Dr. Karen Longman, *Creating a Strengths-Based Campus Culture*, Institute on College Student Values, Tallahassee, FL, February 2009.

Co-Presenter with Dr. Karen Longman, *How Can Strengths Awareness Make a Difference in the Lives of Our Students?*, Institute on College Student Values, Tallahassee, FL, February 2009.

Co-Presenter with Jennifer Livingston, *Trends in US Higher Education*, APU Board of Trustees, September 25, 2008.

Co-Presenter with Drs. Laurie Schreiner, Karen Longman, Paul Kaak, and Michelle Louis, *Strengths-Based Teaching and Learning*, Gallup Organization Strengths Conference, Omaha, NE, June 2008.

Co-Presenter with Dr. Karen Longman, *Collaborative Leadership: A Strengths-Based Approach For Higher Education and A Brief, Yet Practical, Review Of The Latest Leadership Literature: Making The Case For Strengths*, Gallup Organization Strengths Conference, Omaha, NE, June 2008.

Moderator and Presenter, *Is There A Doctoral Program In Your Future? Separating Fears From Facts*, Association of Christians in Student Development, Cedarville, OH, June 2008.

Co-Presenter with Dr. Eileen Hulme, *What Do We Value? Cultural Audit As A Window On Campus Values*, National Association of Student Personnel Administrators, Boston, MA, March 2008.

Presenter, *Challenge and Change: New Insights in the Spiritual Formation of College Students*, Institute on College Student Values, Tallahassee, FL, January 2008.

Co-Presenter with Dr. Laurie Schreiner, *Strengths-Based Advisor Training* (pre-conference workshop), National Academic Advising Association, Baltimore, MD, October 2007.

Co-Presenter with Dr. Eileen Hulme, *Building a Team Through Strengths-Based Leadership in Higher Education*, Chair Academy Conference, Jacksonville, FL, March 2007.

Co-Presenter with Professor Jeff Barker, *Faithful Change: The Role of the Academy in Student Spiritual Formation*, Eastern Nazarene College Faculty Colloquium, February 2006.

Invited Presenter, *Faithful Change: Spiritual Formation of College Students*, Ivy Jungle Conference (for campus chaplains and ministry leaders of secular and Christian colleges), Atlanta, GA, November 2004.

Co-Presenter with Sandra Smales, Esq., *The Education Community as Workplace Learners*, Council for Adult and Experiential Learning, Chicago, IL, November 2004.

Researcher, *Faithful Change Research Project*, Council for Christian Colleges and Universities, October 1998 to June 2006. Member of Eastern Nazarene College's research team; longitudinal project regarding the faith development of college students, working with researchers on eight other campuses. Supported by grant from the Templeton Foundation.

Plenary Address Speaker, *Making the Case for Spiritual Development*, Council for Christian Colleges & Universities, Seattle, WA, June 2003.

Invited Panelist with Drs. James Fowler and Dr. David Gyertson, *Spiritual Formation: Whose Task Is It?*, Council for Christian Colleges & Universities Forum, Orlando, FL, February 2001.

PROFESSIONAL ACTIVITIES & SERVICE

Staff Chapel Speaker, *Answering God's Call to Faithful Leadership*, World Vision, Arcadia, CA, October 25, 2011.

Presenter, *Personal Strengths Development and Building a Strengths-Based Team* (2-part series), Our Neighborhood Homework House, Azusa, CA, May and August 2011.

Presenter, *Living Into Your Strengths* (3-part series), Pasadena First Church of the Nazarene, Pasadena, CA, May and June 2011.

Reviewer, Templeton Foundation Grant Proposals, March 2011.

Accreditor, Assistant Chair, and Report Author, Western Association of Schools and Colleges Team for Capacity and Preparatory Review, Golden Gate University, San Francisco, CA, October 2008.

Editorial Board Member, Association for Christians in Student Development, June 2008 to June 2010.

Presenter, *Development of Students: Contemporary Research and Updates From the Literature*, Nazarene Student Leadership Association, Vice Presidents' Group, San Diego, CA, January 2008.

Convenor, *Mental and Health and the Church*, Panel Discussion, Disability Awareness Week, Pasadena First Church of the Nazarene, Pasadena, CA, October 2007.

Member, International Leadership Association (2007-present). Serve as program proposal reviewer.

Member, Church of the Nazarene's International Church Commission, March 2006 to March 2009.
Commission assignment was to review the organizational and administrative structure of the denomination and develop recommendations for change.

Accreditation Team Member, New England Association of Schools & Colleges, 4 visits, 2001 to 2006.

Invited Participant, *Consultation on Human Sexuality*, Council for Christian Colleges & Universities, Grand Rapids, MI, November 2004.

Participant, *Harvard School of Law's Project on Negotiation*, Senior Executive Training Seminar, Cambridge, MA, June 2004.