

ANITA FITZGERALD HENCK, PhD

ahenck@apu.edu | 626-513-6650

PROFESSIONAL OVERVIEW

Experienced educational consultant, regional accreditor, and senior university administrator with diverse portfolio, investing 40+ years across three institutions:

- **American University**, Washington, DC – 19 years, including Cabinet-level and classroom roles. Held lead role in presidential transition after a traumatic departure, serving as Chief of Staff and Board Liaison for Interim President. Significant assignments in budget & planning; institutional research; institutional restructuring; academic program review; policy development; speech writing; and media relations.
- **Eastern Nazarene College**, Quincy, MA – 8 years on Cabinet as VP Student Development & Retention, concurrent with interim VP assignments in Enrollment & Advancement. Tasked to restructure the division and integrate all student co-curricular programming and support services, including diversity, chapel programs, counseling, athletics, food service, residential programs, and academic support services.
- **Azusa Pacific University**, Azusa, CA – 15+ years in academic affairs, including turn-around dean assignment, interim program director and department chair, in addition to faculty responsibilities. Representative special assignments include Academic Return to Campus Task Force (co-chair); CFO's Task Force on Budget and Travel; University's International Collaboration Committee; and Values and Ethos Task Force (co-chair).

EDUCATION

PhD in Education, American University, Washington, DC

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

Cognate areas: Leadership, Higher Education Administration, and Student Development

Completed interdisciplinary doctoral degree, with coursework 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 and Research Fellow – full scholarship and graduate assistantships

MA in Educational Administration, American University, Washington, DC

Areas of emphasis included Higher Education Administration and Counseling

BA in Psychology, Indiana University, Bloomington, IN

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

Also attended Point Loma Nazarene University, San Diego, CA

Completed **Harvard School of Law's Project on Negotiation**, Senior Executive Training Seminar, Cambridge, MA and **Gallup Organization's Clifton Strengths Training**, Omaha, NE

PROFESSIONAL EXPERIENCE

AZUSA PACIFIC UNIVERSITY, Azusa CA, July 2006 to present

Dean and Professor, School of Education, March 2012 to present

Interim Dean, School of Education, August 2011 to February 2012

- Lead the School of Education (SoE) with 1,200 students; 3 departments; 40 full time faculty, 21 staff, and 100+ adjuncts/mentors; 25 programs (credential, master's, and doctoral) at 6 locations and online; and \$14 million revenue projection (FY22)
- Managed successful SOE turnaround, arriving to a significant budget shortfall, years of missed enrollment targets, and impending dual accreditation visits. Moved operations into the black within 9 months; stabilized enrollments within 2 years; and completed successful accreditations (state and national) for maximum award length
- Implemented zero-based budget project across the School; closed low performing programs; led doctoral program curricular rewrite/relaunch (100% completion rate of students completing coursework; 90% completion rate of students entering program); led collaborative general/special education curriculum design; addressed infrastructure and personnel issues; and hired 70% of current faculty and staff
- Developed Superintendents' Collaborative of 50+ local school district superintendents and launched Next Generation Superintendents program to develop district leadership from underserved population (12 of 14 in first cohort promoted in year 1)
- Served on dozens of special work groups, including Covid-based Return to Campus Task Force (co-chair), CFO's Task Force on Budget and Travel; University's International Collaboration Committee; Provost's Committee on e-Learning and Technology; and the University's Values and Ethos Task Force (co-chair)
- Teach doctoral courses every two years and continue to serve on dissertation committees

Chair, Department of Leadership & College Student Development, March 2009 to August 2011,

Interim Chair, Department of Leadership & College Student Development, July 2008 to March 2009 (concurrent with program director roles)

- Responsible for overseeing the curriculum, faculty, staff, and budget of 4 programs -- MA in Leadership, MA in Global Leadership, MS in College Counseling & Student Development (CCSD), and Undergraduate Leadership Minor. Implemented program redesign and transition of the CCSD and Leadership programs, and program fiscal evaluation, closure, and teach-out of the MA in Global Leadership
- Member of the Leadership Team of the School of Behavioral and Applied Sciences and the University Chairs' Advisory Council

Program Director, MA in Leadership, July 2009 to August 2011 (concurrent with chair role)

- Developed and implemented vision and direction regarding curriculum, academic standards, academic program review, student recruitment and admissions, faculty hiring, and budget for the MA in Leadership program
- Facilitated curricular change, moving the program from MA in Organizational Leadership to MA in Leadership, including the development of new classes and tracks
- Hired and supervised 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 & Student Development, July 2008 to June 2009 (concurrent with chair role)

- Provided transitional leadership of faculty, staff, budget, course scheduling, and curriculum degree change (from MA in College Student Affairs to MS in College Counseling & Student Development)
- Managed 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 & College Student Development and Department of Doctoral Higher Education, School of Behavioral and Applied Sciences

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

- Doctoral Higher Education, Writing Workshop (developed non-credit course)
- Served on 25+ student dissertation committees – as chair, methodologist and/or content expert. Particular emphasis on topics relating to student resilience, university presidencies, leading change initiatives, and “best practices” across the Academy
- Managed doctoral student research team on collaborative leadership (2007-2010)
- Chaired University 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 & Retention (1998-2006)

VP for Student Development & Enrollment Services (1999-2001)

Interim VP of Institutional Advancement (1999-2000)

- 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
- Tasked to redesign and implement “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, including cultivating donor support
- 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). Cabinet liaison to Student Development Standing Committee of the Board of Trustees
- Chaired Task Force to Reshape ENC (1999) and Presidential Inauguration Committees (2002 and 2005)

Professor, Department of Psychology and School of Education

- Developed curriculum for MA in Education/Higher Education and served as lead faculty member for cohort program designed for administration/faculty of local community college. Served on thesis defense panels for 12 students completing the MA in Higher Education Administration
- Developed and taught graduate courses -- Introduction to Higher Education Administration, Introduction to Management and Organizational Behavior, Student Development, Research Seminar, and Leadership. Taught 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

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 programs) in dissertation proposal process
- Member of Admissions Committee for undergraduate teacher education program and faculty search committees

Graduate Fellow (full-time), School of Education, September 1993 to August 1996

- 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)
- Research 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

Assistant to the Provost, July 1991 to June 1993

- Senior staff officer to the University 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 upon leadership departures
 - Hired, trained, and supervised support staff for Offices of the Provost, Assistant Provost for Curriculum, and Dean of Faculties

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; 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

Executive Assistant to the Provost, July 1980 to June 1990

- Staff assistant to the Chief Academic Officer.
- Led efforts to computerize the Offices of the President, Provost, and Dean of Faculties, providing staff training and support. Developed prototype for campus-wide computerization, including software solutions and training
- 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

Administrative Assistant, Associate Provost for Academic Support, January 1979 to September 1979

- Provided administrative support to Associate Provost overseeing the Registrar, Financial Aid, and Academic Support Services
- Drafted correspondence and edited University documents

INDEPENDENT EDUCATIONAL CONSULTANT, 1995 to present

- Clients have included Texas A&M University, Southeastern University, Life Pacific College, Montclair State University, Messiah College, Northwest College, Northwestern University, and Quincy College.
- Worked with CCCU university president to design and lead board development initiative – current trends in higher education, roles/responsibilities of administration and board, defining University culture, and leading change
- Facilitated development of new EdD program to launch their dissertation process (multi-year)
- 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 administration 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 a computer-based induced course matrix for academic program and curricular review for use by a small private university and large state university (1994-1995)

REGIONAL ACCREDITOR

- Accreditor, Assistant Chair, and Report Author, Western Association of Schools and Colleges Team for Capacity and Preparatory Review, The Master's University and Seminary, March 2018
- 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
- Accreditation Team Member, New England Association of Schools & Colleges, 4 visits, 2001 to 2006

SELECTED ENGAGEMENTS & PRESENTATIONS

- Co-Presenter with Andrew Henck, *Bridging Generational Cultures: The Impact of Education & Technology and Gen-Z and the Post-Generational Reality for Leadership*, **International Leadership Association Conference**, Barcelona, Spain, October 16, 2015.
- Commencement Speaker, *Difference Makers*, **Graduate & Professional Programs Graduation Ceremony**, Azusa Pacific University, December 15, 2012.
- 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.
- Co-Presenter with Jennifer Livingston, *Trends in US Higher Education*, APU Board of Trustees, September 25, 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.
- 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.
- 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.
- CCCU Plenary Address Speaker, *Making the Case for Spiritual Development*, Seattle, WA, June 2003.
- Invited Panelist with Drs. James Fowler and Dr. David Gyertson, *Spiritual Formation: Whose Task Is It?*, CCCU Forum, Orlando, FL, February 2001.
- Invited Participant, *CCCU Consultation on Human Sexuality*, Grand Rapids, MI, November 2004.

BOARD ENGAGEMENT

- Board Member, **Christian Leadership Alliance**, San Dimas, CA (2016-2019)
- Board Member, **Neighborhood Homework House**, Azusa, CA, (2016-2019)
- Member, **Task Force on Polity and Liturgical Committee**, Mountainside Communion Church, Monrovia, CA (2016-19)

- Member, International Church Committee, Church of the Nazarene, (2006-2009 and 2012)
- Elected Board Member, Church of the Nazarene – San Diego First, San Diego, CA; Washington First, Washington, DC; Baltimore First, Ellicott City, MD; Pasadena First, Pasadena CA

CHURCH & NON-PROFIT ORGANIZATION ACTIVITIES

- Nazarene Missions International, USA/Canada District Leadership Conference, Orlando, FL. Keynote Speaker, Leadership, Values, and Culture, January 21-24, 2016.
- Neighborhood Homework House, Azusa, CA. Facilitator of Board Development; led board in re-defining and re-visioning mission statement and strategic goals, June 2014.
- Multi-Congregational, Multi-Ethnic Board, Los Angeles First Church of the Nazarene. *Pro bono* consultant; led board development work on Strengths-Based Leadership and Organizational Culture and Change, April and November 2013.
- World Vision International, Monrovia, CA. Staff Chapel Speaker, Serving with Integrity, July 1, 2015 and Answering God's Call to Faithful Leadership, October 25, 2011.
- Azusa Pacific University, Azusa, CA. Chapel Speaker, Living in the Margins, October 15, 2012.
- Neighborhood Homework House, Azusa, CA. Presenter, Personal Strengths Development and Building a Strengths-Based Team (2-part series), Our Neighborhood Homework House, Azusa, CA, May and August 2011 (repeated in 2013 with new staff).
- Women's Ministries Leadership Development Presenter, Living into Your Strengths, Pasadena First Church of the Nazarene, Pasadena, CA, May and June 2011 (3-part series).
- Lancaster Bible College, Lancaster, PA. Keynote Speaker, Leadership Development Week, Faithful Leadership, March 3, 2011.
- Convenor, Mental and Health and the Church, Panel Discussion, Disability Awareness Week, Pasadena First Church of the Nazarene, Pasadena, CA, October 2007.
- 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)

PUBLICATIONS

- Reviewer for Christian Higher Education, Journal of Leadership & Organizational Studies, and Templeton Foundation Grants.
- Henck, A. F. (2015). Education: John Dewey, Democracy and Education. In S. Wilkens and D. Thorsen (Eds.), *Twelve great books that changed the university: And why Christians should care* (pp. 188- 200). Eugene, OR: Cascade Press.
- 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. (September 2008). Collaborative leadership through strengths development, part II: Building a strengths-oriented team. Magna Publications, Chair Academy Newsletter.
- Hulme, E., & Henck, A. F. (July 2008). Collaborative leadership through strengths development, Part I: Self-awareness through strengths development. Magna Publications, Chair Academy Newsletter.
- Dalton, J., & Henck, A. F. (2004). Introduction in *New Directions for Institutional Research: Assessing Character Outcomes in College*, 22. San Francisco: Jossey-Bass.