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**CECILIA M. ORPHAN, Ph.D.**  
Assistant Professor, Higher Education  
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### EDUCATION

#### **University of Pennsylvania, Philadelphia, PA**

*Doctor of Philosophy*, Higher Education, December, 2015

*Dissertation*: “Democracy’s colleges” under pressure: Examining the effects of neoliberal public policy on regional comprehensive universities

*Dissertation Chair*: Dr. Matthew Hartley, Professor, Higher Education, University of Pennsylvania

*Dissertation Committee Members*: Drs. Laura W. Perna, Professor, Higher Education, University of Pennsylvania, and John Saltmarsh, Professor, Higher Education, University of Massachusetts Boston

#### **Portland State University, Portland, OR**

*Bachelor of Arts*, Political Science, June, 2006

### PUBLICATIONS

#### Academic Journal Articles

**Orphan, C.**, \*Diaz-Solodukhin, L. & \*\*Romero, D. (in press). Fostering collective impact: Measuring and advancing higher education’s contributions to civic health and equity in Colorado. *International Journal of Research on Service Learning and Community Engagement*.

**Orphan, C.**, Gildersleeve, R. & \*Mills, A.P. (2018). State of rhetoric: Neoliberal discourses for education in state of the state addresses and gubernatorial press releases. *Journal of Education Policy*.

**Orphan, C.** (2018). Public purpose under pressure: Examining the effects of neoliberal policy on regional comprehensive universities. *Journal of Higher Education Outreach and Engagement*, 22(2).

Morgan, D. & **Orphan, C.** (2016). Student political engagement in the co-curriculum: Understanding the role of senior student affairs officers. *eJournal of Public Affairs*, 5(2).

Gasman, M., Spencer, D. & **Orphan, C.** (2015). "Building bridges, not fences": A history of civic engagement at private Black colleges and universities. *History of Education Quarterly*, 55(5).

#### Peer-Reviewed Book Chapters

**Orphan, C.** & Reynolds, C. (in press). From impostor to infiltrator: Leveraging working-class funds of knowledge to negotiate and change academic culture. Chapter in *Leaps of faith: Stories from working class scholars*. Charlotte, NC: Information Age Publishing.

**Orphan, C.** & O'Meara, K. (2016). Next generation faculty in the neoliberal university. Chapter in *Publicly engaged scholars: Next-generation engagement and the future of higher education*. Sterling, VA: Stylus Publishing.

**Orphan, C.** (2015). What's graduate education got to do with it?: Graduate school socialization and the essential democratic work of the academy. Chapter in *Democracy's education: Public work, citizenship, and the future of colleges and universities*. Nashville, TN: Vanderbilt University Press.

#### Policy Briefs (\*indicates graduate student author)

**Orphan, C.**, Gildersleeve, R. & \*Laderman, S. (2018). *The role of intermediary public policy organizations in shaping the policy agenda for higher education*. 2018 Public Policy Forum, "Higher Education in the Era of the States: Elevating Equity and Advancing Public Policy." Retrieved from: [http://morgridge.du.edu/wp-content/uploads/2018/06/Public-Policy-Research-Brief\\_FINAL.pdf](http://morgridge.du.edu/wp-content/uploads/2018/06/Public-Policy-Research-Brief_FINAL.pdf).

**Orphan, C.** (2018). *Why regional comprehensive universities are vital parts of U.S. higher education*. Scholars Strategy Network (SSN). Retrieved from: <https://scholars.org/brief/why-regional-comprehensive-universities-are-vital-parts-us-higher-education>.

**Orphan, C.** (2018). *How to advocate for regional comprehensive universities*. Scholars Strategy Network (SSN). Retrieved from: <https://scholars.org/brief/how-advocate-regional-comprehensive-universities>.

#### Book Reviews

**Orphan, C.** (in press). Review of *Born to Serve: A History of Texas Southern University*. *Journal of Southern History*.

**Orphan, C.** (2016). Towards a more just society: Considering Islam and Muslims in the classroom. A review of *Muslims and Islam in U.S. education: Reconsidering multiculturalism*. *Educational Theory and Philosophy*, 48(7).

**Orphan, C.** & Saltmarsh, J. (2013). Review of *Collaborative futures: Reflections on publicly active graduate education*. *eJournal for Public Affairs*, 2(2).

**Orphan, C.** (2010). Review of *Citizenship across the curriculum*. *Public Purpose*, American Association of State Colleges and Universities (AASCU).

**Orphan, C.** (2007). Review of *Strapped: Why America's 20- and 30-somethings can't get ahead*. *Public Purpose*, American Association of State Colleges and Universities (AASCU).

### Video Lectures

**Orphan, C.** (2017). Conducting qualitative interviews. *SAGE Research Methods Videos*. Thousand Oaks, CA: SAGE Publications.

**Orphan, C.** (2017). Strategies for effective participant recruitment for qualitative research studies. *SAGE Research Methods Videos*. Thousand Oaks, CA: SAGE Publications.

### Invited Commentary

Hartlep, N.D, Lake, D., Purcell, J. W., Bush, A., Graves Perry, L., Janke, E. M., Markham, P., **Orphan, C.** & Saltmarsh, J. (in press). Toward an innovative civic engagement pedagogy. *eJournal of Public Affairs*.

**Orphan, C.** (2014). The cults of artistry, expertise, and prestige. *Public: Arts, Design and Humanities*, 2(1).

**Orphan, C.** (2013). Reflections on social entrepreneurship. *eJournal for Public Affairs*, 2(3).

Yarrow, A. & **Orphan, C.** (2010). Why students need to be informed about our looming fiscal crisis: The America's Future Initiative. *PS: Political Science and Politics*, 43(2).

**Orphan, C.** (2011). Understanding generational differences in civic communication. *Communication Currents*, 6(3).

### Practitioner Monographs and Guidebooks

Yarrow, A. & **Orphan, C.** (2010). *A manual for conducting intergenerational dialogues about the national debt, federal finances, and tough choices*. Washington, DC: AASCU.

Falk, D. & **Orphan C.** (2009). *Teaching Seven Revolutions: A tool kit for educating globally competent citizens*. Washington, DC: Center for Strategic and International Studies (CSIS).

Nemenoff, B. & **Orphan, C.** (2008). *National Collegiate Dialogue: Illustrating democracy and public participation through the public policy making process*. Washington, DC: American Humanics.

Levine, D. & **Orphan, C.** (2007). *MLK Day of Service planning guide*. Washington, DC: AASCU and NASPA: Student Affairs Administrators in Higher Education.

## HONORS AND AWARDS

- Honoree, Career Champion, Office of Career and Professional Development, University of Denver (2017 & 2018)
- Honoree, Academic Excellence and Distinguished Scholars, University of Northern Colorado (2017) (Recognized for community participatory action research Civic Health and Equity Initiative)
- Finalist, National Association of Education/Spencer Doctoral Fellowship (2015) (Removed myself from consideration because I accepted a tenure track position)
- John Saltmarsh Award for Emerging Leaders in Civic Engagement (2011) (National award given by AASCU to one person each year)
- Inductee, Phi Beta Kappa Honor Society (2006)

- Graduated summa cum laude from Portland State University (2006)
- President's Award for Outstanding Community Engagement, Portland State University (2005 & 2006)
- AmeriCorps Educational Fellowship (2004-2006)
- Laurels Scholarship Recipient (2004 - 2006)

## **RESEARCH**

### Research Interests

My research agenda interrogates the following question: What are the purposes of higher education in a democratic society? My research agenda is comprised of three facets which examine this question: public policy discourses; higher education's civic commitments; and the role of regional comprehensive universities.

### Grant and Fellowship Sponsored Research Activity

*Faculty Research Fund Grant* (funded, 2017-2018): \$3,000 grant sponsored by the University of Denver Faculty Senate for faculty research to fund transcription of oral history interviews as part of a study examining the history of RCUs. Title of research study: "The people's universities" as legitimacy-seeking anchor institutions: Tracing the history and evolution of regional comprehensive universities from 1970-2000."

Role: Co-PI in partnership with two graduates of MCE's Higher Education master's program. Wrote grant with feedback from Co-PIs.

*National Service and Research Competition* (unfunded, 2017): \$300,000 grant sponsored by the Corporation for National and Community Service to fund mixed methods community participatory research study involving four rural-located higher education institutions (two community colleges and two public universities) in Colorado and Wyoming in assessing their contributions to civic health and equity. Title of research study: "Measuring and Advancing Higher Education's Contributions to Rural Civic Health, Equity and Civic Infrastructure."

Role: PI in partnership with two community partners from Campus Compact of the Mountain West. Conceptualized study, wrote a majority of the grant with feedback from community partners and MCE Senior Grants Manager.

*Campus Dialogue Grants* (unfunded, 2017): \$15,000 grant sponsored by Bringing Theory to Practice to fund campus/community dialogues for participant campuses in Civic Health and Equity initiative. Proposed dialogues would have assessed campus contributions to civic health and equity.

Role: Co-PI in partnership with two community partners from Campus Compact of the Mountain West and three from RCUs. Helped conceptualize initiative and edited final grant application.

*Spencer/NAEd Post-Doctoral Fellowship* (unfunded, 2017): \$70,000 grant sponsored by the National Academy of Education and Spencer Foundation intended to support the

development of emerging scholars. Proposed research study would examine how performance funding strategies for higher education create surveillance structures for faculty members of regional comprehensive universities. Title of research study: "Pay for performance: Examining the effects of performance funding on faculty members within regional comprehensive universities."

Role: PI. Conceptualized study and wrote grant application with feedback from MCE Senior Grants Manager.

*University of Denver PROF Grant* (funded, 2016): \$20,000 grant sponsored by the University of Denver to fund a qualitative research study examining the effects of performance based funding on Colorado regional comprehensive universities. Specifically, the effects of this funding model on educational access, faculty morale, and student and faculty surveillance are examined. Title of research study: "Pay for performance: Examining the institutional responses of open access universities to the implementation of performance funding."

Role: PI and project manager. Developed grant proposal and supervised three graduate students funded to work on project.

*University of Denver Public Good Grant* (funded, 2016): \$15,000 grant sponsored by the Center for Community Engagement and Service Learning at the University of Denver to fund a community-based research project that adapts the National Civic Health Index for Colorado college campuses to assess the contributions of community/university engagement to regional civic health and equity. Title of research study: "Leading collective impact: Measuring and advancing higher education's contributions to civic health and equity in Colorado."

Role: PI and project manager. Developed grant proposal and oversaw graduate students working on project. Partnered with two community partners from Campus Compact of the Mountain West and three from RCUs.

*Advancing Current Critical Issues in Community Engagement Research Grant* (funded, 2015): \$5,000 grant sponsored by the New England Resource Center for Higher Education and the Center for Engaged Democracy to support data collection and analysis for dissertation research. Goals of the research grant are to promote understanding of structures of inclusion, leadership, and student outcomes within higher education.

*Dean's Summer Research Fellowship*, (funded 2012-2014). \$5,000 fellowship sponsored by the Dean of the Graduate School of Education at the University of Pennsylvania, awarded to support summer research activities.

#### Research Projects Underway

Co-Investigator, "The people's universities" as legitimacy-seeking anchor institutions: Tracing the history and evolution of regional comprehensive universities from 1970-2000," Primary Investigator, Lydia Supplee, Academic Advisor, University College, University of Denver and graduate of Higher Education Master's Program, Co-Investigator, Audrey

*Moreno, Assistant Director, Living Learning Communities, University of Denver and graduate of Higher Education Master's Program (2017-present). Study examining the history of regional comprehensive universities between 1970-2000.*

*Primary Investigator, "Examining the responses of regional comprehensive universities to the implementation of performance funding in Colorado and Michigan, Co-Investigator: Sophia Laderman, Senior Policy Analyst, State Higher Education Officers Association and Ph.D. Student, Higher Education, University of Denver (2017-present). Study examining how Colorado and Michigan regional comprehensive universities respond to the implementation of performance funding. Case study research involving interviews, observations and document analysis.*

*Primary Investigator, "Examining the role of intermediary public policy organizations in promoting a neoliberal public policy agenda for higher education", Co-Investigators: Ryan E. Gildersleeve, Associate Professor, Higher Education, University of Denver, Sophia Laderman, Senior Policy Analyst, State Higher Education Officers Association and Ph.D. Student, Higher Education, University of Denver (2016-present). Study examining the ways in which intermediary public policy organizations (IPPOs) for higher education promote a neoliberal public policy agenda. Case study research involving constituent-based IPPOs. Interviews and document analysis methods employed.*

#### *Prior Research Experience*

*Primary Investigator, "The company regional comprehensive universities desire to keep: Analyzing institutional choice of peers and membership associations," Co-Investigator: Graham Miller, PhD Candidate, Higher Education, University of Iowa (2015-2017). Study examined the ways in which institutional striving behavior expresses itself in institutional choice of membership associations and peers. Campuses under study at one time were designated by the Carnegie Classifications as public "Masters Colleges and Universities" and have changed designation to "Doctoral University" or "Research University." Qualitative phenomenological study examining 25 colleges and universities. Interviews, document analysis, and archival research conducted tracking changes to membership affiliation over time.*

*Primary Investigator, "State of rhetoric: Neoliberal discourse for education in state of the state gubernatorial addresses," Co-Investigators, Ryan E. Gildersleeve, Associate Professor, Higher Education, University of Denver, and A. Paige Mills, Specialist, School of Social Work, Metropolitan State University of Denver (2016-2018). Study examined the role of rhetoric in governor's annual State of the State Addresses in promoting a neoliberal public policy agenda for higher education. Content and rhetorical analysis methods employed.*

*Doctoral Research Assistant, Advisor: Matthew Hartley, Professor, Higher Education, University of Pennsylvania (2011 – 2015). Research conducted under Dr. Hartley's supervision. Research foci: civic engagement, public policy and finance, academic governance, the failure and success of organizational change, neoliberalism, and U.S.*

public higher education. Was the primary researcher of a qualitative case study of four campuses examining the unraveling of institutionalization efforts. Conducted 34 interviews, transcript analysis, and document analysis.

*Research Assistant, Principle Investigator: Laura W. Perna, Professor, Higher Education, University of Pennsylvania (2013-2015).* Case study research involving the analysis of the data collection practices of a college access program (Steppingstone Scholars). Conducted focus groups and interviews and transcript and document analysis.

*Research Assistant, Supervisor: Lois MacNamara, Assistant Dean, Graduate School of Education, University of Pennsylvania (2014).* Analyzed qualitative data from a school-wide student climate survey examining the supports available to marginalized groups and the quality of academic and social life for students. After completing data analysis, submitted a report to the Dean's office with specific school-wide recommendations for improving school climate.

*Re-Imagining Undergraduate Education: The Red Balloon Project, Supervisor: George L. Mehaffy, Vice President, Academic Leadership and Change, American Association of State Colleges and Universities (AASCU) (2010-2011).* Research conducted on three major challenges facing higher education: 1) the rising expectations for colleges and universities on the part of policy makers and philanthropic organizations with regard to learning outcomes and degree completion; 2) the role of technology in learning and course delivery; and 3) the funding cuts to public higher education. The goal of the Red Balloon Project is to devise strategies for education leaders to collaborate in addressing these issues while improving student learning outcomes and degree attainment rates.

*American Democracy Project, AASCU (2006 – 2011).* Research conducted on civic engagement in higher education. This research focused on assessment strategies for civic engagement programming, effective community/university partnership models, and best practices for institutionalizing campus commitments to civic engagement. Research informed the management of the American Democracy Project.

*eCitizenship: New Tools, New Strategies, New Spaces, AASCU and Wayne State University (2009 – 2011).* Conducted research in preparation for the design and launch of a national initiative that explores the use of social networking tools in advancing student civic and political engagement. Research included studying the use of social networking tools to map community/university partnerships and community assets.

*Civic Agency, AASCU and Center for Democracy and Citizenship, Augsburg College (2008 – 2011).* Research conducted on strategies for developing the capacities of undergraduate students to work collaboratively across differences such as partisan ideology, faith traditions, income, geography and ethnicity to address public problems and create common ground.

*Seven Revolutions: Educating Globally Competent Citizens*, AASCU and Center for Strategic and International Studies (CSIS) (2008 – 2009). Assisted Seven Revolutions Scholars in researching strategies for preparing undergraduates as globally-competence citizens. Research conducted on how to translate the content of Seven Revolutions (seven global trends that will impact the world by 2025) into undergraduate curriculum and co-curriculum.

## CONFERENCE PAPERS AND PRESENTATIONS

Research Paper Presentations (\*indicates graduate student author; \*\*indicates community partner author)

Tyson, M., **Orphan, C.**, Kiyama, J. (September, 2018). *Leveraging higher education departments to promote institutional change for equity and the public good*. International Conference on Higher Education Reform, Baltimore, MD.

**Orphan, C.** & McClure, K. (November, 2018). *Rural “Stewards of Place”: How regional comprehensive universities engage rural communities*. Association for the Study of Higher Education (ASHE) Annual Conference, Tampa, FL.

**Orphan, C.** & \*Laderman, S. (November, 2018). *Accountable to whom?: Examining the responses of regional comprehensive universities to Colorado’s funding climate*. Association for the Study of Higher Education (ASHE) Annual Conference, Tampa, FL.

\*Diaz-Solodukhin, L. & **Orphan, C.** (November, 2018). *Fostering reciprocal relationships between faculty and Latinx students to further campus-community partnerships at Hispanic-Serving Institutions*. Association for the Study of Higher Education (ASHE) Annual Conference, Tampa, FL.

**Orphan, C.**, \*Laderman, S. & Gildersleeve, R. E. (May, 2018). *The Role of Intermediary Public Policy Organizations in the Era of the States*. 2018 Public Policy Forum. Denver, CO.

**Orphan, C.** (November, 2017). *Life at the ‘people’s universities’: Organizational identification and commitment of faculty members at regional comprehensive universities*. Association for the Study of Higher Education (ASHE) Annual Conference, Houston, TX.

**Orphan, C.** (November, 2017). *Neoliberalism’s discontents: How neoliberal public policy affects regional comprehensive universities*. Association for the Study of Higher Education (ASHE) Annual Conference, Houston, TX.

\*Supplee, L. & **Orphan, C.**, \*Moreno, A. (November, 2017). *“The people’s universities” as legitimacy-seeking anchor institutions: Tracing the history and evolution of regional comprehensive universities from 1970-2000*. Association for the Study of Higher Education (ASHE) Annual Conference, Houston, TX.

**Orphan, C.** & \*Diaz, L. (September, 2017). *Leading collective civic impact: Measuring and advancing higher education’s contributions to civic health in Colorado*. International Association for Research on Service Learning and Civic Engagement (IARSLCE), Galway, Ireland.



- Orphan, C., \*Diaz, L. \*\*Schooley, S., \*Kleinhesselink, K., \*\*Romero, D., \*\*Volk, D. & \*\*Frewaldt, M.** (April, 2017). *Civic health and equity: A collective impact initiative for higher education institutions*. Continuums of Service Annual Conference, Denver, CO.
- Orphan, C.** (April, 2017). *Beyond striving: Prestige and legitimacy seeking at regional comprehensive universities*. American Educational Research Association (AERA) Annual Conference, San Antonio, TX.
- Orphan, C.** (April, 2017). *The role of organizational identity during times of stress at regional comprehensive universities*. American Educational Research Association (AERA) Annual Conference, San Antonio, TX.
- Jones, A., Masket, S. & **Orphan, C.** (February, 2017). *Collaborating for the public good: Scholarship for democracy*. University of Denver Public Good Forum, Denver, CO.
- Orphan, C. & Miller, G.** (November, 2016). *The company regional comprehensive universities desire to keep: Analyzing university choice of presidential association*. Association for the Study of Higher Education (ASHE) Annual Conference, Columbus, OH.
- Orphan, C., Gildersleeve, R. & \*Mills, A.** (November, 2016). *State of rhetoric: Neoliberal ideology in state of the state gubernatorial addresses*. Council on Public Policy in Higher Education, Association for the Study of Higher Education (ASHE) Annual Conference, Columbus, OH.
- \*Ramos, D. & **Orphan, C.** (November, 2016). *Whiteness as property, inequality regimes, and the data driven culture of regional comprehensive universities*. Association for the Study of Higher Education (ASHE) Annual Conference, Columbus, OH.
- Orphan, C.** (November, 2015). *"Democracy's colleges" under pressure: Examining the effects of neoliberal public policy on regional comprehensive universities*. Lynton Colloquium, Boston, MA.
- Orphan, C., Oroz, K., Perna, L. & Vereen, S.** (April, 2015). *Understanding how to best collect and use data to demonstrate program performance and improve programmatic activities*. National Partnership for Educational Access (NPEA) Conference, Philadelphia, PA.
- Morgan, D. & **Orphan, C.** (April, 2015). *Student political engagement in the co-curriculum: Understanding the role of senior student affairs administrators*. American Educational Research Association (AERA) Annual Conference, Chicago, IL.
- Orosz, K., Perna, L. & **Orphan, C.** (April, 2015). *Using data to measure program performance: A case study of one pre-college access organization*. American Educational Research Association (AERA) Annual Conference, Chicago, IL.
- Morgan, D. & **Orphan, C.** (March, 2015). *"The personal is political:" Fostering a culture of student political engagement as student affairs professionals*. NASPA: Student Affairs Administrators in Higher Education, New Orleans, LA.
- Morgan, D., **Orphan, C.** & Harper, S. (2014). *True lies: Diversity promises made to students in mission statements at large universities*. Association for the Study of Higher Education (ASHE) Annual Conference, Washington, DC.
- Hartley, J.M. & **Orphan, C.** (2014). *The ties that bind: The role of faculty socialization in institutionalization efforts*. American Educational Research Association (AERA) Annual Conference, Philadelphia, PA.

- Orphan, C.** & Hartley, J.M. (2013). *“Nothing gold can stay”*: How change processes come unraveled. Association for the Study of Higher Education (ASHE) Annual Conference, St. Louis, MO.
- Orphan, C.** & Haft, J. (2013). *Bringing the student voice into debates about academic prestige and the engaged university*. American Democracy Project National Conference, Denver, CO.
- Hartley, J.M. & **Orphan, C.** (2013). *Committing to stewards of place—Examining the durability of civic engagement change efforts*. Annual Meeting of the American Association of Colleges and Universities (AASCU), Point Clear, AL.

Discussant for Research Paper Sessions

- Orphan, C.** Jones, T., Ziskin, M., Hossler, D., Gandara, D., Cohen, J., Serna, G. & Adams, V. (November, 2016). *Design and implementation of performance funding policies*. Council on Public Policy in Higher Education, Association for the Study of Higher Education (ASHE) Annual Conference, Columbus, OH.
- Orphan, C.**, Allen, T. A., Hernandez, E., & Mutakabbir, Y. (2015). *Beyond Black and White: Racial diversity at HBCUs*. Annual Meeting of the Association for the Study of Higher Education (ASHE), Denver, CO.

Workshop Facilitation (\*indicates graduate student author; \*\*indicates community partner author)

- \*\*Romero, D., \*Kleinhesselink, K. & **Orphan, C.** (March, 2018). *Leveraging collective impact to reposition institutional narratives and community voices in assessing civic health and equity*. Campus Compact National Conference, Indianapolis, IN.
- Orphan, C.**, \*Diaz, L., \*\*Schooley, S., \*Kleinhesselink, K., \*\*Frewaldt, M., \*\*Romero, D. & \*\*Volk, D. (November, 2017). *Campus Contributions to Regional Civic Health and Equity*. National Webinar.
- \*Diaz, L. & **Orphan, C.** (April, 2017). *Civic health and equity workgroup: Using data to tell the story of impact*. Continuums of Service Annual Conference, Denver: CO.
- Orphan, C.** (February, 2017). *Blended Learning Possibilities*. Teaching and Learning Week, University of Denver, Denver, CO.
- Avery, J., Baxter, A., Brajkovic, L. & **Orphan, C.** (February, 2017). *Alphabet soup: Engaging with national organizations in higher education*, Division J American Education Research Association (AERA) Twitter Chat hosted online.

Panel Presentations (\*indicates graduate student author)

- Orphan, C.** (October, 2018). *Community partner panel*. Community Engaged Scholars Summit, University of Northern Colorado, Greeley, CO.
- \*Boscan, E., \*McClaren, M., \*Sarrubi, M., \*Vigil, D., \*Nittman, K. & **Orphan, C.** (2016). *Leadership through innovation: Research-driven recommendations for regional comprehensive universities during uncertain times*. Summer Academic Affairs Meeting of the American Association of State Colleges and Universities, Denver, CO.
- Saltmarsh, J., Maisto, M., O’Meara, K. & **Orphan, C.** (2014). *Faculty contingency and community engagement: Developing a research agenda*. International Association for

Research on Service Learning and Community Engagement (IARSLCE), New Orleans, LA.

- Ahmed, I., Ellison, J. & **Orphan, C.** (2012). *The American Commonwealth Partnership: Organizing around the 150th anniversary of The Morrill Act*. Annual Meeting of the American Association of Colleges and Universities, Washington, DC.
- Mehaffy, G., Murphy, B., Nudelman, F., **Orphan, C.** & Tambe, N. (2011). *The Democracy Commitment and the American Democracy Project*. American Democracy Project National Meeting, Orlando, FL.
- Fearon, D., Francis, E., **Orphan, C.** & Stookey, S. (2011). *Communities collapsing around us: It's time for collaborative action*. Eastern Academy of Management National Conference, Boston, MA.
- Bush, A., Longo, N., **Orphan, C.**, Post, M. & Saltmarsh, J. (2010). *What is the future of civic engagement in higher education? Next Generation Engagement—undergraduates, graduate students, and early career faculty*. Civic Studies, Civic Practices Conference, Tufts University, Medford, MA.
- Orphan, C.** (2010). *eCitizenship 101: Using social networking tools for civic engagement*. eCitizenship Institute, Detroit, MI.
- Kranich, N., O'Meara, K. & **Orphan, C.** (2010). *Making "We the people" a reality: Strategies for curricular and co-curricular change*. Civic Agency Institute, Washington, DC.
- Boyte, H. & **Orphan, C.** (2010). *Strategies for institutionalizing civic engagement*. Civic Agency Institute, Washington, DC.
- Musil, C.M. & **Orphan, C.** (2010). *The spectrum of community engagement: Where we've been and where we're going*. American Council on Education (ACE), Alexandria, VA.
- Blumberg, M. & **Orphan, C.** (2010). *Preparing Generation Y to be stewards of place*. American Political Science Association (APSA), Chicago, IL.

#### Invited Lectures and Keynotes

- Orphan, C.** (2018). Land Acknowledgement, 2018 Higher Education Welcome Event, University of Denver, Denver, CO.
- Orphan, C.** (2018). Closing Remarks, 2018 Public Policy Forum, Denver, CO.
- Orphan, C.** & Franklin, S. (2014). *Siren's song: Neoliberalism, conformity, and the struggle for a democratic academy*. Webinar, Imagining America.
- Orphan, C.** (2012). *What it takes: Grit, democracy and graduation*. Frontiers of Democracy National Conference, Boston, MA.
- Blake, H.J., Boyte, H., Markham, P., **Orphan, C.** & Peters, S. (2010). *Agents and architects of democracy: An empowering heritage – democracy's colleges and freedom struggles*, Society for College and University Planning, Washington, DC.
- Orphan, C.** (2008). *Is higher education a public good?* Ramapo College, Ramapo, NJ.

## TEACHING

#### Courses Taught and Developed

*Faculty Fellow, Communicating Institutional Progress on Racial Equity Goals, University of Southern California* (Spring-Summer, 2018). Module developed for the University of

Southern California Equity Institutes. The USC Equity Institutes aim to bridge a specific gap: professionals often ascend to leadership roles in higher education without having had a proper course of study on how to effectively address persistent and pervasive racial problems, how to responsibly act in periods of racial crisis, or how to achieve racial equity. Each Institute is designed for teams of 20 administrators and faculty members on a single college or university campus, intended to increase individual competencies and organizational effectiveness related to issues of equity, diversity, and inclusion. This module is designed for participants in institutions that have conducted a rigorous campus climate assessment. Telling the story of progress is critically important. Institutional participants in this module will name their desired racial equity outcomes and learn the skills to highlight movement achieved on identifying and tackling racial inequities. Participants will also learn how to scaffold their racial equity goals in order to make progress manageable and how to tell the story of small (and big) wins in a meaningful way.

*Faculty Fellow, Understanding and Navigating Identity as Faculty, University of Southern California (Spring-Summer, 2018).* This module explores aspects of identity related to social positions of power, privilege, and subordination. Specifically, faculty and other administrative leaders will learn to 1) recognize and respect these aspects of identity in themselves and others; 2) identify their own identity-based blind spots and vantage points related to pedagogy, advising, research, and other professional practices; and 3) embed this awareness into their classroom and advising practices with the intention of advancing racial equity.

*Assistant Professor, Current Issues in Higher Education (Spring, 2018).* Current Issues in Higher Education. A study of contemporary higher education as a specialized field of inquiry and as a professional area in which to work. Explores institutional missions as well as entities such as administration, faculty, curriculum, and students in relation to current issues.

*Assistant Professor, Educational Policy Analysis (Spring, 2018).* Students in this experiential course will develop critical policy analysis skills that have relevance for the implementation of public policy and finance strategies for higher education.

*Assistant Professor, The Community College, University of Denver (Summer, 2017).* Doctoral course examining the role of community colleges in U.S. higher education.

*Assistant Professor, Critical Higher Education, University of Denver (Winter, 2017).* Doctoral course examining the application of critical theory to the social and political contexts of higher education.

*Assistant Professor, Rankings Systems in Higher Education Seminar (Winter, 2017).* Graduate-level course examining the effects of national and international rankings systems on educational opportunity and the public purposes of higher education.

*Assistant Professor, Public Policy of Higher Education, University of Denver* (Winter, 2016). Graduate-level course examining public policy of higher education.

*Assistant Professor, Leadership During Uncertain Times: Examining Open Access Universities Seminar* (Winter, 2016). Graduate-level course examining the role of leadership in guiding open access universities through turbulent times.

*Assistant Professor, Organization and Governance of Higher Education, University of Denver* (Fall, 2015, Fall 2016, Winter, 2018). Master's-level course examining the governance of colleges and universities.

*Instructor, Faculty and Academic Governance, University of Pennsylvania* (Summer, 2014). Master's-level course examining the governance of colleges and universities.

*Teaching Assistant, Faculty and Academic Governance, University of Pennsylvania* (Fall, 2013). Master's-level course examining the governance of colleges and universities.

*Teaching Assistant, Einstein's Universe, Portland State University* (Fall, 2004 - Spring, 2006). High-impact practices interdisciplinary, undergraduate first-year experience course focused on experiential learning, physics, history, philosophy, and literature.

*Instructor, Technology Competencies, Portland State University* (Spring, 2006). 10-week course. Taught basic technological competencies to Teaching Assistants including web development and ePortfolio creation.

## **ADMINISTRATIVE AND PROFESSIONAL EXPERIENCE AND TRAINING**

### **Administrative Experience**

Co-Chair, 2018 Public Policy Forum (2017-2018). The Higher Education Department at the Morgridge College of Education at the University of Denver, in partnership with Affiliate Faculty Member, Dr. Kim Hunter Reed, Executive Director, Colorado Department of Higher Education, hosted a national Public Policy Forum entitled, "Higher Education in the Era of the States: Elevating Equity and Advancing Public Policy." The Forum convened representatives from 15 higher education institutions and 13 intermediary public policy organizations including the American Indian College Fund, Complete College America, The Education Trust, the State Higher Education Executive Officers Association, the Western Interstate Commission for Higher Education, Young Invincibles, the Lumina Foundation, and the National Center for Higher Education Management Systems. Keynote lectures were given by Drs. Stella Flores, Associate Professor of Higher Education; Director of Access and Equity, Steinhardt Institute for Higher Education Policy, New York University, and Ted Mitchell, President, American Council on Education. The Forum generated 128 unique Tweets using the hashtag [#DUPolicyForum](#).

- Wrote and oversaw scholarly Call for Proposals.

- Offered opening and closing remarks.
- Prepared a Native Land Acknowledgement.
- Identified, invited and liaised with keynote speakers.
- Oversaw program committee.
- Oversaw fundraising, secured \$31,200 in sponsorships.
- Hosted Student IGNITE! Policy Competition.
- Oversaw promotion and outreach for Forum.
- Oversaw logistical planning for Forum including catering, staff supervision, budgeting, and room reservations.

Co-Director, Netter Center College Access Mentoring Program, University of Pennsylvania (2013-2015). The Netter Center Mentoring Program matches Penn graduate and undergraduate students with underserved, culturally diverse and first-generation graduates of under-resourced Philadelphia high schools for year-long, college-focused mentoring relationships. Mentors provide individualized, high-touch college advising and guidance. 30 pairs of mentors and mentees.

- Co-direct program implementation and evaluation.
- Oversee recruitment of, and professional development for, mentors and mentees.
- Assist in programming and event planning for mentor/student events.

National Manager, American Democracy Project (ADP), American Association of State Colleges and Universities (AASCU) (2006-2011). ADP is national initiative focused on higher education's role in preparing the next generation of informed, engaged citizens for U.S. democracy. The project began in 2003 as an initiative of AASCU in partnership with *The New York Times*. ADP involves 240 colleges and universities and 2.3 million students. Responsibilities included:

- Overseeing the creation, design and implementation of eight sub-initiatives involving 185 campuses: eCitizenship: New Tools, New Strategies, New Spaces; Deliberative Polling; Civic Agency; Political Engagement Project; America's Future: Protecting the Fiscal Health of Our Democracy; Seven Revolutions: Educating Globally Competent Citizens; Stewardship of Public Lands; and, Electoral Voices: Engaging College Students in Elections.
- Negotiating, brokering, and leading strategic national partnerships with organizations such as Public Agenda, *The New York Times*, The Carnegie Foundation for the Advancement of Teaching, the Center for Democracy and Citizenship at Augsburg College, the Center for Deliberative Democracy at Stanford University, the National Conference on Citizenship, the New England Resource Center for Higher Education, the Center for Information and Research on Civic Learning and engagement (CIRCLE), the Kettering Foundation, and the Center for Strategic and International Studies.
- Academic programming for five National ADP Annual Conferences (2007 – 2011).
- Programming and management of eight initiative-based institutes (America's Future, 1 institute; Civic Agency, 3 institutes; Deliberative Polling, 2 institutes; eCitizenship, 2 institutes).

- Managing budget accounts for ADP and sub-initiatives. Total budget of \$300,000.
- Supervised four interns (2007 - 2010).
- Assisted with the creation of AASCU's Innovations Exchange, an online repository for campus leaders to access innovative practices and pedagogies.
- Oversaw social media outreach and engagement (Facebook, Twitter, wikis, YouTube, blog).
- Conducted evaluation and research on the effects of ADP programming on college campuses.

### **Fellowships, Appointments, and Internships**

- Equity Institute Fellow, University of Southern California (2018-present)
- Dean's Fellow, Graduate School of Education, University of Pennsylvania (2011-2015)
- Pre-Doctoral Fellow, Alliance for Higher Education and Democracy (AHEAD), University of Pennsylvania (2014-2015)
- Co-Director and Senior Fellow, Imagining America Publicly Active Graduate Education, Syracuse University (2011 - 2014)
- Visiting Scholar, Next Generation Engagement Project, New England Resource Center for Higher Education (NERCHE), University of Massachusetts Boston (2009 - present)
- Community Partner Liaison, Center for Academic Excellence, Portland State University (2004 - 2006)
- Bonner Leader, Bonner AmeriCorps Scholars, Portland State University (2004 - 2006)
- Intern, KORE Educators: Empowering Individuals, Shaping Education, Enriching Communities (Summer, 2005)

### **Professional Memberships**

- Member, National Student Affairs Professionals Association (NASPA) (2014-present)
- Member, International Association for Research on Service Learning and Community Engagement (IARSLCE) (2013-present)
- Member, American Educational Research Association (AERA) (2012-present)
- Member, Association for the Study of Higher Education (ASHE) (2012-present)

### **Professional Development, Seminar Participation and Memberships**

- Policy Forum Participant, Association for the Study of Higher Education and American Council on Education, Emerging Issues in College Affordability (2018-present)
- Course Design Institute, Office of Teaching and Learning, University of Denver (June, 2018)
- Emerging Issues in College Affordability Research and Policy Forum, ASHE Council on Public Policy and Higher Education and the Lumina Foundation (July, 2018)
- Data Visualization Workshop, Anderson Academic Commons, University of Denver (April, 2018)
- Intercultural Diversity Inventory, Morgridge College of Education (February, 2017)

- Autoethnography: Product, Process and Possibility for Public Scholarship to Educate Diverse Democracies, American Educational Research Association (AERA) Annual Meeting (April, 2016)
- Emerging Scholars Workshop, American Educational Research Association (AERA) Annual Meeting (April, 2016)
- Council for the Advancement of Higher Education Programs Early Career Workshop, Association for the Study of Higher Education (November, 2015)
- Council for Public Policy in Higher Education Workshop, Association for the Study of Higher Education (November, 2015)
- Center for Community Engagement and Service Learning Scholars Program, University of Denver (December, 2015)
- Office of Teaching and Learning New Faculty Workshop, University of Denver (September, 2015)
- Symposium on Democracy and Deliberation, Kettering Foundation (May, 2013)
- National Dialogue to Develop a National Action Plan on Civic Learning and Democratic Engagement in College, AAC&U and Department of Education (December, 2010)
- Workshop on Community Colleges, Higher Education, and Democracy, Kettering Foundation (October, 2010)
- Faculty Congress Workshop, Deliberative Democracy Exchange, Kettering Foundation (May, 2008)

#### **SERVICE FOR PROFESSIONAL ASSOCIATIONS AND SCHOLARLY JOURNALS**

- Editorial Board Member, eJournal for Public Affairs (2015-present)
- Co-Chair, Policy, Finance and Economics Program Committee, Division J, American Educational Research Association (AERA), (2016-2017)
- Member, Conference Planning Committee, International Association for Research on Service-Learning and Civic Engagement, (2016-2017)
- Member, Statewide P-20 Committee, Colorado Civic Health Network, Denver, CO (2015-present)
- Member, Editorial Board, *Perspectives on Urban Education*, University of Pennsylvania (2012-2015)
- Editorial Fellow, International Association for Research on Service Learning and Community Engagement (IARSLCE) (2012)
- Contributing Editor, *American Democracy Project Blog* (<http://adpaascu.wordpress.com/>), AASCU (2009 - 2011)
- Editor, *Academic Leadership and Change Digest Series*, AASCU (2006 – 2011)
- Member, American Commonwealth Partnership National Council, Center for Democracy and Citizenship (2010 - 2013)
- Co-Chair, Public Affairs Scholarship and Civic Engagement eJournal Working Group, Missouri State University, (2010 - 2011)
- Member, The Democracy Commitment Community Colleges and Civic Engagement Initiative, Advisory Board, AASCU (2010 - 2011)



- Member, Selection and Review Committee for the Civic Minor in Urban Education Grant, AASCU (2010)
- Member and Convener, Political Engagement Project Monograph Committee (2008 – 2010)
- Member and Convener, Stewardship of Public Lands Monograph Committee (2008 – 2010)
- Convener, William M. Plater Award for Leadership in Civic Engagement for Chief Academic Officers (2007 – 2011)

#### **INSTITUTIONAL SERVICE**

- Member, Diversity in Faculty Hiring and Retention Taskforce (2018-present)
- Member, Graduate Student Enrollment and Financial Support Workgroup of the Enrollment and Financial Support Strategic Cluster. Appointed by Provost and Senior Vice Chancellor (2017-2018)
- Co-Chair, Public Policy Forum Planning Group, Higher Education Department, Morgridge College of Education. Appointed by Chair of Higher Education (2017-2018)
- Member, Strategic Initiatives and Mission-Driven Diversity Policies, Financial Aid Pilot Program Committee. Appointed by Senior Advisor to the Chancellor and Provost on Diversity and Inclusion. (2017)
- Coordinator, EdD Program Assessment, Higher Education Department, Morgridge College of Education (2017)
- Member, Search Committee, Dean of Colorado Women’s College. Appointed by Provost and Executive Vice Chancellor. (2017)
- Coordinator, Social Media, Higher Education Department, Morgridge of Education. (2017-present)
- Faculty Representative, College of Education Student Association. (2016-present)

#### **DISSERTATION COMMITTEE SERVICE**

- Dissertation Committee Member, Katie Kleinhesselink, Proposal in Progress, Ph.D., Higher Education, University of Denver
- Doctoral Research Project Chair, Allyson Garcia, Proposal Defended, Ed.D., Higher Education, University of Denver
- Doctoral Research Project Committee Member, Kara Trebil, Graduated, Ed.D., Higher Education, University of Denver
- Doctoral Research Project Chair, Julie Wienski, Proposal Defended, Ed.D. Candidate, Higher Education, University of Denver
- Dissertation Committee Member, John Ganzar, Graduated, Ed.D., Higher Education, University of Denver
- Dissertation Committee Member, Lauren Collins, Proposal Defended, Ph.D. Candidate, Higher Education, University of Denver

- Dissertation Committee Member, Delma Ramos, Graduated, Ph.D., Higher Education, University of Denver
- Dissertation Committee Member, Stacey Muse, Graduated, Ph.D., Higher Education, University of Denver
- Doctoral Research Project, Megan Rector, Graduated, Ed.D., Higher Education, University of Denver

### **PUBLIC LEADERSHIP AND SERVICE**

- Partner, Education Sector Partnership in Colorado (2018-present)
- Strategy Advisor, Advisory Board, American Democracy Project (2018-present)
- Senior Strategist, Next Generation Engagement Project (2008-present)
- Member, American Public Media's Public Insight Network (2017-present)
- Member, Scholars Strategy Network (2018-present)
- Mentor, Netter Center College Access Mentoring Program, (2013-2015)
- Volunteer, Philadelphia AIDs Thrift Store (2012-2014)
- Board Member, The Democracy Imperative (2011- 2014)
- Special Ballot Clerk, District of Columbia Board of Elections (2008 - 2009)
- Volunteer Coordinator, Martin Luther King, Jr., Elementary (2005 - 2006)
- Mentor, Youth Innovation Fund Board funded by Kellogg Foundation (2003 - 2004)