2024 ASSESSMENT DAY

FRIDAY, APRIL 26, 2024



ASSESSMENT AS TAPESTRY: CREATING A STRONG ILLUSTRATION OF CONTINUOUS IMPROVEMENT

HOSTED BY: FLORIDA A&M UNIVERSITY OFFICE OF UNIVERSITY ASSESSMENT



ASSESSMENI DAY SCHEDULE FRIDAY, APRIL 26, 2024	
9:00 - 10:30 AM	OPENING SESSION
	Welcome Kiwanis Burr McTier, Director, University Assessment Roddrick D. Jones, Ph.D., Interim Vice President for SPAIE Allyson Watson, Ph.D., University Provost, Vice President for Academic Affairs Donald Palm, Ph.D., Executive Vice President, Chief Operating
	Officer President Larry Robinson, Ph.D.
	GENERAL PLENARY
	Keynote Speaker Raijanel Crockem. Ed.D. Associate Vice President of Institutional Assessment, Planning, & Effectiveness Texas Southern University
10:40 - 11:25 AM	Joseph Maleszewski Unlocking the Power of Continuous Improvement: Engaging Faculty and Staff for Lasting Transformation
	Michael LaBossiere Welcome to the Machine: Assessment in the Early AI Age
11:30 - 12:30 PM	LUNCH
12:30 - 1:15 PM	Strategic Planning, Analysis and Institutional Effectiveness Office of Institutional Effectiveness Office of Institutional Research and Analytics Office of University Assessment Assessment Committees Deanna Burney, ILAC Michael LaBossiere, GESC-GEAC

ASSESSMENT AS TAPESTRY: CREATING A STRONG ILLUSTRATION OF CONTINUOUS IMPROVEMENT

FRIDAY, APRIL 26, 2024

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1:20 - 2:05 PM	Phyllis Walker Assessment & Continuous Improvement – The FAMU Way: Part I
	Erick Akins Using Title III to Sustain Programs and Implement Projects
	Jennifer Collins Developing, Implementing, Assessing and Improving for Student Success
2:10 - 2:55 PM	Phyllis Walker Assessment & Continuous Improvement – The FAMU Way: Part II
	Sundra Kincey Roadmap to Enhance Academic Program Quality through Data- Driven Evaluation
3:00 - 3:45 PM	Behnam Shadravan A Case Study of the Education Changes POST-COVID Pandemic on African-American Students
	Rebecca Blankenship TPACK and Circular Hermeneutics in Generative AI Teaching and Learning Spaces – An Ethically Responsive Approach
	Rica Calhoun Learning Loop: Integrating Assessment Discoveries into Training Development



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MESSAGE FROM THE OFFICE OF UNIVERSITY ASSESSMENT

THANK YOU FOR JOINING US AT FAMU'S 5TH ANNUAL ASSESSMENT DAY!

The support and engagement with assessment & continuous improvement is one of the many ways FAMU faculty and staff demonstrate excellence and a dedication to improving how we serve our community.

To our faculty, staff, and supporters who have joined us in the past we say welcome back! Thank you for joining us and contributing to our discussion of assessment again. We also welcome our first time attendees. Settle in, make connections and please use this as an opportunity to grow your assessment support network.

We hope you find this day to be a valuable use of your resources and time, and we thank you again for your participation!

Warm Regards, Your Assessment Team: Kiwanis, George, Angela and Zarryen



9:00 AM OPENING SESSION

KIWANIS BURR MCTIER

Director, Office of University Assessment, Florida A&M University

RODDRICK D. JONES

Interim Vice President, Strategic Planning, Analysis, and Institutional Effectiveness, Florida A&M University

ALLYSON L. WATSON University Provost and Vice President for Academic Affairs

DONALD PALM Executive Vice President and Chief Operating Officer

LARRY ROBINSON President, Florida A&M University

9:30 AM GENERAL PLENARY

RAIJANEL CROCKEM

Associate Vice President of Institutional Assessment, Planning & Effectiveness at Texas Southern University

10:40 AM CONCURRENT SESSIONS

Unlocking the Power of Continuous Improvement: Engaging Faculty and Staff for Lasting Transformation

PRESENTERS

Joseph Maleszewski & Deidre Melton

DESCRIPTION

Our interactive session is designed to inspire and empower both faculty and staff to become catalysts for positive change within their respective roles. We will explore the principles of continuous improvement; develop an understanding of the importance of faculty and staff collaboration in fostering innovation; learn practical strategies to engage all employees in sharing knowledge and generating improvement ideas; and discover innovative ways to deliver exceptional experiences while adapting to external changes.

INTENDED AUDIENCE

ADESU, Dean, Instructional Programs

Welcome to the Machine: Assessment in the Early AI Age

PRESENTER

Michael LaBossiere

DESCRIPTION

While past technology changed education, AI threatens to revolutionize it. Assessors have three options: evade, engage, or embrace. Evasion tries to prevent the use of AI by employing traditional tools. Engaging puts the assessor in an arms race. This can be attempted using AI detection software, redesigning assignments or (de)motivating students. For those embracing AI, students will use it and assessment will include evaluating their competence. This will require a redesign of assignments and assessments. Those attending will have a better understanding of AI in education and be armed with tools to face the threat and embrace the promise.

INTENDED AUDIENCE

Instructional Programs

11:30 AM - 12:30 PM LUNCH

12:30 PM GENERAL SESSION

Office of Institutional Effectiveness Office of Institutional Research and Analytics Office of University Assessment

Institution Level Assessment Committee (ILAC) General Education Steering Committee-General Education Assessment Committee (GESC-GEAC)

1:20 PM CONCURRENT SESSIONS

Assessment & Continuous Improvement – The FAMU Way: Part I

PRESENTERS

Phyllis Walker, George Pinkney, Kiwanis Burr McTier

DESCRIPTION

In this presentation, Dr. Walker, Mr. Pinkney, and Mrs. Burr-McTier will provide an overview of the purpose of assessment and discuss key terms related to the assessment process. Specific terms used by the FAMU Office of University Assessment and how these terms translate to those used by other areas will be highlighted and exemplar usage statements will be shared. Additionally, descriptions of the components of the assessment plan and report will be provided.

INTENDED AUDIENCE

ADESU, Dean, Instructional Programs

Using Title III to Sustain Programs and Implement Projects

PRESENTER

Erick Akins

DESCRIPTION

Title III exists to strengthen Historically Black Colleges and Universities. Sustainability exists to help organizations minimize negative impacts by securing external resources to improve an organization's economic stability. Effective, sustainable programs will benefit institutions of higher learning that allow financial stability, allowing internal and external stakeholders to view the organization positively. Sustainability will and can improve internal stakeholders, preserve resources, and increase funding levels. Although there will likely be upfront costs associated with such programs, a well-implemented strategy should result in growth through savings, increased enrollment, and lower risk assessment from potential funders.

INTENDED AUDIENCE

ADESU, Dean, Instructional Programs

Developing, Implementing, Assessing and Improving for Student Success

PRESENTERS

Jennifer Collins, Julian Bourne Smothers, Todd Middleton, Dominique Bailey, Jamie Davis & Kenya Floyd

DESCRIPTION

The success of undergraduate students is crucial for the overall success and reputation of Florida A&M University (FAMU). To ensure that students can thrive academically, emotionally, and socially, FAMU has invested in various programs and initiatives to support undergraduate student success. This presentation aims to outline the importance of developing and implementing support services and assessing and improving the services. Using data to assess program effectiveness, we can create a more robust and effective student success support system that will ultimately lead to higher retention rates, improved graduation rates, and overall student success.

INTENDED AUDIENCE ADESU

2:10 PM CONCURRENT SESSIONS

Assessment & Continuous Improvement – The FAMU Way: Part II

PRESENTERS

Phyllis Walker, George Pinkney, Kiwanis Burr McTier

DESCRIPTION

In this presentation, Dr. Walker, Mr. Pinkney, and Mrs. Burr-McTier will provide an overview of the purpose of assessment and discuss key terms related to the assessment process. Specific terms used by the FAMU Office of University Assessment and how these terms translate to those used by other areas will be highlighted and exemplar usage statements will be shared. Additionally, descriptions of the components of the assessment plan and report will be provided.

INTENDED AUDIENCE

ADESU, Dean, Instructional Programs

Roadmap to Enhance Academic Program Quality through Data-Driven Evaluation

PRESENTER

Sundra Kincey

DESCRIPTION

Academic program reviews have been used extensively throughout the United States for decades as a tool of accountability, improvement, and strategic planning. The process for conducting academic program reviews usually follows specific models that integrate the use of data for decision-making, programmatic improvement, or policy-making. This presentation will provide an overview of the program review process, its value to continually offering high quality programs, a snapshot of the types of data most useful for program review and explore different models that may be used depending on the type of institution, why the data are important, and how the data can inform the evaluation of a program's productivity, quality and effectiveness.

INTENDED AUDIENCE

Dean, Instructional Programs

Peer Support Through Actionable Feedback

PRESENTERS

Keith Rivero & Jerry Holt

DESCRIPTION

Peer support can play a critical role in improving instructional practices that enhance student learning. However, with busy schedules, utilizing peer support as a tool to improve instruction is often overlooked. This presentation describes how a simple but effective method of providing actionable feedback can be used to enhance instructional practices. The process that we intend to describe centers on using a research-backed rubric to evaluate the application of actionable feedback from peer faculty. Our belief is that if used correctly, peer assessment of instructional practices is an effective tool to improve instruction and student learning.

INTENDED AUDIENCE

Instructional Programs

3:00 PM CONCURRENT SESSIONS

A Case Study of the Education Changes POST-COVID Pandemic on African-American Students

PRESENTER

Behnam Shadravan

DESCRIPTION

The COVID-19 pandemic significantly impacted education worldwide, leading to several changes, including a Shift to Online Learning, Hybrid Learning Models, Digital Tools and Platforms, adaptation of educators to the new tools and methods, Assessment Changes, and Policy Changes. It also affected the Mental Health and Well-being Inequities Innovations. Overall, the pandemic accelerated technology integration in education and encouraged more flexibility in teaching and learning methods. These changes are likely to have a lasting impact on the future of education.

This research follows up on previous research presented at the ASEE conference in 2023. This time, the educators' team will give their data and assessment of the changes in their teaching methods and the changes they applied after the COVID-19 pandemic—also, the changes among the students before, due, and after COVID-19 generations are compared and presented. The authors share their experiences in different courses, such as design, technology, and lab courses. Daily online quizzes, recordings, online office hours, use of online resources, and videos were examples of adapting to the new condition.

INTENDED AUDIENCE

Instructional Programs

TPACK and Circular Hermeneutics in Generative AI Teaching and Learning Spaces – An Ethically Responsive Approach

PRESENTER

Rebecca Blankenship

DESCRIPTION

This presentation explores the intersection of circular hermeneutics, the Technological Pedagogical Content Knowledge (TPACK) framework, and ethical best practices in generative AI teaching and learning modalities. The presenter examines the synergistic relationship between digital interpretative strategies, pedagogical expertise, and ethical considerations to foster responsible and effective generative AI teaching and learning practices. This multiframework empirical approach aims to guide educators and learners in harnessing the power of AI while upholding ethical standards, emphasizing the importance of understanding digital positionality, digital semantic content, and ethical decision-making in the generative AI education landscape.

INTENDED AUDIENCE

ADESU, Dean, Instructional Programs

Learning Loop: Integrating Assessment Discoveries into Training Development

PRESENTER

Rica Calhoun

DESCRIPTION

Participants will be introduced to practical strategies for integrating assessment discoveries into training development, fostering a culture of continuous learning and adaptation. Through real-world examples and case studies, we will demonstrate how lessons learned from previous training sessions can inform future educational endeavors, leading to more engaging, effective, and impactful learning experiences.

INTENDED AUDIENCE

ADESU, Dean, Instructional Programs

ERICK AKINS

Erick Akins, Ph.D., serves as Executive Director of Title III Programs for Florida A&M University in Tallahassee, FL. Before working for FAMU, Dr. Akins served as Title III Director for St. Philip's College in San Antonio, TX. While residing in Texas, Dr. Akins served as a Lecturer at the University of Texas at Austin, teaching urban-related courses in the Geography and the Environment Department to undergraduate students majoring in urban studies. Dr. Akins has taught graduate-level courses for the University of Texas at San Antonio, teaching Grant Development/Proposal Writing for students majoring in public administration.

Working in higher education has allowed Erick to work with nonprofit organizations, small businesses, local government, and other community leaders in areas such areas as acquisitions, employee development, finance, facility, and community development, and any other area relevant to sustainability as it relates to the successful implementation and operations of programs.

Dr. Akins' professional experience includes public sector and nonprofit organizations. He has over 15 years of experience with local government and over 20 years with nonprofit organizations. This experience has allowed him to work with diverse individuals and organizations. Dr. Akins is a life member of Alpha Phi Alpha Fraternity, a Sustaining Member of Phi Mu Alpha Sinfonia Fraternity, and a life member of the Texas Association of Black Personnel in Higher Education.

Erick is a native of Chicago, Illinois, with an academic background that includes a Ph.D. in Human Services, a master's in urban studies, and a bachelor's in music education.

REBECCA J. BLANKENSHIP

Dr. Rebecca J. Blankenship is an Associate Professor and Director of TESOL programs in the Elementary Education Department at Florida A&M University's College of Education. Dr. Blankenship has over 16 years of public school teaching experience in Tennessee and Florida. She earned her Ph.D. from the University of South Florida in Second Language Acquisition and Instructional Technology (SLA/IT), emphasizing teaching English to Speakers of Other Languages (ESOL) and virtual/simulated professional development for pre-service teacher candidates. She was a member of the FAMU Inaugural Provost's Digital Learning Initiative in 2017 and is currently a DLI Ambassador. She is also an Association of Teacher Educators (ATE) Clinical Educator Fellow. Dr. Blankenship holds two national teaching credentials from the Association of College and University Educators (ACUE) in Effective College Instruction (Advanced). She is also the recipient of the FAMU 2022 Senior Level Teaching Innovation Award and the United States Distance Learning Association 2021 Impact Award, 2022 Quality Research Award - Gold Level, 2023 Research in Higher Education Award – Gold Level and 2024 Research in Higher Education Award – Silver Level. She is also the 2023 Florida A&M University Advanced Teacher of the Year and has been nominated for the university's prestigious Distinguished Research Award, Non-STEM. She is currently the co-editor of Research Highlights in Technology and Teacher Education (RHTTE) and is on the Society for Information Technology in Education (SITE) Executive Board. Dr. Blankenship's research interests include the development of the digital self through the hermeneutic loop and Johari Window of Personal Awareness, microgenetic regression in digital learning spaces, the digital agency and literacy and development of preservice teachers and university faculty using generative AI, and the effects of politics and social media on the teaching profession, especially in digital learning spaces. Through her university teaching, supervision of interns, and faculty service, she has committed herself to providing the most salient experiences for pre-service teacher candidates using advanced and innovative teaching and learning modalities to ensure they are well-prepared to enter the teaching profession. Her list of accomplishments and publications, in addition to her university, state, national, and international service, demonstrates her ongoing commitment to preparing this nation's students.

DEANNA BURNEY

Dr. DeAnna M. Burney is a Professor of Psychology and Licensed Psychologist. Dr. Burney has practiced as a psychologist for over 20 years, assisting in assessing and providing prevention and intervention for students who experience mental health crises due to poor coping and distressed lifestyle factors. She has published articles and books which include research in the areas of mental health problems among youth and young adults who experience unresolved stress and trauma. She has received grants to research human factors impacted by natural and created disasters, and the effects of post-traumatic stress disorder precipitated by poverty among natural disaster victims, hazing on college campuses, and assessment and intervention. Dr. Burney's research is supported by a R20 grant funded by Department of Health and Human Services, as well as a recently awarded grant from the FAMU Medical Marijuana Research Initiative. She serves as an advisor and mentor to students completing research and thesis projects at the undergraduate and graduate levels. Furthermore, Dr. Burney is accomplished in the area of assessment by training and experience. She has been instrumental at FAMU in assisting programs and colleges successfully obtain and maintain accreditation status with respective accreditation agencies. Dr. Burney currently serves as the Coordinator of Assessment for the Department of Psychology and Chair of the Institutional Level Assessment Committee (ILAC) for FAMU.

KIWANIS BURR MCTIER

Kiwanis Burr McTier is the Director of the Office of University Assessment at Florida A&M University. Kiwanis graduated from FAMU in Spring 2005 and attended the University of Florida to pursue a Ph.D. in Higher Education Administration with a concentration in Research and Evaluation Methodology. Ms. Burr McTier provides assistance to the FAMU community regarding assessment, in addition to collaborating with the Director of University Assessment to strategically enhance the culture of assessment at FAMU. She was also a part of the team that completed the self-study that resulted in a 2020 Excellence in Assessment designation for FAMU.

RICA CALHOUN

Rica Calhoun serves as Chief Compliance and Ethics Officer at Florida A&M University (FAMU), responsible for collaborating with University stakeholders throughout the institution to promote ethical decision making and compliance with law, regulation, and policy. She oversees the Office of Compliance and Ethics, Equal Opportunity Programs, and Athletics Compliance. Ms. Calhoun works closely with compliance partners in investigations, training, and outreach.

Prior to her arrival at FAMU, Ms. Calhoun served as General Counsel, Ethics and Freedom of Information Officer for Western Illinois University (WIU), providing advisory support to the Office of Equal Opportunity and Access. Ms. Calhoun also served as an Assistant Director in the Office of Equal Opportunity and Access, working as an investigator and developing policy and education across WIU.

Ms. Calhoun received her Juris Doctor from the College of William and Mary Marshall Wythe School of Law and is admitted to practice law in the state of Illinois. She graduated from Florida State University with a Master's degree in International Affairs and received her Bachelor's degree in Political Science from the University of Central Florida.

JENNIFER COLLINS

Dr. Jennifer Collins is the Associate Provost for Student Success and Professor of Management at Florida A&M University. Previously, she was the Assistant Dean of Accreditation and Assessment in the School of Business and Industry at Florida A&M University. Dr. Collins previously served as the University's quality enhancement plan director. She holds a Ph.D. in Management from Florida Atlantic University and a Master of Business Administration and Bachelor of Science in Finance from Florida State University. Her research interests include examining micro factors that impact firm performance, assessing student learning outcomes, and innovative pedagogy in management education.

Before joining the faculty at Florida A&M University, Dr. Collins taught at Florida State University while completing her dissertation. She also worked for the State of Florida for 12 years in various capacities, including serving as a Tax Auditor with the State of Florida Department of Revenue and the Quality Assurance Administrator for the Florida Commission for Transportation Disadvantaged, where she was responsible for the oversight of all federal and state-funded transportation services for disadvantaged citizens in the state of Florida.



KEYNOTE SPEAKER: RAIJANEL CROCKEM, ED.D.

Dr. Raijanel Crockem is Associate Vice President of Institutional Assessment. Planning, & Effectiveness at Texas Southern University (TSU). She has been a member of the TSU team for more than 25 vears. Dr. Crockem has presented at national conferences on content areas such as: Institutional Effectiveness Best Practices, Monitoring First-time Freshmen success, Data Analytics, and Creating a Culture of Data Drive Decisions to Enhance Strategic Planning. She has conducted institutional studies on persistence rates, progression rates, graduation rates, **Historically Black Colleges & Universities** (HBCU) profiles, enrollment trends and projections. Dr. Crockem is actively involved in several university-wide initiatives, such as Strategic Planning, Assessment, Quality Enhancement Plan (QEP), Program Reviews, **Business Intelligence Platform** Implementation, Budgetary Planning and annual Title III reporting.

She is Co-Chair of TSU's University Assessment Council, Chair of the Assessment Review Team (ART) and serves on various other university-wide committees. She has served on the NACUBO (National Association of College and University Business Officers) Data Analytics Committee and was a member of the inaugural Cohort to complete the Data Equity Fellowship offered through a prominent partnership between NWCCU (Northwest Commission on Colleges & Universities) and SACSCOC (Southern Association of Colleges & Schools Commission on Colleges). Dr. Crockem has been a significant role-player in supporting the University's successful reaffirmation by SACSCOC through the development of institutional multi-disciplinary teams and the implementation of a systematic approach to business processes and student success.

SUNDRA KINCEY

Sundra D. Kincey, Ph.D. is Assistant Vice President of Program Quality and SACSCOC Institutional Liaison at Florida Agricultural and Mechanical University (FAMU). Dr. Kincey's professional career includes a wealth of experience in higher education that span over a course of twenty years with combined experiences at the university and statewide system level. As AVP of Program Quality, Dr. Kincey provides leadership in the development of new degree offerings, oversight of the university program review process, assistance to academic programs with specialized accreditation for initial and reaccreditation, and policy development and implementation related to academic programming and degree authorization. In her role as SACSCOC Liaison, she works collaboratively with both internal and external stakeholders to ensure compliance with accreditation requirements is incorporated into the planning and evaluation processes of the institution. Kincey's portfolio responsibility also includes providing institutional oversight for Textbook Affordability. Dr. Kincey is a member of the inaugural class of FAMU's Leadership Academy and has research interests in retention, persistence, and academic success of minority students. She also serves as an evaluator for an NSF ADVANCE grant, consultant and report writer for summative and formative data evaluation, and reviewer of select peer-reviewed journals. In her spare time, she enjoys spending time with family, reading, and bowling.

MICHAEL LABOSSIERE

Dr. Michael LaBossiere is a runner and gamer from Maine who went to school in Ohio and ended up as a philosophy professor at Florida A&M University. His assessment adventures began in 2004 when he was perpetually assigned to the General Education Assessment Committee. He is currently the chair of this committee and serves as the assessment liaison for the Philosophy & Religion Unit.

JOSEPH (JOE) MALESZEWSKI MBA, CISA, CIA, CIG, CIGI, CIGA, CGAP, CCEP

Joseph (Joe) K. Maleszewski serves as the Florida Agricultural and Mechanical University (FAMU) Vice President for Audit. Maleszewski oversees the audit team in providing independent evaluation, assurance, and consulting services regarding university operations and finances to the Board of Trustees and President Larry Robinson. These services are designed to add value and to improve the economy, efficiency, and effectiveness of university risk management, control, and governance processes. Mr. Maleszewski is a Certified Internal Auditor, Certified Information Systems Auditor, Certified Inspector General, Certified Inspector General Investigator, Certified Inspector General Auditor, Certified Government Auditing Professional, and Certified Compliance and Ethics Professional. He holds a Bachelor of Science with a major in finance and marketing, and a Master in Business Administration from Florida State University. He most recently served as City Auditor for the City of Tallahassee. Prior to becoming City Auditor, Mr. Maleszewski served as the Inspector General and Director of Compliance for the State University System of Florida Board of Governors. Mr. Maleszewski has over 27 years of service in State of Florida government, serving primarily in Offices of Inspector General including serving as inspector general at four state agencies. He also has served as the director of audit and state-wide computer security administrator for the Florida Department of Transportation. Among other professional associations, Mr. Maleszewski is an active member of the Institute of Internal Auditors, Information Systems Audit and Control Association.

DEIDRE MELTON

Deidre Melton is the Audit Director for Florida A&M University, where she serves as an assurance, risk management, investigative, and advisory professional specializing in information technology/cybersecurity. Deidre began her career working in educational and local/state government audits for the State of Florida Auditor General's Office. Deidre serves as the Diversity & Inclusive Leadership Committee Chair for ACUA, is the Immediate Past President of the ISACA Tallahassee Chapter, Leadership Development Chair for SheLeadsTech Tallahassee, and serves on the SheLeadsTech Council for One in Tech. She earned her B.S. of Management and Master of Business Administration at Florida A&M University. Additionally, Deidre is a Certified Fraud Examiner (CFE), Certified Internal Auditor (CIA), Certified Data Privacy Solutions Engineer (CDPSE), Certified Information Systems Auditor (CISA), Certified Information Security Manager (CISM), and Certified in Risk and Information Systems Controls (CRISC).

GEORGE PINKNEY, IV

George Pinkney, IV currently serves as the Assistant Director of the Office of University Assessment. Mr. Pinkney has amassed over 10 years of experience in assessment and continuous improvement on FAMU's campus. George is an avid supporter of the FAMUly and provides invaluable service in the areas of training and development on the assessment process, navigating the assessment platform, and managing surveys in Qualtrics.

BEN SHADRAVAN

Dr. Behnam Shadravan is an Associate Professor in the Division of Engineering Technology under the School of Architecture and Engineering Technology (SAET) at Florida Agricultural & Mechanical University (FAMU). He serves as the Program Area Coordinator for the Construction Engineering Technology program. He earned his Bachelor's and Master of Science in Civil Engineering from the Sharif University of Technology and a Ph.D. from the University of Ottawa, Canada. His background includes engineering, research, and teaching experience in Construction Management, Materials and Methods, and Structural, Civil, and Geotechnical Engineering. His research areas are Structural and Building Resilience, Sustainable Construction Methods and Materials, Structural Retrofitting, Damage and Collapse Patterns after natural disasters, Soil Improvement Methods, Sustainable Development, and engineering education. He has broad engineering experience in large and small-scale projects, including large dams, bridges, and buildings in different fields of construction, geotechnical engineering, and structural engineering.

PHYLLIS WALKER

An advocate of quality education driven by data-based decision making and on-going improvement, Dr. Walker is a successful administrator who has been immersed in the dayto- day activities of small and large institutions of higher education. Demonstrated skill in creating an evidence-based approach for solid decision making, she has extensive experience working with institutional effectiveness in the areas of operational/assessment planning and reporting, strategic planning and implementation, accreditation and documentation of compliance.

THANK YOU!

Thank you once again to our presenters, participants, and ILAC moderators! We hope you enjoyed today.

