

SEARCH PROFILE:

DEAN OF THE COLLEGE OF HEALTH SCIENCES



Sam Houston
State University

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THE SEARCH

Sam Houston State University invites inquiries, nominations, and applications for the position of Dean of the College of Health Sciences. The university seeks an innovative and future-oriented academic leader who will advance the mission and values of the college. SHSU is a Hispanic-Serving Institution providing excellence through education, scholarship,

and service to a highly diverse student body. SHSU's motto, "The measure of a Life is its Service," resonates among the university's over 21,000 students, eight colleges, and well beyond its historical roots through research, creative endeavors, service learning, volunteering, and more. The new dean is expected to assume office in Summer 2025.

ABOUT SAM HOUSTON STATE UNIVERSITY

Home to a diverse student population of over 21,000, [Sam Houston State University](#) (SHSU) is located in Huntsville, Texas, with an off-site instructional location in The Woodlands and the College of Osteopathic Medicine located in Conroe. Huntsville is located on the rapidly developing Interstate 45 corridor between Houston and Dallas. SHSU is 70 miles north of downtown Houston and 170 miles south of Dallas, ideally situated between the 4th and 9th largest cities in the country and two of the 10 fastest-growing cities in the U.S. This location presents many strategic opportunities for the future of Sam Houston State University.

For nearly 140 years, SHSU has been preparing students for meaningful lives of achievement. Named for Sam Houston, Texas's greatest hero, SHSU continually strives to honor its historical roots through academic excellence and meeting the workforce needs of Texas. While embracing its legacy, SHSU also strives to meet the needs of contemporary students, both traditionally and online. SHSU offers 95 bachelor's degree programs, more than 60 master's degree programs, nine doctoral programs, one professional doctorate (DO), and over 50 fully online degrees. The College of Osteopathic Medicine enrolled its inaugural class of medical students in fall 2020 and graduated that class in May 2024.

SHSU is classified as a Carnegie doctoral university with high research activity (R2). It is also a Community Engaged University and a proud AACSB institution, demonstrating a commitment to education for the public good. In the summer of 2022, the university officially became designated a [Hispanic-Serving Institution](#). The university has award-winning online programs, nationally and internationally recognized scholars, and innovative initiatives to help students develop and succeed. SHSU is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

SHSU is part of the [Texas State University System](#), the first university system established in Texas, composed of seven institutions with more than 90,000 students and 15,000 faculty and staff. The institutions are located throughout the state, stretching from the Texas-Louisiana border to the Big Bend region of West Texas, and offer a broad range of teaching, research, and service opportunities.



HUNTSVILLE

SHSU's geographic location combines small-town charm, historical importance, nature experiences, and proximity to the greater Houston area. [Huntsville](#) was home to General Sam Houston, who served as the first and third president of the Republic of Texas, governor of Texas, governor of Tennessee, U.S. Senator, and Tennessee congressman. It is centrally located between Houston and Dallas and nestled in the Piney Woods. Huntsville offers an array of outdoor activities and hometown hospitality, from culture and creativity to arts, performances, and natural parks. Huntsville's downtown square boasts an abundance of antique and boutique stores, as well as restaurants and coffee shops. The Cultural District includes museums, art galleries, theaters, and historic sites. The city is home to the Sam Houston Memorial Museum and Republic of Texas Presidential Library, the Texas Prison Museum, the HEARTS Veteran Museum, and the tallest statue of an American hero, the 77-foot statue of Sam Houston, "A Tribute to Courage." Outdoor adventure is close at hand for exploring East Texas in Huntsville State Park, where hiking, fishing, camping, and boating opportunities abound. Small-town appeal, historical distinction, its natural setting, and attractions in nearby Houston, make Huntsville a great place to live and work. Attractive housing options, whether in the small-town atmosphere of Huntsville, surrounding rural areas, or in The Woodlands, offer a range to please any taste.

ABOUT SAM HOUSTON STATE UNIVERSITY (CONT.)

HISTORY

The third oldest institution in Texas, Sam Houston State University was created by the Texas Legislature in 1879 as Sam Houston Normal Institute to educate teachers for the public schools of Texas. The baccalaureate degree was first awarded in 1919, and in 1923, the institution's name was changed to Sam Houston State Teachers College.

Graduate degrees were added in 1936, and the curriculum was expanded to emphasize preparation in a variety of fields. Continued growth and diversity in programming prompted the Texas Legislature to change the institution's name to Sam Houston State College in 1965 and to Sam Houston State University in 1969. The institution offered its first doctorate, a Ph.D. in criminal justice, in the 1970s.

The 1980s and 1990s saw significant investment in academic, athletic, and support facilities. In recent years, the university has increased its program offerings, continued to invest in infrastructure and new facilities, and expanded its reach by offering programs online, at The Woodlands Center, the College of Osteopathic Medicine in Conroe, and at other off-campus sites. The university strives to preserve enduring traditions, promote academic excellence, facilitate student success, and operate efficiently in an innovation-focused environment.

MOTTO

The measure of a Life is its Service.

MISSION

Sam Houston State University is a student-centered, community engaged institution whose mission is to offer an accessible, quality higher education. The university offers a variety of innovative and flexible degree programs at the undergraduate, graduate, and professional levels focused on career readiness, personal and professional development, and service. SHSU provides integrated academic and student success services designed to support traditional and non-traditional students from diverse backgrounds.



CAMPUS & FACILITIES

The beautiful and attractive main campus sits on 316 acres in the central area of Huntsville and features a planetarium, an observatory, an 18-hole golf course, and athletic and academic facilities. Campus highlights include: the James & Nancy Gaertner Performing Arts Center, a showcase for artistic talent and creative work in the community and the region; the Lowman Student Center, and the Johnson Coliseum and Bowers Stadium, home to Bearkat NCAA Division I athletic teams. Additional campus facilities located nearby include:

The Gibbs Ranch Education and Research Center, a 1,740-acre ranch located approximately 10 minutes from campus, is maintained as a teaching and research farm to serve as an integral component of the instructional and research programs for SHSU's agriculture students and faculty. [The Gibbs Ranch Agricultural Complex](#) recently completed its first phase of expansion to become one of the premier agricultural teaching and research centers.



[The Woodlands Center](#), located 40 miles south on I-45 just outside Houston in The Woodlands, is a 144,000 square-foot facility with 32 high-tech classrooms and a 125-seat auditorium. The full-service education center offers nine bachelor's, eight master's, and three doctoral degree programs.

The College of Osteopathic Medicine, which is housed in a newly constructed, four-story, 107,000 square-foot building on seven acres in Conroe, is 30 miles south of Huntsville on I-45.

At the spring 2024 TSUS Board Meeting, the design development plans for the new [Health Professions Building](#) were approved. The new building will be next to the College of Osteopathic Medicine building in Conroe.

FACULTY & STUDENT-CENTERED PROGRAMMING

Of the university's 1163 faculty members, 50% are tenure/tenure track, 55% are women, and 28% are from underrepresented groups. The student-to-faculty ratio is 21:1 and fewer than 3% of undergraduate courses have more than 100 students.

SHSU's talented faculty submitted 238 grant proposals and secured 86 sponsored research grants in 2024, from federal, state, and private sources totaling more than \$32 million.

SHSU continually strives to meet the needs of students with new programs and innovative teaching and services that help to maximize student engagement and success. In the past 10 years, SHSU has added 16 undergraduate programs, 13 master's programs, four doctoral programs, one professional doctorate, and 29 certificates.

The [Department of Collaboration & Outreach](#) houses three academic support areas: ELITE (Establishing Leadership In & Through Education), Evolve, and ASPIRE. Since 2010, Sam Houston State University's ELITE program has supported student retention and graduation through mentorship, particularly for underserved students. The ELITE program has been recognized by *Excelencia in Education* for accelerating degree completion. In 2016, the Graduate and Professional School established ASPIRE, which provides 25 graduate student scholars with guidance, workshops, seminars, professional development, and scholarship opportunities to aid them in

their academic and professional journey. In 2019, Evolve was created under the same umbrella as ELITE, but is tailored to serve students who transferred to SHSU from community colleges or other universities. Evolve provides retention-based support services to help students complete their journey at SHSU.

SHSU was also selected to participate in the "[Frontier Set](#)" initiative, funded by the Bill & Melinda Gates Foundation, to identify strategies for improving graduation rates. Selected to participate in AASCU's [Re-Imagining the First Year](#) program, SHSU engaged in a three-year program to transform the first-year experience for students and improve student success. The university established a [First-Generation Center](#) in June 2022, which is dedicated to helping first-generation students and their families navigate their university experience.

The university's [Center for Community Engagement](#) certifies Academic Community Engagement (ACE) courses as an essential part of the student's academic experience. This pedagogy encourages students to use the skills, knowledge, and dispositions learned in the classroom to collaborate with community partners to contribute to the public good. SHSU offers hundreds of ACE courses within an academic year. While students attend SHSU, and as they continue their professional and personal lives, they are encouraged and challenged to live out the SHSU motto, "The measure of a Life is its Service."



ACADEMICS

Housed in the award-winning James & Nancy Gaertner Performing Arts Center, the [College of the Arts and Media](#) (CAM) offers 13 undergraduate degrees through the departments of Art, Dance, Mass Communication, and Theatre and Musical Theatre, as well as the School of Music. CAM also offers master's degrees in Arts and Social Practice, Band Studies, Dance, Digital Media Production, Emerging and Social Media, and Music.

The AACSB-accredited [College of Business Administration](#) offers a bachelors of business administration degree in twelve major fields of study, as well as a 4.5-year degree program for qualified students leading to a specialization in PGA Golf Management. At the graduate level, the college offers an MBA, MS in Accounting, MS in Project Management, and an online Executive MBA in Banking and Financial Institutions. The college is home to three centers: Gibson D. Lewis Center for Business and Economic Development, Small Business Development Center, and the Center for Innovation and Technology.

Housing one of the largest and oldest criminal justice programs in the nation, the [College of Criminal Justice](#) (COCJ) offers undergraduate and graduate degrees in Criminal Justice and Criminology, Homeland Security Studies, and Victim Studies. Doctorate degrees are offered in Criminal Justice and Forensic Science. The College of Criminal Justice is home to several

prestigious training and research institutes dedicated to advancing the criminal justice field through professional development and investigation of key issues.

With its roots as the oldest teacher training institution in the state of Texas, the [College of Education](#) (COE) offers a broad range of programs at the undergraduate and graduate levels in both face-to-face and online formats. Master's and doctoral programs are offered in a variety of fields through the departments of Educational Leadership, Counselor Education, Library Science and Technology, and Teaching and Learning. Teacher certification is also under the purview of the College of Education.

The [College of Humanities and Social Sciences](#) provides the essential components of a liberal arts education. The College of Humanities and Social Sciences (CHSS) consists of Communication Studies, English, History, Integrated Studies, Political Science, Psychology & Philosophy, Sociology and World Languages and Cultures. CHSS is home to the APA-accredited doctoral (Ph.D.) in Clinical Psychology and 12 master's programs.

The [College of Science and Engineering Technology](#) (COSET) offers a wide variety of programs, including 27 undergraduate degrees, 11 master's degrees, and one PhD program. Degrees range from Animal Science and Biology to Construction Management and

ACADEMICS (CONT.)

Physics. Three Pre-Engineering programs are offered as well as degrees leading to entry into professional degree programs in Medicine, Dentistry, Pharmacy, and Veterinary Science. The college is also home to the nationally recognized SHSU rodeo team.

The newest college, the [College of Osteopathic Medicine](#), located in nearby Conroe, welcomed its inaugural class of medical students during fall 2020. Designed to address a shortage of primary care doctors in the State of Texas, the college offers the Doctor of Osteopathic Medicine with an emphasis toward primary care, and rural and underserved practice.

[SHSU Online](#) offers nearly 50 degree programs and dozens of professional certificates and graduate certificates entirely online. These accredited programs are taught by the same faculty who teach on campus.

The [Elliott T. Bowers Honors College](#) enhances the university experience with intellectually stimulating academic, cultural, and social experiences, dedicated Honors housing and facilities, and faculty mentorship.

The [Student Advising and Mentoring \(SAM\) Center](#) in Academic Affairs provides centralized, integrated advising services for SHSU undergraduates. Advisors assist students with holistic, success-based academic advising and support to help with student achievement, retention, and degree completion.

ACCOLADES & ACCOMPLISHMENTS

As a 2022 designated Carnegie doctoral university with high research activity (R2), over the prior five years (FY18-FY22), the university received more than \$75 million in external research funding. Over this time, the amount of externally awarded funding more than doubled (up 250%), the proposals awarded were up 68%, and proposals submitted were up 56%.

The *U.S. News & World Report* Best Colleges rankings highlight SHSU's success in advancing social mobility. The university has been listed as one of the top universities in Texas in 2022 and 2023, and in 2023 was No. 21 (out of 434) nationally in the category of Top Performers on Social Mobility. According to the report, Top Performers on Social Mobility status is given to schools that put a focus on economically disadvantaged students.

In addition to being designated a Hispanic-Serving Institution (HSI), SHSU is nationally ranked among the top 100 colleges and universities for Hispanic students, according to the 2022 *The Hispanic Outlook on Education Magazine*.

SHSU was once again awarded top-ranking status for multiple online degree programs by *U.S. News & World Report* in 2024, including two programs ranking in the top three.

Sam Houston State University was recognized by Intelligent.com for having six top degree programs among those distinguished in the site's 2024 rankings. The university was No. 6 in the best online colleges in



Texas and 21 in the best colleges in Texas category. SHSU's online programs also received top marks for affordability, highlighting the university's offering of quality education at an affordable cost with flexible learning options.

STUDENTS

Sam Houston's 21,403 students (total fall 2023) are comprised of 18,179 undergraduates, 170 post-baccalaureate students, 2,189 master's students, 381 students pursuing doctoral studies, and 484 medical students at the College of Osteopathic Medicine. In fall 2022, SHSU welcomed its largest freshman class with over 3,300 freshmen enrolled. Students from 59 countries attended SHSU in fall 2023, and from the U.S., 45 states and the District of Columbia were represented, including students from 214 counties in Texas. Over 4,200 students live on campus. SHSU's 100% online student headcount in undergraduate and graduate programs was nearly 5,000 in fall 2023.

Across SHSU's hard-working student body, 73% are full-time, 64% are female, approximately half are Pell Grant eligible, and about half of the students who report their parent's education level identify as first-generation.

SPORTS

The Bearkats compete in 18 NCAA Division I sports in Conference USA. Women's teams include basketball, bowling, cross country, golf, indoor and outdoor track & field, soccer, softball, tennis, and volleyball. Beach volleyball will be added for competition in spring 2025. Men's teams include baseball, basketball, cross country, football, golf, and indoor and outdoor track & field. The conference membership provides an opportunity to compete as an NCAA Football Bowl program. In addition, the athletic department defines the student-athlete experience with success on and off the playing surface.

RECREATION

Students can participate in recreational sports through intramurals, outdoor recreational programming, fitness classes, or by joining one of more than 18 club sports, including women's lacrosse, men's volleyball, e-sports, soccer, wrestling, rugby, and even Quidditch.

A newly renovated [Recreational Sports Center](#) is available to all students and offers a weight room, cardio area, 34-foot climbing and bouldering walls, a swimming pool, an indoor track, and basketball



STUDENT LIFE

Sam Houston State University offers a vibrant student life with over 250 student clubs and organizations, including honor societies, religious and spiritual groups, and a wide array of interest clubs spanning business, politics, fitness, culture, music, and community service. The campus also boasts a dynamic Greek Life, with more than 1,000 students involved in one of the 32 fraternities or sororities.

As a new member of the conference, SHSU has made an immediate competitive impact. In SHSU's first year in CUSA, Men's Basketball was the regular season conference champions. Women's Golf won the championship and competed in the NCAA Regional Tournament. Women's Bowling won the NCAA Regional Tournament and competed for a NCAA National Bowling Championship by making it to the Final Four Tournament. In addition, former SHSU Baseball catcher was the 28th pick in the first round of the 2024 MLB draft, going to the Houston Astros.

and volleyball courts. Additional facilities include the [Johnson Coliseum](#) – home to SHSU Volleyball as well as the SHSU Men's and Women's Basketball teams, the [University Camp](#) – located on 345 acres of land approximately 15 miles from Huntsville, the [Bearkat Course](#) – an 18-hole daily-fee course managed by the Sam Houston State PGA Golf Management program, as well as tennis courts, a turf field, sand volleyball courts, and more.

ADMINISTRATIVE STRUCTURE

Sam Houston State University is a member of the [Texas State University System](#). The system is governed by a nine-member Board of Regents appointed by the governor. A non-voting student regent is also appointed to the board annually. The system is led by a board-appointed chancellor, and the president of Sam Houston State University reports directly to the Chancellor.

SHSU President's Cabinet includes the Provost and Senior Vice President for Academic Affairs, the Chief Financial Officer and Senior Vice President for Operations, the Senior Vice President for Strategic Enrollment and Innovation and Chief Information

Officer, the Vice President for University Advancement, the Vice President for Student Affairs, the Chief Strategy Officer, the Chief Marketing Officer and Public Information Officer, the Director of Athletics, and the Deputy to the President. The President's Extended Cabinet also includes the Chief Experience Officer, the Vice Provost, the Chief Research Officer, the Vice President for Enrollment Success, and the Vice President for Facilities Management.

Other leadership bodies include the Faculty Senate, Council of Academic Deans, Academic Affairs Council, and Staff Senate.

FINANCIAL RESOURCES

The [annual operating budget](#) of Sam Houston State University is \$470 million, with assets totaling over \$1.2 billion as of the most recent year-end. Net tuition revenue was \$186 million, and state appropriations

totaled about \$131 million. The Composite Financial Index for the university has ranged from 1.09 to 3.56 in the most recent five years. The endowment is valued at about \$150 million.





THE COLLEGE OF HEALTH SCIENCES

The [College of Health Sciences](#) aspires to educate health science professionals and collaborates with community and global partners to provide accessible student-centered education in the health professions for a diverse population of traditional and non-traditional students. The departments of Human Sciences, Kinesiology, and Public Health, as well as the School of Nursing, reside under the umbrella of the College of Health Sciences. Choosing an educational path in Health Sciences allows students to join careers that are in high demand with higher first-year salaries than other degrees. Those with a passion for serving find out they can enhance the human quality of life with a health science degree.

The college offers a [variety of undergraduate and graduate degrees](#) spanning four academic departments: Kinesiology, Family and Consumer Sciences, Population Health, and Nursing. Undergraduate degrees within the college range from Athletic Training, Health Care Administration, and Nursing to Fashion Merchandising and Interior Design. At the graduate level, the college offers master's degrees in Health, Kinesiology, Dietetics, Family and Consumer Sciences, Health Care Quality and Safety, and Sport Management.

Last spring, ground was broken on a new [Health Professions Building in Conroe, Texas](#). The Health Professions Building, strategically positioned adjacent to the SHSU College of Osteopathic Medicine, embodies the university's dedication to fostering student success, advancing healthcare access, and

enhancing community well-being. Scheduled for completion in January 2026, the Health Professions Building will serve as the new home for four academic programs: the MS in Athletic Training, MS in Dietetics, Doctor of Physical Therapy and MS in Physician Assistant. The Athletic Training and Dietetics programs are currently housed on the main campus in Huntsville and will relocate to Conroe once the building opens.

ACADEMIC UNITS

The mission of the [Department of Human Sciences](#) is to prepare future professionals with the knowledge and skills to positively impact individuals, families, and communities with the vision to empower generations to influence the future well-being of local and global societies. Graduates with a degree in Human Sciences contribute to careers and specializations in food and nutrition, restaurant management, fashion and retail, residential and commercial interior design, and dietetics, health, and wellness. Undergraduate degrees include a B.S. in Food Science & Nutrition, B.S./B.A. in Interior Design, and a B.S. in Fashion Merchandising. The department offers a 17-month Master of Science in Dietetics combined with a Dietetic internship program. The department's degree programs, faculty expertise and knowledge, clinical and internship experiences, and broad learning opportunities equip students to make a positive impact on the physical, mental, behavioral, and overall health of families and the communities they will someday serve.

THE COLLEGE OF HEALTH SCIENCES (CONT.)

Understanding the origins and determinants of health and disease across populations leads to promoting a healthy lifestyle, preventing and controlling disease, analyzing health indicators and educating the public about health options. The [Department of Public Health](#) provides learning for early and advanced health professionals, preparing them to conduct applied, evidence-based research in population health and to improve health and well-being through community engagement, locally or globally. The department offers undergraduate degrees in Public Health, Health Sciences, Bilingual Health Care Studies, Pre-Nursing, and Health Care Administration as well as graduate degrees in Public Health and Health Care Quality and Safety. A graduate certificate in Health Communication and Public Relations is also available.

The [Department of Kinesiology](#) studies movement-related fields and their impact on health, society, and quality of life, including exercise science, sport management, athletic training, socio-cultural analyses of sports, sport and exercise psychology, physical education teacher education, and pre-professional training for physical therapy, occupational therapy, medicine and other related health fields. The

department offers undergraduate tracks in Clinical Exercise Science, Human Performance, and Wellness Management, and a double major in Education and Kinesiology – Physical Education Teacher Education (PETE). The Department offers graduate programs in Athletic Training, Sport Management and Sport and Human Performance.

The [School of Nursing](#) offers three educational paths: Pre-Nursing to Bachelor of Science in Nursing (BSN), offered through the Department of Public Health, Licensed Vocational Nurse (LVN) to Bachelor of Science in Nursing (BSN), and Registered Nurse (RN) to Bachelor of Science in Nursing (BSN). The school's mission is to transform healthcare education by integrating innovative learning experiences with a student-centric approach and advance knowledge through scholarly inquiry. The school cultivates a workforce of nursing professionals who improve the health and healthcare disparities of local, state, national, and global communities. The nursing program has full approval by the Texas Board of Nursing, and the baccalaureate degree program in nursing is accredited by the Commission on Collegiate Nursing Education.



DEAN OF THE COLLEGE OF HEALTH SCIENCES

PRIMARY RESPONSIBILITIES

The dean of the college provides expertise and leadership in the development and operations of the College of Health Sciences and in support of the university's overall mission. The dean reports to the Provost and Senior Vice President for Academic Affairs and oversees the chairs, faculty, and staff of the College of Health Sciences. The dean is responsible for participating in and implementing strategic planning, and coordinating, directing, and ensuring good outcomes of the academic programs of the college, including promoting student success best practices. The dean will manage the college budget, oversee facilities and resources, and select the department chairs as necessary.

The dean maintains accreditations and will act as a guarantor of consistent quality standards in curriculum and delivery of programs to meet student needs. The dean also oversees the recruitment, appointment and re-appointment, professional development, evaluation, salary administration, promotion, tenure, and grievances of all staff, term faculty, and tenure/tenure track faculty as appropriate.

This position is a Campus Security Authority (CSA) and performs other duties as assigned.

QUALIFICATIONS

The successful candidate must possess a doctorate in one of the disciplines represented in the college; teaching and scholarly endeavors appropriate to the rank of full professor and tenure in one of the academic units: Kinesiology, Family and Consumer Sciences, Population Health, and Nursing; and a record of substantive, sustained, and progressive administrative experience at the department chair level or equivalent.

The dean must demonstrate a record of effective communication, participation in shared faculty governance, and collaborative work with internal and external counterparts. The ideal candidate will also possess demonstrated professional activity and accomplishments that reflect a commitment to being a visionary, an empathetic advocate, a trailblazer, and a scholar-educator.





HOW TO APPLY

The position is open until filled, but applications received by **Tuesday, November 5**, will be given full consideration. Applications should include: 1) a detailed letter of interest; 2) a current curriculum vitae (CV); and 3) a list of five professional references with contact information. References will not be contacted without explicit permission from the candidate. Inquiries, nominations, and applications may be sent in confidence to: SHSUDeanCOHS@academicsearch.org

Sam Houston State University is being assisted by Academic Search. Confidential discussions may be arranged by contacting Ann Hasselmo (ann.hasselmo@academicsearch.org) or Chris Butler (chris.butler@academicsearch.org).

Sam Houston State University is an Equal Employment Opportunity/Affirmative Action Employer and Smoke/Drug-Free Workplace. All qualified applicants will receive consideration for employment without regard to race, creed, ancestry, marital status, citizenship, color, religion, sex, national origin, age, veteran status, disability status, sexual orientation, pregnancy, or gender identity or expression.

ABOUT ACADEMIC SEARCH

Academic Search is assisting Sam Houston State University in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations.

Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute.

