

Toyia K. Younger, Ph.D.

Education

Doctor of Philosophy, University of Maryland- College Park, Maryland- December 2009

Program: Education Policy - Higher Education

Dissertation Title- The Case for Degree Completion: African American Transfer Students at a Traditionally White Institution.

Master of Arts in Counseling, Trinity Washington University- Washington, D.C.- August 2001

Program: Student Development in Higher Education

Capstone Project- Student Affairs Programs and Services: Using Assessment Models to Evaluate Effective Practices

Bachelor of Arts, Michigan State University- East Lansing, Michigan- May 1997

Major: Social Relations, James Madison College

Professional Experience

American Association of State Colleges & Universities (AASCU) - Washington, D.C.

American Association of State Colleges & Universities (AASCU) is a Washington-based higher education association of nearly 400 public colleges, universities, and systems who serve over four million students across the country. AASCU provides advocacy, leadership and service to presidents/chancellors and their campus leaders and supports affordable, accessible and high-quality education.

Vice President for Leadership Development and Partnerships (December 2016- Present)

- Provides leadership for the creation, management and successful implementation of programs and activities for AASCU members and their constituents
- Coordinates, monitors, and prepares reports for the development and implementation of the AASCU Strategic Plan
- Provides executive oversight for all AASCU professional meetings and conferences
- Coordinates and oversees association-wide development and alignment of all of AASCU leadership and professional development programs
- Oversees the corporate partnership program including establishing financial goals and monitoring the corporate sponsor relationships
- Provides staff support to the AASCU Board of Directors and the Nominating Committee
- Coordinates activities surrounding member presidents leaving office
- Serves as a member of the AASCU Executive Leadership Team and supervise the Division of Leadership Development and Partnerships staff
- Manages the annual appointment process for AASCU Board of Directors and Chairs, Vice Chairs, and members of AASCU's presidential standing and ad hoc committees

Minnesota State Colleges & Universities (MinnState) - St. Paul, Minnesota

Minnesota State Colleges & Universities (MinnState) is the third largest system of public colleges and universities in the country. It consists of 37 institutions (30 community and technical colleges and seven state universities) with 54 campuses across the state and currently serves more than 400,000 students each year.

Interim Chief Diversity Officer (January 2016- November 2016)

- Served as the Chief Diversity Officer for the Minnesota State system
- Provided the overall leadership and direction for developing, implementing, and monitoring programs and processes that promoted and sustained access, diversity, and equity throughout the system
- Assisted in the development and implementation of strategies to monitor and evaluate system-wide progress in creating a diverse and equitable work and learning environment
- Supported college and university officials in the resolution of complaints or discrimination allegations and/or actions and recommended and/or initiated corrective action
- Provided leadership for and coordination of a system-wide strategic diversity plan, as well as assisted campus Chief Diversity Officers and Diversity Planning Committees with the development of individual campus diversity plans
- Provided leadership and oversight to ensure compliance with system, state, and federal compliance obligations, including Affirmative Action/Equal Employment Opportunity and Americans with Disabilities statutes and regulations
- In consultation with the Vice Chancellor for Human Resources, assisted campuses with recruiting high-quality faculty and staff from diverse backgrounds and supported initiatives to ensure the retention and success of faculty of color
- Served as a member of the Chancellors' cabinet

Associate Vice Chancellor for Student Affairs (August 2014- November 2016)

- Served as the Chief Student Affairs Officer for the Minnesota State system
- Provided system-level support and advocacy for student affairs functions on all 31 college and university campuses including admissions, registration, financial aid, student life, disability support services, counseling and advising, and international student and veterans services
- Collaborated with the Academic and Student Affairs leadership, including the research unit on enrollment projections, forecasting and predictive analytics
- Worked with the system's information technology division to plan the delivery of technology resources for campus and system-based student affairs related functions
- Advanced campus efforts to increase retention and completion and to enhance the diversity, experiences, and success of all students
- Developed system responses to student-related legislation and represented the system and testified at legislative hearings
- Served as the system spokesperson on all student affairs-related issues
- Served as a senior leader in strategic planning for the Division of Academic and Student Affairs
- Managed a team of eight professional staff members across content areas including student services, financial aid, academic readiness, concurrent enrollment and statewide P-20 initiatives, veteran student services, and system policy and procedures
- Convened meetings with the Chief Student Affairs Officers across all 54 campuses
- Monitored and supported college and university compliance with state and federal laws and statutes, including Title IV participation and data practices regulations

- Provided strategic leadership in the development and implementation of Board of Trustees' policies and system procedures and practices related to student affairs
- Acted as the primarily liaison with statewide student associations and campus student senates and advisors to student government

Towson University- Towson, Maryland

Towson University is the largest university in the Baltimore area and the second-largest university in the University System of Maryland. Ranked 12th in the public regional universities (north) category by U.S. News & World Report, Towson offers 64 undergraduate majors, 46 master's programs and four doctoral degree programs and currently serves approximately 19,000 undergraduate and 3,100 graduate students.

Assistant Provost, Division of Academic Affairs (November 2010- July 2014)

- Assisted with the implementation of Towson's Academic Strategic Plan
- Developed action plan for Towson University's response to the University System of Maryland Strategic Plan (2010-2020)
- Served as liaison with the Division of Student Affairs on both curricular and co-curricular initiatives
- Developed new transfer student programs and services, including Transfer Student Orientation
- Served as member of the Provost Council, Enrollment Management Team, Diversity Action Council and Students in Transition Committee
- Served as the University appellate officer for student conduct issues forwarded from the Academic Standards Committee regarding dismissal from the institution and other academic and institutional policy concerns
- Chaired the Towson University Commencement Committee and assumed responsibility for the coordination of all aspects of the University's commencement activities.

Association of Public and Land-grant Universities - Washington, D.C.

The Association of Public and Land-grant Universities (APLU) is a research, policy, and advocacy organization dedicated to strengthening and advancing the work of public universities in the U.S., Canada, and Mexico. With a membership of 242 public research universities, land-grant institutions, state university systems, and affiliated organizations, APLU's agenda is built on three pillars of increasing degree completion and academic success, advancing scientific research, and expanding engagement.

Director of Student Affairs, Office of Academic Affairs (April 2008- October 2010)

- Developed APLU's initiative on student success with an emphasis on transfer students, low income students and students of color
- Directed, coordinated, and facilitated policies and programs for the Council on Student Affairs which is comprised of Chief Student Affairs Officers at over 100 Research I member institutions
- Provided information on issues related to student affairs programs at member institutions and on issues impacting the college student experience
- Informed and collaborated with university stakeholders and advocate for ongoing improvements within the student experience on APLU campuses
- Communicated and interpreted congressional and federal initiatives, programs, policies, and regulations to APLU membership
- Assisted in formulating policies and programs on behalf of public, land-grant, research and urban universities

University of Maryland- College Park, Maryland

The University of Maryland is the state's flagship and land-grant institution with 37,500 students in 12 schools and colleges, 9000 faculty and staff, and 250 academic programs. The University of Maryland is ranked No. 19 among public universities and No. 21 for more innovative schools by U.S. News & Report, as well as No. 16 among public universities by Forbes. The university is recognized for its diversity, with underrepresented students comprising one-fourth of the student population.

Assistant Director of Outreach, College of Education (November 2003-December 2007)

- Assisted departments and faculty in developing new outreach programs throughout the state
- Provided business and operational support to outreach programs sponsored by the College of Education
- Managed Outreach Office budget of approximately \$1.5 million
- Maintained student enrollment and financial records for the various outreach programs
- Managed multiple programs which generated over \$5 million in revenue for the College of Education
- Provided academic and administrative leadership for the implementation of all outreach programs for all six departments within the College of Education
- Directed the management of the daily operations for the Outreach Office
- Designed and executed assessment and evaluation tools for all outreach programs within the College
- Developed and implemented a strategic plan that identified outreach opportunities in relation to revenue streams
- Served as liaison to faculty, students, and critical on and off-campus external partners to increase visibility of these programs and to develop a stronger presence within the external community of off-site education

Montgomery College- Rockville, Maryland

Montgomery College is a public, open admissions community college with campuses in Germantown, Rockville, and Takoma Park, plus workforce development and continuing education centers throughout Montgomery County, Maryland. MC is the largest community college in the state of Maryland serving nearly 60,000 students each year, through both credit and noncredit programs, in more than 130 areas of study.

Director of Student Life- Rockville Campus (August 2001- November 2003)

- Developed and implemented co-curricular programs for community college students
- Monitored retention rates of minority and international students on a campus of approximately 15,000 students from 170 countries
- Provided leadership to student organizations and clubs
- Served as an advisor to the Student Senate
- Assisted with transfer student initiatives
- Supervised 3 full-time professional and support staff members
- Managed unit budget of \$350,000
- Served on various college-wide committees focusing on retention of our students

Teaching Experience

Guest Lecturer, The George Washington University- Washington, DC

- ***EDUC 220: Intercultural Campus Leadership (Summer 2010)***

Guest Lecturer, University of Maryland-College Park, MD

- **EDPL 662: *Research on Ethnic Minorities and Demographic Trends in Higher Education*** (Spring 2009)
- **EDPL 788L: *Special Topics in Education Policy and Administration: College Access & Choice*** (Fall 2008)
- **EDPL 660: *Retention Theories and the Impact of College*** (Fall 2008)

Teaching Assistant, University of Maryland- College Park, MD (Spring 2006)

- **EDPL 650: *Professional Seminar in Higher and Adult Education*** (3 credits)

This course is designed as an introduction to higher and adult education as a field of study. Origins, current dimensions and problems, and emerging issues are discussed, as well as field trips to state and national capitols, and involvement in professional conferences. This course is also designed to help new masters students enrolled in the higher education program achieve three objectives:

1. Gain a general knowledge of higher education as a profession and as a field of study
2. Become acquainted with peers and establish a learning community of scholars
3. Gain an understanding of the critical issues discussed in the field of higher education and to begin to identify areas of scholarship of interest

Instructor, Montgomery College- Rockville, MD (Fall 2002)

- **DS-107: *First Year Seminar*** (1 credit)

Designed to assist students in adjusting to college. Includes introductions to academic and student services available on campus, development of study habit techniques, career and educational planning, and adjustment concerns. Intended for students during their initial semester of enrollment.

Elementary School Teacher, HCSC Catholic School- Washington, DC (August 1999-June 2000)

- Managed a full inclusion classroom including traditional and special needs students
- Implemented guided and shared reading programs in the classroom
- Taught “America’s Family Stories- Different Ways of Knowing” module. (Social Studies)
- Coordinated after-school music and dance programs for middle school students

Undergraduate Teaching Assistant, Michigan State University- East Lansing, Michigan College of Communications, Arts and Sciences (January 1997-May 1997)

- Participated in department research and the development of curriculum for COM 100: Introduction to Human Communications and developed lesson plans and student guides for recitation sections
- Taught freshman recitation class which followed COM 100 lecture

Related Experience

Legislative Assistant, Congressman Bruce F. Vento- Washington, DC (July 1997-July 1999)

- Monitored legislation and regulatory issues on a daily basis in order to brief the Congressman
- Conducted research to formulate responses to constituent mail
- Developed policy plans and drafted them into legislative form
- Trained, supervised and evaluated congressional office interns

Publications

- Fries-Britt, S.L, Younger, T.K, Villarreal, R, Edwards-Kemp, A.D., & McArthur, Q. (Under Review). *Are They Ready for the Real World? Stereotypes about Educational Preparation at HBCUs: Black Students in STEM.*

- Younger, T.K. (2011). Book Review- “Crossing the Finish Line: Completing College at America’s Public Universities.” *Journal of College Student Development*.
- Fries-Britt, S.L., Younger, T.K., & Hall, W.D. (2010). Underrepresented minorities in Physics: How Perceptions of Race and Campus Racial Climate Affect Student Outcomes. In T.E. Dancy II (Ed.), *Managing Diversity: (Re) Visioning Equity on College Campuses*. New York: Peter Lang Publishing.
- Fries-Britt, S.L., Younger, T.K., & Hall, W.D. (2010). Lessons from High Achieving Minorities in Physics. In S.R. Harper, C. Newman, & S. Gary (Eds.), *Students of Color and STEM: Constructing a new research agenda: New Directions for Institutional Research*. San Francisco: Jossey-Bass.
- Younger, T.K. (2009). Easing the Transition for Transfer Students. *NASPA’s Leadership Exchange Magazine*, Summer 2009.

Presentations

- *Achieving and Maintaining Institutional Excellence, Equity and Innovation in Times of Change and Uncertainty*. *Keynote Speaker- 2019 Board of Visitors Orientation. Commonwealth of Virginia- October 2019
- *Every Connection Matters: Leveraging Our Voices for Change*. *Keynote speaker- 2019 Virginia Network Annual State Conference. ACE- May 2019
- *Claiming Our Stories: The Crucial Role HBCUs, HSIs and Other MSIs Play for Students, Employers, Communities, and the Nation*. Panelist- 2018 TIAA HBCU Leadership Exchange- October 2018
- *Finding our Voice: The State of Women in Higher Education*. *Keynote speaker- 2017 Women’s Leadership Institute. NASPA and ACUI- December 2017
- *Undergraduate Success for Underrepresented Students*. 15th Annual Conference of the National Institute for the study of Transfer Students - February 2017
- *Minnesota Adult Learners*. Adult Promise Pilot Program- Design Convening. State Higher Education Executive Officers Association (SHEEO) - May 2016.
- *Foundations of Student Affairs*. Guest Lecturer- University of Colorado, Denver- April 2015
- *2015 Spring Leadership Institute*. *Keynote speaker. St. Cloud State University- April 2015
- *Access, Equity and Appropriations: The Financing and Future of Higher Education in Minnesota*. *Keynote speaker. The Rosenmeier Center for State and Local Government Forum- April 2015
- *Student Affairs Beyond the Campus*. NASPA’s Undergraduate Student Pre-Conference. Morgan State University- March 2014
- *Creating a Transfer Friendly Campus: Serving and Supporting Transfer Students*. Webinar presentation sponsored by PaperClip Communications- March 2014
- *The Role of Transfer Students in the National College Completion Agenda: An Examination of Transfer, Enrollment Patterns and Baccalaureate Attainment*. *Keynote speaker. 12th Annual Conference of the National Institute for the Study of Transfer Students- February 2014.
- *Creating a Transfer Receptive Culture: Developing Transfer Change Agents at Your Institution*. 11th Annual Conference of the National Institute for the Study of Transfer Students- January 2013
- *What type of institution?* Careers in Student Affairs Month, NASPA, Towson University- October 2011
- *How did I end up here and what’s next?* Office of Housing and Residence Life, Professional Staff Training, Towson University- August 2011.
- *Creating a Culture of Completion*. 2011 College Changes Everything Conference, Chicago, IL- July 2011
- *Same destination, Different Paths: Voices of 13 African American Transfer Students*. 2010 NASPA Assessment and Retention Conference, Baltimore, MD- June 2010.

- *“There’s a Story in There”- Keynote Speaker.* 2010 Women’s Day Celebration, Hanover College, Hanover, IN- March 2010
- *Effects of Multicultural Influences.* Guest Lecturer- Towson University, Towson, MD- March 2010.
- *What Faculty Say and Convey Matters. Interactions with Minority students and faculty in science.* 2009 ASHE Conference, Vancouver, BC- November 2009
- *Removal of Barriers to Transfer.* Increasing Access through Transfer Conference, Albuquerque, NM- September 2009
- *Insights from Underrepresented Minorities in Physics.* 3rd Annual Conference on Understanding Interventions That Broaden Participation in Research Careers, Bethesda, MD- May 2009
- *Doctoral Student Seminar Panelist.* 2009 NASPA Annual Conference, Seattle WA- March 2009.
- *Courage to Act: First Generation Students Persisting to the Doctorate.* 85th Annual ACPA Conference, Washington, DC- March 2009 and 2009 NASPA Annual Conference, Seattle WA- March 2009
- *Half a Student: Voices of African American Transfer Students at a TWI.* 85th Annual ACPA Conference, Washington, DC and 2009 NASPA Annual Conference, Seattle WA- March 2009.
- *Minority Physics Project: Physics Diversity Summit.* Joint Annual Conference for the National Society of Black Physicists and the National Society of Hispanic Physicists, Nashville, TN- February 2009
- *Minorities in Physics: The NSBP/NSHP Project.* African American Professional Scientific Society Meeting- Joint Center for Political and Economic Studies, Washington, DC- January 2009.
- *Minorities in Physics: The NSBP/NSHP Project.* The National Science Foundation, Arlington, VA- January 2009
- *Half a Student: Voices of African American Transfer Students at a TWI.* 7th Annual Institute for the Study of Transfer Students, Dallas, TX- January 2009
- *Minority High Achievers in the Classroom.* 2008 Physics Education Research Conference University of Alberta (Edmonton, Canada)- July 2008
- *Proving Process: Minority High Achievers in the Classroom.* University of Maryland Leadership Network Annual Conference- October 2007
- *Transitions of Both New and “Lightly” Seasoned Professionals in the Field of Student Affairs.* ACPA/NASPA 2007 Joint Conference- April 2007
- *Increasing Access and Success for Transfer Students.* *Keynote speaker. Maricopa Community College, 4th Annual Transfer Awareness Week Program- February 2007
- *Older and Wiser: The Importance of Mentoring Professional Women of Color.* American Council on Education, Office of Women in Higher Education, The Virginia Network Annual Conference- June 2006
- *Young, Fly and Flashy: Navigating the Field of Student Affairs as a New Professional.* NASPA, 88th Annual Convention and ACPA, 82nd Annual Convention- March 2006
- *Developing an Assessment Model for Use Within the Community College.* ACPA, 79th Annual Convention- March 2003
- *Student Affairs Programs and Services: Using Assessment Models to Evaluate Effective Practices.* Trinity College (Washington, DC) - August 2001
- *Who is the “Education President?”* A Festival of Women’s Genius: Trinity at 100. Trinity College (Washington, DC) - November 2000
- *When the Curriculum and Co-Curriculum Collide: Understanding Involvement Theory-Implications for Student Affairs and Faculty.* Celebration of Student Achievement and Scholarship. Trinity College (Washington, DC) - May 2000

Professional Affiliations

Member, American Council on Education: Diversity, Equity, and Inclusion & COVID 19- Community of Practice

Advisory Board Member, National Assessment of Collegiate Campus Climates (USC Race and Equity Center)

Advisory Board Member, National Institute for the Study of Transfer Students (NISTS)

Member, The College Board, Commission on Transfer Policy and Practice

Member, Association for the Study of Higher Education (ASHE)

Awards

2016 Champion of Students, Minnesota State Colleges and Universities

2013 Transfer Champion, National Institute for the Study of Transfer Students

2013 NASPA Excellence Award: “Testing and Transforming Transfer Students Transitions”

2011 Who’s Who in Higher Education Administration, Academic Keys for Administration

2010 Barbara K. Townsend Dissertation Award, Honorable Mention recipient

2008-2009 Honored Member of Cambridge Who’s Who of Executives, Professionals and Entrepreneurs

2007 Recipient of the Connie Cox Dissertation Scholarship Award, University of Maryland College Park. Department of Education Leadership, Higher Education and International Education.