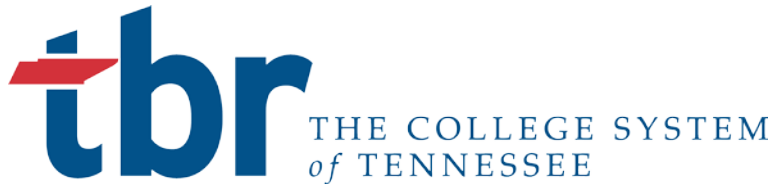




**TENNESSEE BOARD OF REGENTS  
Special Called Board Meeting  
Tuesday, July 27, 2021 – 2:30 p.m. (CDT)  
Agenda**

1. Review and Consider Recommendation for the President of Volunteer State Community College
2. Review and Consider Recommendation for the President of Tennessee College of Applied Technology at McMinnville



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BOARD TRANSMITTAL

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MEETING: Special Called Board Meeting

SUBJECT: President Recommendation for Volunteer State  
Community College

DATE: July 27, 2021

PRESENTER: Flora W. Tydings, Chancellor

PRESENTATION REQUIREMENT: 5 minutes with discussion

ACTION REQUIRED: Roll Call Vote

STAFF'S  
RECOMMENDATION: Approve

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Dr. Jerry Faulkner announced his plans to retire as president of Volunteer State Community College effective August 31, 2021. The Board approved criteria for the next president at its meeting on March 25, 2021. The 18 member search committee was comprised of Regents, faculty, staff, students, and community members.

The committee met for the first time on April 28<sup>th</sup> to review the search process. Then on May 13 the committee reviewed 78 applications from all across the country. The committee once again narrowed the pool of candidates to 13 to be interviewed on May 26 and May 27. From that meeting, 3 finalists were invited to participate in campus interviews on June 22, 23 and 24.

After careful consideration of the feedback received, Chancellor Tydings will recommend Dr. Orinthia Montague as the next president of Volunteer State Community College.

A copy of Dr. Montague's resume is attached.

## Orinthia T. Montague



### EDUCATION

- Ph.D. Higher Education Administration, *University of Missouri – St. Louis, MO*
- M.A. Counseling, *Lindenwood University – St. Charles, MO*
- B.A. Interpersonal Communication, *Truman State University – Kirksville, MO*

|   |      |
|---|------|
| The Thomas Lakin Institute for Mentored Leadership                                  | 2016 |
| League of Innovation – <i>Executive Leadership Institute</i>                        | 2015 |
| Minnesota State Colleges & University System – <i>Executive Development Program</i> | 2014 |
| NASPA – <i>Alice Manicur Symposium</i>  | 2006 |
| University of Missouri System – <i>President’s Academic Leadership Program</i>      | 2004 |

### Professional Experience:

Tompkins Cortland Community College: Tompkins Cortland Community College (TC3) is a comprehensive, public community college supported by Cortland and Tompkins Counties, New York. The main college campus is located in the town of Dryden. Extension sites are located in Cortland, New York and Ithaca, New York. The College is one of 64-member institutions of the State University of New York (SUNY) system.

**President** *2017 –Present*

As President I serve as the chief executive and administrative head of the college, exercising overall authority, subject to the direction of the Board of Trustees. My related responsibilities include setting a strategic direction for the institution, maintaining fiscal integrity, marketing the institution, building strong and lasting relationships with institutional constituents, business and community leaders, state and local political entities, SUNY, alumni and friends, and soliciting funds to meet the needs of the institution.

Additionally I serve as a leader within the community, working cooperatively and collaboratively to achieve the broad objectives of public education in the context of the College. My role of the President is to promote and represent the College to all internal and external audiences, including elected and appointed government officials, professional and educational associations, and state, local, federal, SUNY and international agencies, and the public at large. A significant portion of the College’s non-tuition revenue is provided by Tompkins and Cortland counties and I advocate and negotiate approval of the counties’ support of the College’s budget.

Selected Key accomplishments:

- Secured over 3 million dollars in philanthropic donations
- Led the construction of a New Childcare Center
- Led the development of “Women on Wednesdays” and “Man Talk Mondays”
- Reversed decade long double digit enrollment decline
- Established new community partnership with Guthrie Cortland Medical Center
- Established micro-credential partnership with Rackers Center
- Served on Governor Cuomo’s New York Re-Opening Advisory Taskforce

Normandale Community College, Bloomington, MN: Normandale is the largest community college within the Minnesota State system with selective programs such as Dental Hygiene, Nursing and Dietetics, serves approximately 14,000 credit and non-credit students annually. The diverse student body is comprised of 42% full-time students, 58% part-time students and 34% students of color. The College has total operating budget of \$86 million; 173 full-time faculty, 194 part-time faculty and 268 staff members.

**Vice President of Student Affairs & Chief Diversity Officer**

**2014 – 2017**

Responsible to President as Chief Student Affairs Officer; provide leadership, vision and outcomes that fosters student access, persistence and completion. Manage annual budgets in excess of twenty million dollars. Assure consistency, quality and compliance in the delivery of a common student experience. Serve as the chief presidential advisor for the development, revision and accurate implementation of student related policy and procedure. Lead college efforts and partnerships that involve public and private secondary school, community and business collaborations.

**Selected Key Accomplishments:**

- Increased enrollment by 3% since assuming responsibility for enrollment management
- Established collaborations with Academic Affairs to create academic pathways
- Increased Fall to Spring retention in collaborative Learning Communities by 5%
- Reestablished \$1 million dollars in federal funding of Student Support Services grant
- Partnered with Bloomington Public School District and Hennepin County to provide direct higher educational opportunities to close the gap for underrepresented populations with a focus on homeless students, foster children and teen parents
- Led the development of the first Student Affairs Division Master Plan
- Led successful Office of Civil Review for the College
- Effectively supervise five collective bargaining unions
- Initiated the development of a transition to college program with local school district
- Re-developed a robust intrusive advising and early alert support model
- Provide vision and guidance for college efforts that support closing the achievement gap for diverse students; in particular foreign born, immigrant, Hispanic and African American students

**Dean of Students**

**2010 – 2014**

Responsible to Vice President of Student Affairs; provides leadership and vision in strategic planning, facility planning, and continuous improvement of student services; facilitates partnerships with internal and external communities. Manage budgets in excess of 10 million dollars.

Selected Key Accomplishments:

- Developed and implemented college-wide policies, procedures workshops for crisis management, student conduct and mental health awareness
- Reestablished Diversity Center
- Led the development of a comprehensive Tutoring Center
- Implemented new conduct management software
- Initiated the development of a First Year Experience course aimed at closing achievement gap for students placing into developmental education coursework
- Identified and reallocated divisional fiscal resources to create 6 new positions to support programs for advising and retention

University of Missouri – St. Louis, St. Louis, MO

**Associate Vice Provost/Dean of Students**

**2006-2010**

**Assistant Vice Provost**

**2004-2006**

Provided strategic, creative and responsible leadership and support for the ongoing development and effective management of numerous units within the Division of Student Affairs. Managed budget in excess of 5 million dollars.

Selected Key accomplishments:

- Created and implemented first divisional assessment plan
- Created and implemented the concept of Graduate Assistants within the division to address staff workload, student program support and advanced student theory and practice development
- Developed Judicial Affairs website and programming allowing for broad dissemination to campus community regarding individual rights and responsibilities

**Director of Student Life**

**2002 – 2004**

**Student Services Coordinator**

**1999 – 2001**

Responsibilities included enhancing the quality of student life through the development and coordination of co-curricular programs that promote student learning and development, fosters student mental health and their overall well-being.

Selected Key accomplishments:

- Coordinated first on campus sorority housing
- Increased participation in student organizations by 300%
- Created first annual “Family & Friends Day”

St. Louis Community College – Forest Park, St. Louis, MO

**Student Activities Intern**

**1/99 – 5/99**

Served as support to the Director of student life in creating and enhancing programming in support of co-curricular learning.

Ritenour School District, St. Louis, MO

**High School Social Worker**

**1995 – 1998**

Provided a broad range of support and activities to enhance the academic success of students while strengthening families.

Division of Youth Services, Chesterfield, MO

**Youth Group Leader**

**1992 – 1995**

Responsible for providing care and treatment to delinquent youth committed to state custody by one of Missouri's 45 juvenile courts.

TEACHING EXPERIENCE

Instructor, Normandale Community College, Interdisciplinary 1000: Path to Success Seminar, (2012)

Instructor, University of Missouri St. Louis, Interdisciplinary 1002: Freshman Success Seminar, (2007 - 2009)

Adjunct Instructor, University of Missouri St. Louis, Pre-Collegiate Program, Interpersonal Communications (2007)

PROFESSIONAL SERVICE

State University of New York System -Tompkins Cortland Community College (selected)

- Tompkins County Area Development Board
- Tompkins County Workforce Development Board
- Cortland Business Development Council

Tompkins/Cortland Local Community Engagement (selected)

- Local Leaders of Color
- Ithaca College Board of Trustees Member
- Rotary

**Minnesota State** (selected)

- Academic & Student Affairs Advisory Council (co-chair) 2013-present
- Charting the Future Diversity Implementation Team
- Capital Project Review Committee Member 2011, 2013, 2014
- Minnesota State Chief Diversity Officer Search Committee member
- Vice Chancellor for Academic and Student Affairs Search Committee member

**Normandale Community College** (selected)

- Success Day Committee Chair 2010-present
- Institutional Effectiveness Committee
- Institutional Review Board
- Phi Theta Kappa Co-Advisor
- Student Senate Co-Advisor
- Higher Learning Commission AQIP Team Member
- President's Council on Diversity Chair
- North Side Achievement Zone (NAZ) Committee Campus Representative
- Tobacco Free Campus Committee Co-Chair
- Facilities Committee
- Finance Committee

**Greater Minneapolis**

- Bloomington, MN Chamber of Commerce – Vice Chair 2016 – 2017
- Bloomington, MN Chamber of Commerce – Board Member 2014 – 2016
- Minneapolis – St. Paul Economic Development Diversity Taskforce 2015

**University of Missouri – St. Louis** (selected)

- Institutional Safety Chief of Police – Search committee member
- Minority Retention Committee Co-Chair
- Senate Student Affairs Committee member
- Task Force on Gender Issues Committee member
- Black History Month Committee member
- Student Affairs Retention Sub-Committee member
- Women's History Month committee member

**PROFESSIONAL DEVELOPMENT**

**National Association of Student Personnel Administrators**

- Member 1999 - 2017
- 2000 - 2003 Career Services Committee Member
- 1999 Career Services Intern

- 2008 - 2010 Region IV West Board Member
- 2013 -2014 Conference Proposal Reviewer
- 2013 Conference Proposal Reviewer
- 2011 Conference Proposal Reviewer

**St. Louis Region of the Missouri American Council on Education (ACE)**

- 2010 Women's Leadership Workshop Career Coach

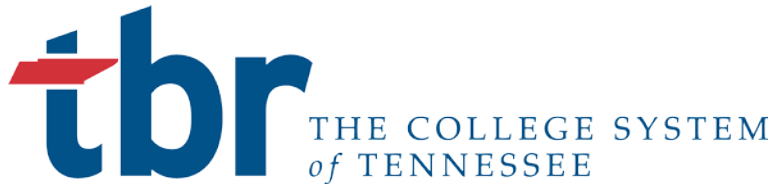
**SELECTED PRESENTATIONS**

- Montague, O. and McCalley, J. (2013). Creating a Behavioral Intervention Team Model. Presented at MnSCU Joint Meeting of the Chief Academic and Student Affairs Officers and University/College Deans.
- Montague, O., Davis, M. and Napoli-Rangel, S. (2012). MnSCU System Office Campus Diversity Panel Presentation.
- Montague, O. and Small, N., (November, 2009). Successful Efforts to Bridge High School to College. Investing in Success: Improving Postsecondary Access and Completion Rates for ALL Citizens. Presented and the Midwest Higher Education Compact 5<sup>th</sup> Annual Policy Meeting.
- Montague, O., Burris, D., Walker, J. & Zarucchi, J. (2007). Campus Policies: Creating a Positive Work and Learning Environment. Presented at University of Missouri New Faculty Orientation.
- Montague, O. (2006). Making Your Best Move. Keynote presented at Missouri Division of Youth Services Graduation Ceremony, St. Louis, MO.

**SELECTED COMMUNITY ENGAGEMENT**

- College Summit – St. Louis Region Board Member
- Federation of Block Unit – Block Captain
- NAACP - Member
- United Way
  - Multicultural Leadership Giving Initiative Cabinet Member
  - Charmaine Chapman Society Member
  - Women's Leadership Initiative Member
- YWCA Racial Justice Facilitator
- Alpha Kappa Alpha Sorority, Inc. – Member
- American Association of University Women
- American Association of Community Colleges
  - Commission on Rural College





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BOARD TRANSMITTAL

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MEETING: Special Called Board Meeting

SUBJECT: President Recommendation for TCAT McMinnville

DATE: July 27, 2021

PRESENTER: Flora W. Tydings, Chancellor

PRESENTATION REQUIREMENT: 5 minutes with discussion

ACTION REQUIRED: Roll Call Vote

STAFF'S  
RECOMMENDATION: Approve

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In 2020, Nathan Garrett was appointed Interim President of TCAT McMinnville upon Warren Laux's retirement. At the March 2021 meeting the Board approved the search criteria and recruitment for a new president. The 17 member search committee was comprised of faculty, staff, students, and community members, as well as Board Members.

The committee met for the first time on April 26th and had 26 applicants to review with experiences all across the country. Virtual interviews took place on June 9th & 10th with six applicants. Four candidates were forwarded in the process to participate in on-campus/open forum interviews on July 15th.

After careful consideration of the feedback received, I recommend Dr. Melody Edmonds as the next president of TCAT McMinnville. I believe Dr. Edmonds has the skills and experience necessary to continue to grow and further develop the good work already in progress at McMinnville.

# Melody Edmonds

## Executive Profile:

Skilled administrator in a variety of higher education areas with experience serving as a faculty member, Campus Director and Dean, Department Chair, Interim Vice President for Academic Affairs, and Assistant Vice President for Academic Affairs. I continue to seek opportunities and challenges that will support student success and the workforce development of my community.

## Skills Highlights:

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>• Effective communicator</li><li>• Extensive leadership experience</li><li>• Adept at building teams</li></ul>   | <ul style="list-style-type: none"><li>• Capable of building strong partnerships with both internal and external constituents</li><li>• Proven problem-solver</li><li>• Trained in oversight of a variety of college departments</li></ul> |
| <ul style="list-style-type: none"><li>• Skilled in program development</li><li>• Accomplished in creation of dual enrollment opportunities</li><li>• Demonstrated success in grant application, review, and project coordination</li></ul> | <ul style="list-style-type: none"><li>• Superior budgeting knowledge</li><li>• Experienced with multiple accreditations and academic audits</li><li>• Proficient with report writing and policy/procedure development</li></ul>           |

## Selected Accomplishments:

- Developed new academic programs such as MLT, Entrepreneurship, and other similar initiatives
- Successfully navigated Academic Unit during major reorganization and restructuring amid pandemic
- Worked on team that secured \$5.5 million grant for Advanced Robotics Training Center
- Worked on team that received a \$991,596 Governor's Investment in Vocational Education (GIVE) grant in 2019
- Managed a \$19,000,000 annual budget without overrides and extensions
- Chaired numerous college committees
- Assisted with successful SACSCOC and regional reaffirmations as well as planning and implementing initial accreditations
- Led McMinnville Center in over 60% growth in student headcount over the span of 16 years
- Expanded dual enrollment program from 20 students to approximately 350 students for the McMinnville Center Service area while managing the program
- Expanded overall dual enrollment from 992 to approximately 1800 students to make MSCC the largest dual enrollment provided in the state over a 3-year period (2016-2019)
- Managed McMinnville Center through its 20,000 square foot expansion
- Administered the Citizens for Progress Scholarship for the McMinnville Center
- Assisted with Mechatronics program startup in McMinnville
- Facilitated startup of Sparta and Smithville Locations
- Added 2+2 programs including Education and Robotics
- Completed numerous articulation agreements
- Led Academic unit while MSCC topped performance funding for the state for three consecutive years
- Earned certification as a SACSCOC academic evaluator

**Committees/ Sponsorships/Community Service (Past and Present – Partial List):**

- McMinnville/Warren County Chamber of Commerce Education Committee/P-16 Chair
- National Business Educator Association (NBEA) Member
- White County P-16 Committee
- Warren County CTE and Pre-K Advisory Boards
- McMinnville/Warren County Chamber Board of Directors (2 three-year terms)
- Citizens for Progress Scholarship and Fundraising Committee
- Foundation for Warren County Educational Progress Secretary
- TBR TTC/Community College Team
- McMinnville Breakfast Rotary Club – also served on the Board of Directors
- Leadership McMinnville and Leadership White County Graduate
- Bridgestone/Firestone Advisory Board
- Numerous Motlow State Community College committees
- McMinnville Student Government Association Co-Sponsor and Sponsor
- Academic Affairs – led this meeting starting in 2016
- TBR Academic Affairs Sub-Council, including serving as Secretary for two years
- TN eCampus Oversight Committee
- President’s Cabinet and President’s Council
- Achieving the Dream (ATD) Core Team
- Who’s Who Among American Colleges
- National Institute for Staff and Organizational Development (NISOD) Award
- Faculty Excellence Award
- 1st place winner in APICS essay contest for paper entitled “ABC in ValvoLand” discussing activity-based cost accounting
- TN Promise Mentor since inception (2015)

**Professional Preparation:**

EdD in Educational Leadership, concentration in Higher Education Leadership: 2021  
East Tennessee State University, Johnson City, TN

Certificate in Community College Leadership: 2018  
East Tennessee State University, Johnson City, TN

Master of Business Administration: 1995  
Tennessee Technological University, Cookeville, TN  
Includes 21 graduate hours in Decision Science courses

Bachelor of Science, Accounting: 1990  
Middle Tennessee State University, Murfreesboro, TN  
Graduated Cum Laude in 3 years; TBR Academic Scholarship

Associate of Science: 1989  
Motlow State Community College, Lynchburg, TN  
Graduated Summa Cum Laude; President’s Award; TBR Academic Scholarship

### **Successful Employment:**

Assistant Vice President for Academic Affairs, June 2019 – present  
Motlow State Community College, Lynchburg, TN

Appointed to this position after serving as the Interim Vice President for Academic Affairs, my responsibilities include all aspects of the academic unit. This position includes all campus locations, curricula, online, dual enrollment, advising, academic initiatives, and the library. From June through December 2019, the Dean of Students along with testing and counseling was also under my supervision. During this time, the college received a \$991,596 GIVE grant to add robotics in Fayetteville and train middle school students in new technologies, successful ACBSP reaffirmation, successful MLT accreditation, added science tutoring, and developed an ESL course.

Interim Vice President for Academic Affairs, June 2016-June 2019  
Motlow State Community College, Lynchburg, TN

Serving as the Interim Chief Academic Officer (CAO) starting after a major reorganization with new academic administrators, I oversaw the academic unit including all campus locations, curricula, online, dual enrollment, advising, and academic initiatives. Also during this time I became the SACSCOC liaison and began oversight of the library and institutional effectiveness units. Working with faculty to develop a z-degree (zero cost degree) which includes all Open Educational Resource (OER) classes resulting in a true free degree for students. The college also began development of OER classes at this time. Several new programs were developed, many articulation agreements signed, and enrollment grew from 5,256 students in fall 2015 to 6,886 students in fall 2018 representing a 31% increase. Most significantly, dual enrollment grew just over 231% from fall 2015 to fall 2018 when I became responsible for dual enrollment at all campus locations. Some of this increase was due to the additional focus on CTE courses. Middle College programs were developed at multiple high schools. The college was the top performing college in the state according to the performance funding formula based on outcomes during the last three years. Additionally, I served on the team that worked on the successful \$5.5 million robotics grant.

Department Chair for Business and Technology, June 2015-June 2016

While serving in this role, the ACBSP accreditation report was submitted. In September after discovering the report was due in February, I led the faculty in successfully bringing all programs and policies current and the subsequent development of the report, which resulted in fully renewed accreditation. I also handled credentialing, textbook orders, faculty evaluation, articulations, scheduling, and institutional effectiveness plans. Several new programs were also added during this time.

Director/Academic Dean of the McMinnville Center – August 2000-June 2016

During my time at the Center, enrollment grew approximately 60%. The first Mechatronics program in Tennessee was developed. Dual enrollment grew from approximately 20 to 350 students. Numerous community partnerships such as Career Awareness Day, Citizens for Progress, and the business community contributing approximately \$150,000 to start the Mechatronics program were established to help promote and maintain the needs of the community. Developing and staffing the Center schedule, dual enrollment, Center web page, recruiting students, hiring adjuncts, and managing the front office staff and any other activities at the campus were among the daily activities. The front office staff performed almost all student service functions at the time that were handled at the campus. This included primarily admissions, financial aid, and business office activities. Faculty worked closely with me on scheduling and classroom needs. All aspects of the college ran through this office, so I got a thorough understanding of the complete college operation. I was named Academic Campus Dean during this timeframe.

Instructor and Assistant Professor of Business Information Technology, August 1995-August 2000

As an instructor, I taught multiple credit and non-credit courses. These included credit courses in the areas of business and information systems. I developed and taught many non-credit general interest and workforce development courses, such as Excel, Word, and Access. Additionally, I served as the SGA advisor for the McMinnville Center. Accolades included the Faculty Excellence Award, National Institute of Staff and Organizational Development (NISOD) award, and Who's Who in American Colleges.