

**Margo L. Martin, Ed.D.**  
Margo.Martin@csn.edu  
702.651.7545 (work)

## EDUCATION

Doctor of Education in Educational Leadership, 2000  
Master of Arts in English, 1988  
Bachelor of Arts in English and Earth Science, 1986

University of North Florida, Jacksonville, FL  
Stephen F. Austin State University, Nacogdoches, TX  
Stephen F. Austin State University, Nacogdoches, TX

## PROFESSIONAL LEADERSHIP DEVELOPMENT

Executive Leadership Institute  
Academy for Advanced Leadership  
Florida Leadership Academy  
Florida Community College System Chancellor's Leadership Seminar

League for Innovation, Phoenix, AZ  
The Chair Academy, Mesa, AZ  
The Chair Academy, Mesa, AZ  
Florida Department of Education, Division of  
Community Colleges and Workforce Education,  
Tallahassee, FL

## EXECUTIVE MANAGEMENT & LEADERSHIP EXPERIENCE

**Vice President for Academic Affairs**  
**College of Southern Nevada**

**June 2017-present**

Current Responsibilities and Key Initiatives:

- Provide vision for and oversight of all credit and noncredit academic areas to include CSN's six schools, dual and concurrent enrollment, Department of Workforce and Economic Development (DWED), and student support services in the areas of libraries and student success centers; oversee a \$40 million budget.
- Designing an organizational restructuring to launch an Office of Institutional Effectiveness to include institutional research, assessment, accreditation, and strategic planning, which would reside in Academic Affairs.
- Engaging with the Governor's Office of Economic Development (GOED), the Office of Workforce Innovation (OWINN), Las Vegas Global Economic Alliance (LVGEA), Nevada System of Higher Education (NSHE), and numerous business and industry leaders such as Panasonic and Penta Construction to develop apprenticeship opportunities and just-in-time training and curriculum to meet regional workforce needs.
- Partnering with CSN's Foundation to connect and leverage community resources and interests with CSN student, programmatic, and facility needs.
- Collaboratively working with Faculty Senate to revise the curriculum approval process to a more transparent, college-wide curriculum recommendation process that enables the entire college community as well as the executive leadership team to review proposals and to ensure that CSN is providing clear pathways that lead to program/degree completion.
- Collaboratively working with deans and department chairs as well as key academic and student affairs staff to develop a more cohesive, comprehensive class scheduling process that promotes degree completability and addresses the need for place-bound students to be able to make a full schedule at their respective campuses.
- Collaboratively working with Clark County School District leaders to expand dual and concurrent enrollment opportunities in our high schools by streamlining faculty credentialing, course scheduling, student registration, and faculty orientation and providing support to CSN staff to complete this work.
- Engaging in productive dialogue with Nevada State College, University of Nevada Las Vegas, and Sierra Nevada College to clarify our 2+2 agreements to ensure that CSN students are able to transfer seamlessly in their junior year.

**Dean of Academic Engagement****Associate Provost****Florida State College at Jacksonville (FSCJ), Administrative Offices**

July 2016-June 2017

August 2014-June 2016

## District-wide Responsibilities and Key Achievements:

- Engaged the community as the college's liaison on college initiatives and grant-funded projects that involved local and national nonprofits and governmental agencies; examples include the FSCJ YearUp Corps, Mayo Clinic, STEM2 Hub, the Jacksonville Science Festival, Family Foundations, the World Affairs Council Jacksonville, Global Jax, Earth Day Jacksonville, the Community Nutcracker, and the Central American Youth Ambassador grant program.
- Executed the implementation of the Precision Scheduling initiative, including schedule development, class encoding, and enrollment management to ensure program completability and to improve student retention and completion rates across all five campuses and respective centers – multi-campus district scheduling model.
- Led the Enterprise Resource Planning (ERP) integration of 25 Live room scheduling software with the college-wide PeopleSoft implementation and the development and testing of the schedule-building PeopleSoft module.
- Developed and promoted Achieving the Dream initiatives in the areas of Engagement, Communication, and Teaching and Learning.
- Contributed to local, regional, statewide, and national meetings and discussions as the college's liaison regarding collegiate honors council and global education initiatives.
- Oversaw the new Center for Civic Engagement, the development of the new Honors College, and college-wide coordination of service learning.
- Supervised the Executive Dean of College-wide Library Learning Commons and the Director of the Office of Innovation and Professional Development, including the college's International Conference on College Teaching and Learning and the faculty-led Center for Learning Enrichment.
- Coordinated the annual development of the academic calendar and revision of the faculty handbook, involving administrators, staff, and faculty from across the college.
- Fostered the faculty-led redesign of the Center for Learning Enrichment faculty professional development group; results included a new vision for the Center, aligning the Center's work with the college's strategic plan, updating the vision of the International Conference to reflect current national trends and discussions in higher education, and developing and delivering enrichment programming for full-time and adjunct faculty as well as students; identified and implemented cost-saving modifications to the International Conference.
- Spearheaded short-range and long-range planning to develop and deliver a revitalized Study Abroad program, a global distinction endorsement, and a globalized curriculum; received a \$35,000 grant from the U.S. Department of State to bring two cohorts of international students to Jacksonville for an academic/leadership experience.

**Dean of Arts and Sciences****Florida State College at Jacksonville (FSCJ), South Campus**

July 2013-July 2014

## Responsibilities and Key Achievements:

- Hired, supervised, and evaluated 100+ faculty in the communications and social and behavioral sciences departments, and supervised campus dual enrollment, early college, and dean's office staff.
- Guided and supported full-time faculty in terms of the instructional environment, professional development, transition from annual contract to continuing contract (tenure), and annual development of research projects in the form of Learning Outcome Enhancement Plans (LOEPs); planned and facilitated dual enrollment and adjunct faculty orientations and campus-based professional development activities for both full-time and adjunct faculty.
- As a Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) host team leader, collaboratively planned and executed a successful reaccreditation visit.
- Managed budgets, enrollment, and strategic planning; developed the class schedule across two campuses; coordinated Student Life Skills, dual enrollment and Early College efforts; provided administrative oversight of the FSCJ Forensics team activities and tournaments; secured additional scholarship funding and an additional faculty position to support the nationally recognized Forensics team.

- Initiated a partnership between the National Council of Instructional Administrators (NCIA) and the college and organized NCIA's professional development track for the March 2014 International Conference on College Teaching and Learning.
- Collaboratively developed and launched the first full-day professional development preconference workshop offered by the National Alliance of Concurrent Enrollment Partnerships Conference co-hosted by FSCJ and Duval County Schools in October 2013.
- Collaboratively developed the program and recruited presenters and participants for a college-wide adjunct conference experience.

#### **Dean of Liberal Arts**

**Florida State College at Jacksonville, South Campus/Deerwood Center**

**July 2008-June 2013**

Responsibilities and Key Achievements:

- Hired, supervised, and evaluated 100+ faculty in various liberal arts disciplines; guided and supported full-time faculty in terms of the instructional environment, professional development, transition from annual contract to continuing contract, and development of research-based LOEPs; executed campus-based professional development activities for both full-time and adjunct faculty.
- Managed budgets and enrollment; developed the class schedule for two campuses; coordinated Student Life Skills efforts; planned and executed dual enrollment and adjunct orientations; provided administrative oversight of the FSCJ Forensics team activities and tournaments.
- Worked collaboratively and effectively with the campus president, deans, faculty, and staff to implement the campus president's significant reorganization plan effective July 2008; in collaboration with other South/Deerwood deans and faculty, increased daytime enrollment by 30% at Deerwood through course scheduling changes and leveraging of faculty resources between the two sites. To maintain instructional capacity at South and to grow the faculty and course offering capacity at Deerwood, hired twelve tenure-track faculty members representing nine different liberal arts disciplines.
- Through collaboration with South/Deerwood faculty and deans, established a window of common non-teaching time to promote full-time faculty engagement in professional development activities, campus committee work, and open forum experiences; co-facilitated the planning and development of workshops, open forum sessions, roundtables, and colloquia for full-time and adjunct faculty via the South/Deerwood Professional Development Committee.
- At South and Deerwood, collaborated with key faculty, administration, and advising staff on the implementation of the new Student Life Skills college prep policy and facilitated the launch of a one-credit freshman experience course.
- Participated in college fundraising initiatives.

#### **Dean of Instruction and Student Success**

**February 2005-June 2008**

**Florida Community College at Jacksonville, Deerwood Center**

Responsibilities and Key Achievements:

- Supervised several career and administrative staff as well as 19 full-time faculty from varying liberal arts and workforce disciplines; guided and supported full-time faculty in terms of the instructional environment, professional development, and transition from annual contract to continuing contract.
- Provided leadership to students, the campus advising team, the full-time and adjunct faculty, the library, the student learning specialist, and the dean's office support staff; resolved student challenges, facilitating the student appeals process, both academic and financial, and handling student-employee conflicts and disciplinary issues.
- Led budget management, enrollment management, and strategic planning.
- Collaborated with architects, interior designers, contractors, faculty, staff, and other administrators on the design and construction of 80,000 square feet of instructional space.
- Strengthened the Deerwood Advising Department by securing funding to hire and provide direct supervision and team-building opportunities to three new advisors and one counselor coordinator; led Deerwood in growing and strengthening its faculty and staff ranks by hiring six professors, one librarian, two library staff members, one associate dean, one advisor, and two support staff members.
- Oversaw grant-funded Quality Enhancement Plan (QEP) activities that were faculty-driven and advisor-driven—Action Advising, Prep Rally, and mentoring projects were successful initiatives; secured funding to support additional faculty

initiatives for which funding was not originally allocated. Supported the growth of co-curricular projects in the form of learning communities and service learning projects at Deerwood, and guided faculty to align these projects more clearly with curriculum-based learning outcomes.

- Collaborated with faculty and College Purchasing Department to launch a competitive bid process so that faculty could select the very best textbook for the very best price; end result was reduced textbook costs for students by more than \$140 and a textbook buyback/used book option for students that did not exist through the prior publisher.
- In collaboration with other Student Success leadership, developed and implemented new Standards of Academic Progress for students, and initiated and hosted Deerwood's first College Transfer Fair.
- Co-chaired the Career Ladder Work Team, a community stakeholder subcommittee of the Mayor's Early Literacy Policy Council tasked with developing improved training and educational opportunities for child care workers in early learning centers; launched common course curriculum for CDA Plus, which is used by Jacksonville agencies offering Child Development Associate (CDA) training and articulates into the college's A.S. and A.A.S. degree programs in Early Childhood Education.
- Engaged community leaders in Deerwood initiatives.

### **Dean of Liberal Arts and Adult Education**

**November 2000-January 2005**

#### **Florida Community College at Jacksonville, Downtown Campus**

##### **Responsibilities and Key Achievements:**

- Oversaw the liberal arts, workforce, adult education, and community education programs as well as the staff and services of the library and the learning center; supervised numerous administrative and career staff and 28 full-time faculty from varying liberal arts, adult education, and workforce disciplines.
- Provided guidance and support to full-time faculty in terms of the instructional environment, professional development, and transition from annual contract to continuing contract.
- Led the college-wide discipline meetings at convocation for various groups; supervised sponsors of three co-curricular activities; oversaw various budgets and grants; chaired and served on numerous college-related committees, grant-writing projects, and task forces, and participated on numerous community-related councils.
- Engaged as a member of the General Education Task Force in preparation for SACSCOC reaccreditation; facilitated course outline review and revision for all Communications Department courses.
- Executed the development and implementation of the Polytechnic Academy model for adult studies at Downtown Campus via a \$350,000 Tech Prep Demonstration Grant from the U.S. department of Education; this project involved collaboration between student success staff and instructional staff, resulting in a complete redesign of intake, assessment, placement, advising, curriculum, class scheduling, and standards of academic progress.
- Orchestrated the development of FCCJ's college-wide Education Department and the initial drafting of the Educator Preparation Institute plan. Secured a \$250,000 Florida Department of Education grant to implement the Teach First Coast educator preparatory institute; this department launched the following initiatives between 2002 and 2005: Professional Development and Recertification of Teachers, Substitute Teacher Training for Duval County, the Paraprofessional Program, Alternative Certification, development of a Career Ladder Model for increased articulation between the CDA Certification and the A.S., A.A., and bachelor's degrees, and program review of all education courses.
- Coordinated the launch of the successful FCCJ/Bethel Baptist Summer School project in 2003, impacting more than 600 high school youth; developed and facilitated the implementation of Kids' College, a successful, three-year summer camp initiative that impacted more than 140 middle-school and high-school youth, providing them with a two-week exposure to college life.
- Chaired the Career Ladder Work Team, a multi-organizational group that reviewed current research in early learning, identified best practices, and designed pilot projects in an effort to improve training and educational opportunities for child care workers in early learning centers.
- Launched biotechnology programs, executed development of the PSAV Biomedical Engineering Certificate, co-developed the Accelerated Business Degree Partnership with Open Campus; implemented and received commendation for State-wide Sector Strategies Grant for Building Construction Program; initiated the college-wide Student Media Advisory Council and the EAP/ESOL Council.

## TEACHING EXPERIENCE

- Adjunct Professor – Graduate Level  
University of Nebraska, Lincoln Fall Term 2009, Summer Term 2011
- Adjunct Professor  
Florida State College at Jacksonville November 2000-2017
- Tenured Full-time Professor – English  
Florida Community College at Jacksonville August 1991-October 2000
- Adjunct Professor  
African Virtual University, World Bank, Washington, D.C. Fall 1999
- Adjunct Professor  
Nova Southeastern University, Jacksonville, Florida Fall 1997, Spring 2000

## AWARDS & RECOGNITION

- Honorary Chair, Learn to Read Jacksonville Annual Gala, 2017
- District Board of Trustees Award for Community Service, Florida State College at Jacksonville, 2011
- President's Award for Leadership and Service, Learn to Read, Inc., 2009
- District Board of Trustees Award for Community Service Nominee, Florida State College at Jacksonville, 2009
- Thomas Mulkeen Award for Outstanding Dissertation Research, University of North Florida, 2001
- Teaching Excellence Award, National Institute for Staff and Organizational Development, 2000
- Innovative Technology Award Nominee, Florida Community College at Jacksonville, 2000
- Outstanding Faculty Award, Florida Community College at Jacksonville, 1999
- Tenure, Florida Community College at Jacksonville, 1994
- Marilyn Odom Outstanding Graduate Student Award Nominee, Stephen F. Austin State University, 1988

## SELECTED PRESENTATIONS

American Association of Community Colleges Annual Convention: *Filling the Leadership Void: A Regional Workshop Model for Aspiring CAOs*, co-presenter with Dr. Kris Young, Dr. Bill Mullaney, and Dr. Maryrose Eannace, April 2014

International Conference on College Teaching and Learning: *National Council of Instructional Administrators Panel Presentation on Faculty Development – Supporting and Enhancing Your Institution's Key Human Resources*, co-presenter with Dr. Lisa Stich and Dr. Laura Brenner, April 2013

National Council of Instructional Administrators Aspiring Chief Academic Officer Seminar: *So You Want to be a CAO?* Co-presenter with Dr. Bill Mullaney and Dr. Amy Fugate, February 2013

Family Foundations 1000 in 1000 Annual Retreat: *Florida State College at Jacksonville Assessment Centers and Career Development Centers – Resources for 1000 in 1000 Investors*, October 2009

Family Foundations 1000 in 1000 "CommUniversity" Graduation Keynote Speaker, July 2009

International Conference on College Teaching and Learning: *Interdepartmental Collaboration: A Model for Student Success*, co-presenter with Jametoria Burton, Norine Katich, Audrey Jackson, and Dr. Maureen McCormick, April 2008

National Academic Advising Association Southeastern Regional Conference: *Carrot or Stick? Focusing on Opportunities for Success Rather than Penalties When Working with the Suspension Student*, co-presenter with Audrey Jackson, March 2008

National Academic Advising Association Southeastern Regional Conference: *Advising Teamwork: Unmasking Behind-the-Scenes Operations to Increase Efficiency and Quality*, co-presenter with Audrey Jackson, March 2008

International Conference on College Teaching and Learning: *Action Advising – One Campus's Approach to Bridging the Gap between Faculty and Students in the Classroom and Student Support Services*, co-presenter with Audrey Jackson and Dr. Patty Adeeb, Poster Session, April 2007

National Academic Advising Association Southeastern Regional Conference: *Action Advising – One Campus's Approach to Intrusive Advising*, co-presenter with Audrey Jackson and Dr. Patty Adeeb, March 2007

International Conference on College Teaching and Learning: *Using Educational Philosophies in the 21<sup>st</sup> Century*, co-presenter with Professor Susan Slavicz and Professor Sally Nielsen, April 2006

Southside Businessmen's Club Meeting: *Friends of Deerwood – A Community Outreach Initiative*, keynote speaker with Dr. Vincent Jackson, February 2006

American Association of Colleges and Universities 2006 Annual Meeting – Liberal Education in an Era of Global Competition, Anti-Intellectualism, and Disinvestment: *The Integration of a Liberal Education and the Values of a Global Workforce*, proposal accepted, October 2005; Dr. Judy Batson and Dr. Nancy Yurko, co-presenters, January 2006

Jacksonville Early Learning Coalition Board Meeting: *Jacksonville Early Learning Partnership Career Ladder Status Report*, September 2004

Adult and Community Educators of Florida Conference: *Florida's Polytechnic Adult High School*, co-presenter with Hope Clayton, September 2003

National Council for Workforce Education Conference: *Increasing Vertical Integration among Workforce Programs through Internal Articulation*, co-presenter with Dr. Deborah Morris, October 2002

International Conference on College Teaching and Learning: *Applied Academics: Blending Vo-Tech Studies with the Liberal Arts, a Roundtable Discussion*, April 2001

## PROFESSIONAL & COMMUNITY ENGAGEMENT

- National Council of Instructional Administrators, Past President, Executive Committee Officer from 2010-2016, and Region 3 Representative from 2007-2010
- Learn to Read, Inc. Board of Directors, Executive Committee Member, 2006-2013 and 2015-2016; Board Member 2003-2013, 2015-2017
- Parents and Friends of Lesbians and Gays (PFLAG) Jacksonville Scholarship Committee Member, 2016-2017
- Poli-Almanac Board of Directors, Board Member, 2015-present
- Family Foundations *1000 in 1000* Working Committee, Florida State College at Jacksonville (FSCJ) Representative, 2009-2017
- Association of Florida Colleges, 1994-2017
- FSCJ Higher Level Leadership Mentor, Cohort I and Cohort II, 2012-2014
- The Chair Academy Mentor – 2 Chair Academy mentees, 2008-2012
- Jacksonville Mayor John Peyton's Early Literacy Policy Council, FSCJ Representative, 2004-2005
- Take Stock in Children/Careers and Karate Mentor, 2003-2005
- "Kiss the Pig for Literacy" Candidate for Learn to Read, Inc. Fundraiser, FSCJ Representative, 2003
- Elizabeth Edgar Hall Scholarship Board of Directors, 2000-2002
- Jacksonville Community Council Incorporated Quality of Life Study Participant – *Growth Management Revisited*, 2001
- Florida First Coast Writers' Festival, Chair 1997-2000, Steering Committee Member, 2000-2006