

Justin Lawhead

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(redacted)

Education

Doctor of Education Higher Education

University of Memphis, Memphis, September 2005- September 2013

Dissertation: "Leadership Identity Development in Greek Life Organizations: Lessons Learned"

Completed courses assessment, qualitative research, educational research methods, higher education policy, and environmental theory.

Master of Education Educational Counseling with a concentration in Student Personnel Services, University of Pittsburgh, April 1992

Bachelor of Arts Political Science

University of Pittsburgh, April 1990

Professional Experience

University of Memphis

The University of Memphis is an urban public research university with an enrollment of more than 22,000 students. The University of Memphis has 17 bachelor's degrees in more than 250 areas of study, Master's degrees in 54 subjects. Doctoral degrees in 26 disciplines, and Juris Doctor (law degree). University is largely a commuter campus with a residence life population of 2500 students. Student life includes over 250 student organizations, 25 fraternities and sororities, 10 different leadership programs and active civic engagement in the surrounding community.

Dean of Students and Vice Provost for Student Development and Wellness July 2022 to Present

An institutional realignment resulted in this position change to a in shift student support with a post covid strategy Focus on renewed student engagement, enhanced case management, a redesign of basic needs support and behavioral intervention, career planning expansion, and improved student persistence, retention, and graduation.

- Direct administrative and programmatic oversight and coordination of the departments: Office of Student Accountability, Student Outreach and Support, Student Leadership and Involvement, Multicultural Affairs, Career Services, and Counseling and Health Center.
- Implement overall vision, direction, leadership, and the continued development of a student-centered team and programs focusing on student engagement, support, and success.
- Develops, implements, and coordinates campus and community-based programs that meet the varying needs of a diverse student population on a metropolitan campus. Promote a welcoming and accessible vibrant campus culture that includes 25 fraternities & sororities, over 350 clubs & organizations and over 1800 events a year. Works directly with students and student groups to provide support, advocacy, and resources
- Lead a group of over 100 professional and student employees supported by the state, student activity fee, and foundation funding totaling over 13 million dollars.
- Partner with College Deans, Department Chairs, Registrar, and Director of Financial Aid in addressing student concerns, complaints, and barriers to persistence, retention, and graduation.
- Provide college-wide leadership by working with faculty, staff, and students in establishing community partnerships and develop strategies for promoting student engagement and learning in collaboration with Academic Affairs.
- Coordinate responses to crises that may impact the student body, ensuring the safety and well-being of students.
- Collaborate with CFO, Chief of Police, Executive Director of Business Continuity and Risk Management, and Assistant Vice President of Auxiliary Services on campus safety planning and enhancements.
- Serve on the President's council and communicate weekly update on student engagement and support to members and the President.
- Chair both Case Management and Behavior Intervention team meetings directing support and intervention

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strategies for over 250 cases.

- Advise the student government association executive leadership officers and 40-member senate on bill formation and communication, budget management, and student constituency outreach.
- Instruct leadership capstone focused on synthesizing students' collegiate leadership experiences and translating those to the post-collegiate environment.
- Establish expected outcomes for each office/unit and its programs and services, evaluate outcomes, and prepare reports as appropriate.
- Respond to media, parents, students, and community questions regarding problems or concerns.
- Perform bereavement outreach and family liaison interactions in cases involving student death.
- Work with the Vice President of Advancement to identify the division's fundraising priorities and strategies and performing donor stewardship.

Selected accomplishments

- Oversaw renewed student engagement efforts post-Covid, with new events increasing by 48% and attendance rising 15% from last full academic year before the beginning of the pandemic.
- Partnered with the Director of Student Leadership and Involvement to adopt a new student engagement Tiger Zone mobile application to facilitate peer connections, share student events, and connect students to existing student organizations with over 5,000 students using the platform.
- Worked with the Counseling Center Director to implement the tiger care line, which offers after-hours assessment and crisis stabilization for students experiencing a mental health concern staffed by trained clinicians. Program has responded to 100 calls this year and shifted the duty of fielding calls from center staff and police services. This improved staff morale, reduced the stigma of calling the police, and made more efficient use of safety resources.
- Redesigned, in collaboration with the Director of Student Leadership, the Senior Class Luncheon, resulting in increased participation, improved program coordination, and meeting donor expectations.
- Restructured BIT and Case management positions to improve student response, case flow decision making, and expedited assistance/intervention.
- Partnered with Director of Counseling and Health Center to secure additional funding for staffing addressing 35% increase in center use and adding more expertise in treating clients with trauma and autism spectrum.
- Guided the Student Leadership and Involvement office through a significant staff turnover by redesigning position descriptions, performing a program overview and shifting some duties to the Dean of Students office.
- Collaborated with the Director of Career Services to submit and accepted career readiness initiatives as the Quality Enhancement Plan (QEP) as part of the upcoming for the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) accreditation.
- Established a Power BI dashboard to demonstrate outreach and impact of the student emergency fund.

Dean of Students and Chief Health and Safety Officer

March 2020 to June 2022

The University implemented a reorganization plan focusing on safety and health which created additional oversight with housing and residence life and police services and dual reporting to Chief Financial Officer and the Provost/Chief Academic Officer.

- Directed administrative and programmatic oversight and coordination of the departments: Office of Student Accountability, Student Outreach and Support, Leadership and Involvement, Multicultural Affairs, Career Services, Residence Life, Police Services and Counseling and Health Center. Implement overall vision, direction, leadership, and the continued development of a student-centered team and programs focusing on student success.
- Led a group of 190 professional employees supported by state, student activity fee, and foundation funding totally over 30 million dollars.
- Directed all University safety efforts with the Chief of Police, including implementing community policing best practices, reviewing weekly crime statistics to modify staffing and resources to address incidents/problems, and conducting a bi-weekly review of plans with the President and Chief Financial Officer.
- Managed a 17-million-dollar Housing and Residence Life auxiliary with the Interim Director of Residence Life, housing 2400 students annually and has over 100 student and full-time employees.

Selected Accomplishments

- Implemented COVID contact tracing process and case management for all positive COVID-19 cases on and off campus and partnered with the Student Health Center to establish a weekly COVID testing site.
- Created a communication process to report all current and new cases to Shelby County Health Department

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and Tennessee Higher Education Commission.

- Co-wrote with the Associate Dean of Student Accountability and Chief Human Resource Officer a COVID-19 protocol policy for students, staff, and faculty.
- Led a process improvement team to improve student employment processes, generating better student access and pool size for employers that included a central posting and application site and scheduling an annual student employment fair.
- Partnered with the Executive Director of Business Continuity & Risk Management to develop new safety strategies and incident response plans for the University.
- Modified Food Pantry and Emergency Fund process including increasing hours and award amounts to enhanced student support during pandemic.
- Partnered with the Division of Student Academic Success to add student engagement staff as coaches in student success management software supporting early intervention outreach.
- Conducted a readiness audit of two SACSCOC core requirements of 12.4 Student Complaints and 12.1 Student Support Services. Crafted the narrative for both requirements and received “no referrals” from a SACSCOC committee for the 5th Year Interim Report process.

Dean of Students and Chief Wellness Officer

February 2019 to February 2020

The University of Memphis restructured several divisions to place a greater emphasis on student wellness. This change resulted in additional responsibilities that included oversight of the counseling center and career services department and a direct report to the Provost/Chief Academic Officer.

- Direct administrative and programmatic oversight and coordination of the departments: Office of Accountability, Outreach and Support, Veterans and Military Student Services, Student Leadership and Involvement, Multicultural Affairs, Disability Resources for Students, Career Services and Counseling and Health Center, and student services at the Lambuth Campus. Implement overall vision, direction, leadership, and the continued development of a student-centered team and programs focusing on student success.
- Supervise Director of Counseling and Health Center and oversee operation of 24 member staff unit that provides free wellness, counseling, and psychiatric services and health care for all students.
- Conduct oversight, with Director, of the Career Services program, to guide students with networking, interview preparation, job & internship search, resumes & cover letters, and professional social media & online portfolios

Selected accomplishments

- Partnered with Career Services Director to establish a career services task force focusing on expanding career awareness and development particularly, with faculty and overall academic departments, including implementing stepping blocks software that provides students and career counselors with real-time workforce data and planning tools to enhance career planning. The software currently has over 3,000 users.
- Established a graduation coach, within Multicultural affairs, made 620 individual contacts for students with early alerts and over 1,500 touchpoints that included major and classroom guidance, and additional academic planning.
- Created a supporting student in distress guide for faculty and staff to support students who are experiencing crisis.

Dean of Students and Associate Vice President for Student Affairs

August 2016 to January 2019

Directed administrative and programmatic oversight and coordination of the departments: Office of Accountability, Outreach and Support, Veterans and Military Student Services, Student Leadership and Involvement, Multicultural Affairs, Disability Resources for Students and Student Services at Lambuth Campus. Implement overall vision, direction, leadership, and the continued development of a student-centered team and programs focusing on student success.

Selected Accomplishments

- Partnered with the Office of Institutional Equity to develop, schedule, and implement programming campus to raise awareness in the campus community about all forms of sex discrimination (including sexual harassment and sexual assault) and the University’s policies and procedures regarding such matters, to reinforce to the University community the importance of this issue to the University administration.
- Redesigned the Veterans and Military services program to focus on academic planning and admission planning management by creating an enrollment and deployment guides, adding staff as academic coaches in student success management software, developed prior learning credit resources, and partnered with institutional research to produce enrollment dashboard.
- Established the Rosie Phillips Bingham Student Emergency Fund which provides limited emergency awards to

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currently enrolled students who experience unexpected or temporary expenses. The fund annually supports over 250 students a year.

- Created Tiger Food Pantry supporting students who are experiencing food insecurities. The program has over 1,000 visits a year.
- Implemented a redesign of the Disability Resources for Students Office by partnering with Director and utilizing an Association on Higher Education and Disability external program review. Department improvements included establishing a core mission and purpose, intentional collaboration with faculty and staff and reassignment of resources focusing on student access.
- Partnered with Associate Dean of Student Accountability to implement Maxient software to effectively manage student accountability and behavioral intervention records.
- Added Case Manager position to coordinates services and make appropriate referrals for students of concern to campus resources, outside agencies, and other providers.

Associate Dean of Students for Leadership and Involvement

2003 to 2016

University of Memphis

Responsibilities

- Led and managed student engagement programs: Student Leadership Training and Development, Fraternity and Sorority Life, Student Activities Council, Student Event Allocation, Student Organization Recognition and Registration, Student Spirit Programs, Student Government Association, Student Travel and Volunteer Programs. Administered the Office of Student Leadership and Involvement, including staff and student training, budget approval (totaling 2 million dollars), contract review and approval, program evaluation, and annual strategic planning.
- Supervised Senior Coordinator for Fraternity and Sorority Affairs, Senior Coordinator of Student Activities, Senior Coordinator of Leadership Programs and Senior Administrative Secretary.
- Coordinated the Emerging Leaders Scholarship Program. including conducting and implementing curriculum development for 200 students, administering participant selection, advising senior class project completion, managing 1.5 million scholarship dollars, and advising graduating students with resume creation and modification, ensuring leadership demonstrated value to employer/recruiter.
- Addressed risk management, recruitment or university policy violations with individual fraternity chapter leadership and their national offices.
- Oversaw Frosh Camp, a supplemental student transition program, coordinated and staffed by student leaders with 3 sessions attended by 800 students. Guided students on program planning, assessment, and risk management.
- Advised the Student Government Association that included 36 senators and nine executive board members, on organizational operations, meeting coordination, effective administrative relationships, travel funding and officer election.
- Partnered with athletics to create spirit programs focusing on game attendance and experience for all sports.
- Coordinated a leadership retreat for 120 local high school juniors through a partnership with the Memphis Rotary Club.
- Established all learning outcomes and assessment methods for all leadership programs.
- Submitted an annual report to the Associate Vice President for Student Affairs, highlighting departmental achievements and enhancements.
- Presented various sessions on leadership topics ranging from effective confrontation to goal setting to implementing organizational change.

Selected Accomplishments

- Directed the expansion of the Leadership Education and Development Program (LEAD) program that included the creation of a four level cohort training series, professional mentoring initiatives, a local leader lunch series, and hosting a campus version of LeaderShape. Program engagement grew from 150 students to 1,000 students.
- Established LEAD advisory board of community partners who identified opportunities for program growth and support. The board consisted of 20 members and helped raise over \$ 50,000 for leadership training and supported community-based leadership training efforts.
- Created a one-day student personal branding conference in collaboration with Career Services and the Fogelman College of Business focusing on student transition to the workforce. Program attendance grew from 50 to 150 and included 25 different community partners.

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- Revised funding guidelines for the Student Event Allocation process focusing on improved student stewardship and more informed decision making for a process that awarded over 350,000 dollars in student activity fees.
- Established a campus-wide two-month engagement effort entitled Plug into the Blue focused in connecting new and returning students. Program had over 100 events and 20 different University Partners.
- Conducted staff reorganization focused on improved advisement for fraternities and sororities and supporting expanding leadership programs.
- Collaborated with student government association to establish a large event fee supporting highprofile/large community interest programs
- Developed a brand concept for all leadership programs.

Interim Associate Dean of Student Conduct

January 2015 - June 2015

- Served as the primary hearing officer for the University with oversight of all behavior cases. This responsibility included cases that were heard by judicial boards and assigned staff.
- Advised and consulted with faculty on preventing and responding to classroom disruptions and academic misconduct matters involving students.
- Consulted with legal counsel, counseling services, police, and other departments across campus as appropriate.
- Advised the Student Government Court, who reviewed student parking citation appeals, handled social misconduct cases, and adjudicated issues about the Student Government Association constitution code.
- Convened the Behavioral Intervention Team, representing the Dean of Students and being an active member of the crisis intervention team.

Associate Director of Campus Life

July 2000 - July 2003

Kent State University

Kent State University a public research university in Kent, Ohio, Kent State operates seven regional campuses in Northeast Ohio and additional facilities in the region and internationally. Enrollment on the main campus is currently over 28,000 with 6,500 of those students living in residence halls.

Responsibilities

- Oversaw the following areas: Multicultural Programs, New Student and Transfer Orientation (00-02), Student Organization Recognition and Registration (00-02), Greek Affairs (02-03), and Campus Wide Special Event Programming.
- Supervised three Assistant Directors, a graduate assistant, and an intern.
- Supported general administration of the Office of Campus Life including staff training, budget and contract review, strategic planning, policy interpretation, program evaluation and peaceful protest management.
- Advised the Commuter and Off-Campus Student Organization, the Student Senate Allocations Committee, and the Homecoming Student Relations Committee.
- Attend behavioral intervention meetings with University Police, Dean of Students, and Judicial Programs.
- Developed and coordinated services for commuter students such as resource guides off-campus housing fairs, orientation activities and outreach programs.
- Addressed risk management, recruitment or university policy violations with individual chapter leadership and their national offices.
- Oversaw the coordination of the entire new student orientation program, including the selection and training of orientation leaders, orientation weekend, convocation program, parent orientation, and transfer student services.
- Co-Chaired University Homecoming planning committee, which includes student event planning, parade management and development of unique marketing plans for activities.
- Assisted with the marketing and planning of the annual Black History Month celebration.

Selected accomplishments

- Partnered with Assistant Director of Greek Affairs to enhance governance procedures and structures of the Interfraternity and Panhellenic Councils.
- Initiated review of IFC constitution concentrating specifically on issues regarding membership status, financial management and executive board duties.
- Conducted review of Student Social Event Policy along with NPHC Council leaders, student organization advisors, and University police.
- Revised social event planning guides and student activity fee allocation guidelines.

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UNIVERSITY OF NORTH CAROLINA AT WILMINGTON (UNCW)

May 1998 to July 2000

UNCW is a public research University located in Wilmington, North Carolina. UNCW enrolls over 14,000 undergraduate, graduate and doctoral students each year as part of the 17-campus University of North Carolina System.

Assistant Director of Campus Activities

- Supervised three professional staff: Program Coordinator, Program Assistant, and SGA Business Manager.
- Managed the Student Government Association and the Campus Activities budgets totaling over \$ 520,000.
- Advised the SGA Executive Board, Legislative Bodies, the Appropriations Committee, and the Association for Campus Entertainment Executive Officers.
- Directed the operations of the Campus Activities Office including campus program planning and promotion, performing arts series and student organization registration and support.
- Created UNCWeekend program and marketing campaign supporting an engaged campus during the weekend.
- Assisted with departmental assessment efforts including data review and survey development.
- Oversaw the coordination of major campus events including Homecoming, Springfest, and UNCWelcome.
- Created additional school spirit programs with the Athletic department and the Student Government Association.
- Developed orientation presentation, in conjunction with several different student affairs departments, focusing on benefits of student involvement.

UNIVERSITY OF NORTH CAROLINA AT WILMINGTON

July 1994 to July 1998

Activities and Leadership Center Program Coordinator

- Advised the Association for Campus Entertainment and SGA committees.
- Managed a budget of eight committees totaling \$ 160,000.
- Established weekend film series (35mm).
- Revised position descriptions for all ACE positions.
- Created the UNCWeekends concept to promote weekend activities.
- Co-authored fee increase proposal that doubled the programming board budget.

DELAWARE VALLEY UNIVERSITY

June 1992 to July 1994

Delaware Valley University is a private institution that was founded in 1896. It has a total undergraduate enrollment of 1,807. Its setting is suburban, and the campus size is 570 acres.

Coordinator of Student Activities

- Advised the Student Activities Committee, Student Government Association, Inter Club Council, and Student Yearbook.
- Managed a programming budget of \$70,000.
- Instituted constitutional guidelines for new and established organizations.
- Created allocation system and procedures for Student Government Association.
- Managed and trained four resident assistants, including program development and establishment of community standards.
- Coordinate fall graduation gown distribution and collection.

Teaching and Training Experience

Instructor

University 4380 – Senior Emerging Leader Capstone Course

August 2018 – Current

University of Memphis

- Designed and instructed course for students to identify personal leadership styles and strengths, as well as awareness of how various leadership approaches are engaged in a professional environment.
- Guided students through exercises and assignments to synthesize their collegiate leadership experiences and translate those experiences to the post-collegiate environment.

Instructor

August 2013 –February 2016

Management 3510 – Business Communication Skills

University of Memphis

- Taught course focusing on communication strategies and theory applied to business and the professional jobsearch.

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- Worked with students on effective writing, presentation of written and oral case solutions, letters, memoranda, reports, and employment applications.
- Conducted in class exercises focusing on presentation strategies, interviewing and intercultural communication.

Coordinator/Instructor

August – December 2013

Fresh Connections Student Leadership

University of Memphis

- Developed a learning community designed to appeal to entering freshmen who are interested in leadership training.
- Met and communicated with faculty regarding learning outcomes and community enrichment activities.
- Taught one credit course focusing on introductory to leadership study and personal awareness.

Instructor

ACAD 1100- Introduction to the University

August – December 2009-12

University of Memphis

- Taught course focused on experiences and skills needed to successfully transition to higher education.
- Reviewed and provided feedback on papers, and class presentations.

Instructor

August – December 2003-08

Communication 3342 – Leadership theory for Emerging Leaders

University of Memphis

- Developed syllabus/curriculum for course focused on the history and origins of leadership, theoretical approaches to leadership, and issues in contemporary leadership.
- Organized course discussion and exercises, small group activities and graded papers

Instructor

Communication 3341 – Leadership and Social Change

January-May 2003-08

University of Memphis

- Developed syllabus/curriculum exploring how to create change in society through everyday acts of leadership.
- Created opportunities for practice, application, and documentation of leadership, and reflection on individual responsibility for and potential in leadership roles.

Professional Affiliations

National Association for Campus Activities

1994- present

Chair of the Board

2004 -2005

- Served as the chief representative of the organization and main spokesperson for policy issues and matter.
- Develop and set priorities- in conjunction with the Board of Directors- for the Association's goals and objectives and establishes activities that are consistent with the Association's strategic planning.
- Reviewed and evaluated the Executive Director at least once annually.
- Approved and monitored annual association budget totaling over \$5 million.

Chair Elect

2003 - 2004

- Oversaw the coordination of six Summer Workshops covering topics including Student Government Leadership, Concert Management, and Programming Basics.
- Selected chair and staff for 2005 convention.
- Prepare background paper for the Board of Directors relating Future of Campus Activities study to the overall NACA strategic plan.

National Association of Student Personnel Administrators (NASPA)

Member

2012 - present

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Tennessee State Representative

2016 –2018

National Association for Behavioral Intervention and Threat Assessment (NABITA)

Member

2018-present

National Association of Colleges and Employers

Member

2019- present

Local community involvement

Aurora Collegiate Academy

Board Member

2019-present

- Provide guidance to school director on finances, strategic planning, and state law charter compliance.
- Chair Academic Excellence Committee and reviewing key performance indicators to establish future planning for the school.
- Serve on the CEO support and evaluation committee and partner with committee members to create and implement an annual review process for school director.

New Memphis Institute

Trustee

2022 -present

- Examine the mission of New Memphis and its program and share in the commitment to forging a prosperous and vital New Memphis by developing, activating, and retaining talent.
- Review and understand New Memphis's financial position, ensure that it meets its financial obligations, and responsibly manage the resources entrusted to its use.
- Serve as a thought partner to the CEO and the New Memphis staff by offering regular guidance and feedback outside of regular Board meetings.
- In partnership with New Memphis, be a positive voice that amplifies community success, celebrates our city's progress, and highlights advancements in key areas such as education, livability, and economic development.
- Represent and speak on behalf of New Memphis, so others in the community may learn about, benefit from, and contribute to the services that New Memphis provides.
- Actively participate in recruiting and recommending candidates for programs such as Embark, Fellows, Leadership Development Intensive (LDI), Launch: Campus to Career (college students), and Stride (early career teachers).

Selected Presentations

Lawhead, J (2022). What it means to be a responsible student leader in a thriving Greek community. Fraternity and Sorority Leadership Retreat. University of Memphis, Memphis, TN.

Goldsberry, K., Greenwell, J. & Lawhead, J. (2022). Crisis Leadership. Vanderbilt EdD Program. Online.

Lawhead, J (2021). University of Memphis partnership with the JED Foundation. University of Memphis Board of Trustees Meeting. University of Memphis, Memphis, TN.

Compton, M., Lawhead, J. Willis, G. & Wade, G. (2020). Leading Online: Your digital Dean of Students. Dr. Josie Ahlquist - Purpose-driven leadership. Online.

Lawhead, J. & D. Greer. (2019) Essential interview preparation. East High School Leadership Club. East High, School Memphis, TN.

Lawhead, J. (2019). University of Memphis Strategies to Address Alcohol & Drug Use. University of Memphis Board of Trustees Meeting. University of Memphis, Memphis, TN.

Lawhead, J. (2019). Systematic Success: Strategic Student Veteran Programming. TN Veteran Education Academy. TCAT

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Murfreesboro, Smyrna Campus- Nissan.

Lawhead, J (2018). The role of students in the conduct process. University of Memphis Student Court Training. University of Memphis, Memphis, TN.

Lawhead, J. & Tuberville, K. (February, 2016). Building the best foundation resume for your job search. Personal Branding Conference, University of Memphis, Memphis, TN.

Lawhead, J. (2016-11). Your online identity and its impact on your organization. University of Memphis Fraternity and sorority chapter meetings, University of Memphis, Memphis, TN.

Lawhead, J. (2016-2010). What is your brand and what does social media say about you? Professional Connections Program, University of Memphis, Memphis, TN.

Peck, A., (ed), Cramp, C., Croft, L., Cummings, T., Fehring, K., Hall, D., Hnatusko, P & Lawhead, J. (February, 2015). *Considering the impact of participation and employment of students in campus activities and college recreation on the development of the skills employers desire most.* National Association for Campus Activities National Convention, Minneapolis, MN.

Lawhead, J & Synk, M. (April, 2015). *Leadership Practices Inventory: How to apply to your business.* EPI Center Growth Academy, Memphis, TN.

Lawhead, J. & Tuberville, K. (April, 2015). *Multigenerational work styles.* Master IT, Memphis, TN.

Lawhead, J. (March, 2014). *Connectivism: Developing professional competencies and learning through social media.* Student Affairs Professional Development Series, University of Memphis, Memphis, TN.

Lawhead, J. (March, 2014). *Contested Issues in Student Affairs: How do we respond?* Student Affairs Professional Development Series, University of Memphis, Memphis, TN.

Lawhead, J. (March, 2014). *Doctors in the house: Recent Doctoral Graduates sharing perspectives and learning from their dissertations.* Student Affairs Professional Development Series, University of Memphis, Memphis, TN.

Publications

Bureau, D., & Lawhead, J. (2018). Assessing leadership development programs. In Hastings, L., & Kane, C. (Eds). *Mentoring, Advising and Coaching for Leadership Development.* New Directions for Student Leadership #158.

Bouldin, J., Lawhead, J., & Simpson, T. (2017). New models for partnerships between cocurricular programs and Career Services. In A. Peck (Ed.) *Engagement and employability: integrating career learning through cocurricular experiences in postsecondary education.* Washington, DC: NASPA–Student Affairs Administrators in Higher Education.

Peck, A., (ed), Cramp, C., Croft, L., Cummings, T., Fehring, K., Hall, D., Hnatusko, P & Lawhead, J. (February, 2015). "Considering the Impact of Participation and Employment of Students in Campus Activities and Collegiate Recreation on the Development of the Skills Employers Desire Most: A Joint Whitepaper from the National Association for Campus Activities and Leaders in Collegiate Recreation": NIRSA. Columbia, SC, and Corvallis, OR.

November 16, 2023

Dr. David Russomanno
Executive Vice President for Academic Affairs and Provost
University of Memphis
360 Administration Building
Memphis, TN 38152

Dear Provost Russomanno:

Please accept this letter as my application for the Vice President for Student Affairs at the University of Memphis. With thirty years of extensive experience in fostering student engagement, designing campus life programs, supporting student well-being, and managing student behavior, coupled with a proven track record in higher education leadership, I believe I am well-suited to lead and advance the Student Affairs Division at the University of Memphis. I have spent my time as the Dean of Students at the University of Memphis, working collaboratively with faculty, staff, and students to create a supportive and student-centered environment that promotes personal growth and academic achievement and addresses the evolving needs of students. I am prepared for this opportunity and eager to contribute as the Vice President of Student Affairs at the University of Memphis.

As the Dean of Students at the University of Memphis, I oversee the following departments: Career Services, Student Leadership and Involvement, Office of Student Accountability, Student Outreach and Support, Multicultural Affairs, and the Counseling and Health Centers. I have additional experience with Veteran and Military Student Services, the Office of Disability Resources for Students, Housing and Residence, and Police Services. I have strived to create a collaboratively oriented culture, which has produced some of the following outcomes:

- Established the Rosie Phillips Bingham Student Emergency Fund, providing limited emergency awards to currently enrolled students who experience unexpected expenses.
- Partnered with the Director of Student Leadership and Involvement to adopt a new student engagement Tiger Zone mobile applications to facilitate peer connections, share student events, and connect students to existing student organizations with over 5,000 students using the platform.
- Led a team to improve student employment processes, increasing student access and awareness of opportunities and generating more extensive pool sizes for employers. The centralized site posted over 120 jobs last academic year.
- Created the Tiger Food Pantry to provide support for students facing food insecurity which past 1,000 visits this past academic year.
- Collaborated with the Director of Career Services to submit and have accepted the career readiness initiative as the Quality Enhancement Plan (QEP) for the upcoming Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) accreditation.
- Implemented a case manager position to coordinate support and referrals for students of concern by connecting them to campus resources, outside agencies, and other providers.
- Secured external funding to become a JED campus and developed a strategic plan to support mental health programs, services, and outreach for the student community.

- Implemented a redesign of the Disability Resources for Students program with the Director by utilizing an Association on Higher Education and Disability external program review. Department improvements included establishing a core mission, intentional collaboration with faculty, and reassigning resources focusing on student access.
- Expanded leadership training including creating a four-level cohort training series, professional mentoring initiatives, a local leader lunch series, and hosting a campus version of LeaderShape. Program engagement grew from 150 students to 1,000 students.

As a leader at the University of Memphis, I develop relationships supporting student success and eliminating barriers to completion. Many challenges/concerns students bring to my attention are outside my oversight. To resolve them, I must maintain cross-institutional partnerships from financial aid to academic advising to campus planning and design. I rely on these interactions because they solve issues and create new and valued relationships. Additionally, many resolutions or interactions with University partners provide institutional knowledge that enhances my ability to advise or assist students. Helping students overcome challenges is a responsibility and an opportunity to grow and learn professionally.

A recent reorganization at the University of Memphis supported an integrated administrative and service structure supporting the whole student. As a result, I serve on the Provost's Leadership Team and engage in intervention strategies to help students manage challenges and continue and complete their education. Additionally, the Vice Provost of Student Academic Success and I regularly discuss plans to increase graduation rates through regular staff communication, planning, and partnership efforts. Students are unfamiliar with our organizational structures or what professionals have specific duties. Therefore, we must interact and respond to demonstrate we are all working together for their benefit and development.

Student engagement is not merely an extracurricular aspect of the college experience but a fundamental catalyst for academic success, personal growth, and overall satisfaction. By fostering a culture of active participation and collaboration, we empower students to develop crucial life skills, form lasting connections, and maximize their potential inside and outside the classroom. I have a comprehensive student engagement program development background, from leadership training to student organization development to large-scale traditional events. As an educator and student affairs professional, it is exciting to see goal two, Create Opportunities to Succeed, in the Ascend plan, with the objective to improve, innovate, increase, and integrate student activity offerings to foster more student engagement and satisfaction. A defined, diverse, and comprehensive student experience will significantly impact a student's sense of belonging and ultimately contribute to student success across the University.

Campus safety is a foundational element that underpins the entire university student experience. It creates an environment where students can thrive academically, socially, and personally, fostering a positive and supportive community that contributes to the institution's overall success. As the Chief Health and Safety Officer from 2020 to 2022, I directed all University safety efforts with the Chief of Police, including implementing community policing best practices, reviewing weekly crime statistics to modify staffing and resources to address incidents/problems, and conducting a bi-weekly review of plans with the President and Chief Financial Officer. I have co-written several after-action reviews with the Chief of Police and Executive Director of Business Continuity and Risk Management to identify strengths and areas for improvement for consideration and approval by executive leadership. I recently facilitated a

University town hall regarding campus safety to address concerns, communicate current and future planning, answer questions, and hear student, faculty, and staff feedback. I would continue that work as the Vice President for Student Affairs as it is vital to the institution's success.

As higher education and the University of Memphis continue to change, it is essential to develop a team that can respond to a new future and create a culture where the staff knows they are supported and can continue to grow, learn, and do. In partnership with the Director or Associate Dean, I have performed several reorganizations, focusing on redefined purposes, addressing staffing gaps, and evolving student needs. We must adapt operations to changing expectations, enrollment trends, and resource availability. Being agile and forward-thinking as a Vice President during this time is crucial. Additionally, as a leader, I want the staff to succeed. I want them to know they have a voice, and a title does not impact when and where that voice is heard. Leading a division requires compassion, listening skills, and acknowledging all contributions. I am eager to begin that opportunity at the University of Memphis.

Finally, the University of Memphis holds a special place for me. I started my twentieth year at the University of Memphis this fall. The institution and leadership have supported and challenged me throughout this journey. I have had the opportunity to create new programs and services, student support student success, and grow as a leader. It would be an honor and privilege to lead the Division of Student Affairs at a University that has given so much to me.

I look forward to hearing from you regarding my candidacy and the opportunity soon.

Respectfully,

A handwritten signature in black ink, appearing to read 'Justin Lawhead', with a stylized, flowing script.

Dr. Justin Lawhead