
CECILIA M. ORPHAN, Ph.D.

Morgridge College of Education
University of Denver
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EDUCATION

University of Pennsylvania, Philadelphia, PA

Doctor of Philosophy, Higher Education, 2015

Dissertation: “Democracy’s colleges” under pressure: Examining the effects of neoliberal public policy on regional comprehensive universities

Dissertation Chair: Matthew Hartley, Ph.D., Professor, Higher Education, University of Pennsylvania

Portland State University, Portland, OR

Bachelor of Arts, Political Science, *Minor*, English, 2006, *summa cum laude*

PROFESSIONAL EXPERIENCE

2021-present **University of Denver**

Associate Professor, Higher Education, Morgridge College of Education

2015-2021 **University of Denver**

Assistant Professor, Higher Education, Morgridge College of Education

2020-present **Alliance for Research on Regional Colleges**

Director of Partnerships

2006-2011 **American Association of State Colleges and Universities**

Executive Director, American Democracy Project

HONORS AND AWARDS

- Helen C. Bailey Alumni Award, University of Pennsylvania (2022)
- Graduate Career Champion Award, University of Denver (2021)
- Crimson and Gold Faculty Member Award, University of Denver (2020)
- Finalist, National Academy of Education/Spencer Dissertation Fellowship (2015)
- John Saltmarsh Award for Emerging Leaders in Civic Engagement, American Association of State Colleges and Universities (2011)
- Inductee, Phi Kappa Phi Honor Society (2006)
- President’s Award for Outstanding Community Engagement, Portland State University (2005, 2006)
- Oregon Laurels Scholarship (2004, 2005, 2006)

PUBLICATIONS

Book

Crisp, G., McClure, I. R., & **Orphan, C. M.** (Eds.). (2021). *Unlocking opportunity through broadly accessible institutions*. Routledge/Taylor and Francis Group.

Journal Articles

- McCoy-Simmons, C., **Orphan, C. M.**, Gándara, D. (2022). Intermediary public policy organizations and the discursive evasion of systemic racism and racialized violence. *Educational Policy*. [online first]
<https://journals.sagepub.com/doi/10.1177/08959048221120279>
- Diaz Solodukhin, L., & **Orphan, C. M.** (2022). Operationalizing funds of knowledge: Examining a reciprocal research relationship between a white faculty member and a Latino student. *Journal of Diversity in Higher Education*, 15(2), 207–217.
- Nelson, C. A., Broom, S., Sisaket, L., & **Orphan, C. M.** (2021). Imagining decolonial desires of the public good. *International Journal of Qualitative Studies in Education*. Advance online publication. <https://doi.org/10.1080/09518398.2021.2003890>
- Orphan, C. M.**, Laderman, S., & Gildersleeve, R. E. (2021). Advocates or honest information brokers? Examining the higher education public policy agenda setting efforts of intermediary public policy organizations. *The Review of Higher Education*, 44(3), 325-355.
- Orphan, C. M.** & Broom, S. (2021). Life at the ‘people’s universities’: Organizational identification and commitment among regional comprehensive university faculty members in the United States. *Higher Education*, 82(1), 181-201.
- Orphan, C. M.** & Hartley, J. M. (2020). How change unravels: The failure of ideal-centered change at regional comprehensive universities. *The Journal of Higher Education*, 92(3), 385-409.
- Orphan, C. M.** (2020). Not all regional public universities strive for prestige: Examining and strengthening mission-centeredness within a vital sector. *New Directions for Higher Education*, Volume 2020(120), 9-24.
- Orphan, C. M.**, Gildersleeve, R. E. & Mills, A. P. (2020). State of rhetoric: Neoliberal discourses for education in state of the state addresses and gubernatorial press releases. *Journal of Education Policy*, 35(3), 394-420.
- Tyson, M., **Orphan, C. M.**, Kiyama, J. M., Nelson, C. A. (2020). Leveraging higher education departments to promote institutional change for equity and the public good. *Journal for the Study of Postsecondary and Tertiary Education*, 5, 39-55.
- Orphan, C. M.** & Miller, G. N. S. (2020). The company regional comprehensive universities desire to keep: Choosing institutional membership associations. *The Journal of Higher Education*, 91(2), 300-325.
- Orphan, C. M.** & McClure, K. R. (2019). An anchor for the region: Examining a regional comprehensive university’s efforts to serve its rural, Appalachian community. *Journal of Research in Rural Education*, 35(9), 1-19.
- Hartlep, N. D., Lake, D., Purcell, J. W., Bush, A., Perry, L.G., Fleck, B., Kliever, B. W., Janke, E. M., Markham, P. N., **Orphan, C. M.**, Saltmarsh, J. A. (2019). Toward an innovative civic engagement pedagogy. *eJournal of Public Affairs*, 8(1). <http://www.ejournalofpublicaffairs.org/toward-an-innovative-civic-engagement-pedagogy/>

- Orphan, C. M.,** Diaz Solodukhin, L. & Romero, D. (2018). Fostering collective impact: Measuring and advancing higher education’s contributions to civic health and equity in Colorado. *International Journal of Research on Service Learning and Community Engagement*, 6(1), 1-20. <https://ijrslce.scholasticahq.com/article/6981-fostering-collective-impact-measuring-and-advancing-higher-education-s-contributions-to-civic-health-and-equity-in-colorado>
- Orphan, C. M.** (2018). Public purpose under pressure: Examining the effects of neoliberal policy on regional comprehensive universities. *Journal of Higher Education Outreach and Engagement*, 22(2), 59-102.
- Morgan, D. & **Orphan, C. M.** (2016). Student political engagement in the co-curriculum: Understanding the role of senior student affairs officers. *eJournal of Public Affairs*, 5(2).
- Gasman, M., Spencer, D. & **Orphan, C. M.** (2015). “Building bridges, not fences”: A history of civic engagement at private Black colleges and universities. *History of Education Quarterly*, 55(5), 346-379.

Policy Briefs and Reports and Public Commentary

- Koricich, A., Sansone, V., Hicklin Fryar, A., **Orphan, C. M.**, & McClure, K. (2022). *Introducing our nation's rural-serving institutions: Promoting greater visibility and appreciation for a vital postsecondary sector*. [Policy Report.] Alliance for Research on Regional Colleges. <https://www.regionalcolleges.org/project/ruralserving>
- McClure, K. R., **Orphan, C. M.**, Hicklin Fryar, A., & Koricich, A. (2021, February 21). “Regional public universities don’t need rescuing: They’ve been treated shamefully, but they’re more resilient than people given them credit for.” *The Chronicle of Higher Education*. <https://www.chronicle.com/article/regional-public-universities-dont-need-rescuing>
- McClure, K. R., **Orphan, C. M.**, Hicklin Fryar, A., & Koricich, A. (2021). *Strengthening rural anchor institutions: Federal policy solutions for rural public colleges and the communities they serve*. [Policy Report.] Alliance for Research on Regional Colleges. <https://www.regionalcolleges.org/project/ruralanchor>
- Tandberg, D., **Orphan C. M.**, Hicklin Fryar, A. (2021). *Stimulating regional economic development through public universities*. State Higher Education Executive Officers Association. <https://sheeod.medium.com/stimulating-regional-economic-development-through-public-universities-ab2c8b289009>
- Orphan, C. M.** (2020). *Why regional public universities are vulnerable during recessions and must be protected*. [Policy brief]. Third Way. <https://www.thirdway.org/report/why-regional-public-universities-are-vulnerable-during-recessions-and-must-be-protected>
- Orphan, C. M.**, Laderman, S., & Gildersleeve, R. E. (2018). *The role of intermediary public policy organizations in shaping the policy agenda for higher education*. [Policy brief]. 2018 Public Policy Forum, “Higher Education in the Era of the States: Elevating Equity and Advancing Public Policy.” http://morgridge.du.edu/wp-content/uploads/2018/06/Public-Policy-Research-Brief_FINAL.pdf
- Orphan, C. M.** (2018). *Why regional comprehensive universities are vital parts of U.S. higher education*. [Policy brief]. Scholars Strategy Network (SSN). <https://scholars.org/brief/why-regional-comprehensive-universities-are-vital-parts-us-higher-education>.
- Orphan, C. M.** (2018). *How to advocate for regional comprehensive universities*. [Policy brief]. Scholars Strategy Network (SSN). <https://scholars.org/brief/how-advocate-regional-comprehensive-universities>.

Peer-Reviewed Book and Handbook Chapters

- Orphan, C. M. & McCoy-Simmons, C.** (forthcoming, 2023). Policy framing in higher education in the United States. In Maltais, M., Ness, E., & Rexe, D. (Eds.). *Comparative higher education politics: Policymaking in North American and Western Europe*. Springer.
- Hartley, M. J., Sponsler, L., & **Orphan, C. M.** (forthcoming 2023). Helping students prepare for lives of purpose. In J. M. Kiyama & G. McClellan (Eds.), *Handbook for student affairs administration* (5th ed.). Jossey-Bass.
- Orphan, C. M. & Reynolds, C.** (2018). From impostor to infiltrator: Leveraging working-class funds of knowledge to negotiate and change academic culture. In J.S. Olson & C. Johnson (Eds.), *Leaps of faith: Stories from working class scholars* (pp. 117-132). Information Age Publishing.
- Orphan, C. M. & O'Meara, K.** (2016). Next generation faculty in the neoliberal university. In E. A. Post, Ward, E., N. V. Longo & J. Saltmarsh (Eds.). *Publicly engaged scholars: Next-generation engagement and the future of higher education* (pp. 214-231). Stylus Publishing.
- Orphan, C. M.** (2015). What's graduate education got to do with it?: Graduate school socialization and the essential democratic work of the academy. In H. C. Boyte (Ed.). *Democracy's education: Public work, citizenship, and the future of colleges and universities* (pp. 147-153). Vanderbilt University Press.

Book Reviews

- Orphan, C. M.** (2021). Review of *The Small College Imperative: Models for Sustainable Futures*. *Teachers College Record*.
- Orphan, C. M.** (2019). Review of *Born to Serve: A History of Texas Southern University*. *Journal of Southern History*, 85(2), 499-500.
- Orphan, C. M.** (2016). Towards a more just society: Considering Islam and Muslims in the classroom. A review of *Muslims and Islam in U.S. education: Reconsidering multiculturalism*. *Educational Theory and Philosophy*, 48(7), 736-740.
- Orphan, C. M. & Saltmarsh, J.** (2013). Review of *Collaborative futures: Reflections on publicly active graduate education*. *eJournal for Public Affairs*, 2(2).

RESEARCH

Research Agenda

My research agenda broadly interrogates the following question: What are higher education's purposes in a democratic society? My research agenda is comprised of two strands which examine this question: 1) the societal purposes, institutional functioning, administrative strategies, governance, and administration of regional public (comprehensive) universities and rural serving postsecondary institutions; and 2) policy discourses and agendas for higher education.

Grant and Fellowship Sponsored Research Activity

External Grants and Fellowships

Research Grant (2021). \$49,974 grant from the Spencer Foundation. Title of research study: "Ending data invisibility: Identifying and defining regional public universities." (Principal Investigator.)

Research Grant (2020). \$423,400 grant from the Ascendium Education Group given to the Alliance for Research on Regional Colleges. Title of research study: “Defining what it means to be a rural serving institution.” (Co-principal investigator.)

Research Grant (2020). \$101,536 grant from the Joyce Foundation. Title of research study: “Federal support for broadly accessible rural-serving institutions in response to COVID-19.” (Co-principal investigator.)

Advancing Current Critical Issues in Community Engagement Research Grant (2015): \$5,000 grant sponsored from the New England Resource Center for Higher Education and the Center for Engaged Democracy. Title of dissertation: “Democracy’s colleges under pressure: Examining the effects of neoliberal public policy on regional comprehensive universities.” (Principal Investigator.)

Spencer/NAEd Dissertation Fellowship (finalist, 2015 – I removed myself from consideration after accepting a tenure track position): \$25,000 Spencer Foundation and the National Academy of Education fellowship. Title of research study: “Democracy’s colleges under threat: Examining the effects of neoliberalism on organizational identity and mission at regionally-focused open access universities.” (Principal Investigator.)

Internal Grants

Faculty Research Fund Grant (2017-2018): \$3,000 grant sponsored by the University of Denver Faculty Senate. Title of research study: “The people’s universities” as legitimacy-seeking anchor institutions: Tracing the history and evolution of regional comprehensive universities from 1970-2000.” (Co-principal investigator.)

University of Denver PROF Grant (2016): \$20,000 grant sponsored by the University of Denver. Title of research study: “Pay for performance: Examining the institutional responses of open access universities to the implementation of performance funding.” (Principal Investigator.)

University of Denver Public Good Grant (2016): \$15,000 grant sponsored by the Center for Community Engagement and Service Learning at the University of Denver. Title of research study: “Leading collective impact: Measuring and advancing higher education’s contributions to civic health and equity in Colorado.” (Principal Investigator.)

Dean’s Summer Research Fellowship, (2012-2014). \$5,000 fellowship sponsored by the Dean of the Graduate School of Education at the University of Pennsylvania, awarded to support summer research activities.

KEYNOTES, INVITED LECTURES AND WEBINARS

Webinars

Orphan, C. M. & Koricich, A. (2022, April 14). *Rural-Serving Institutions Webinar*. The Education Trust

Orphan, C. M. & Koricich, A. (2022, April 4). *Rural-Serving Institutions Webinar: For Researchers & Intermediary Organizations*. Alliance for Research on Regional Colleges.

Orphan, C. M. & Koricich, A. (2022, February 7). *Myths and truths about regional public universities*. Association of Southeastern Research Libraries.

Keynotes

Orphan, C. M. (2022, April 30). TEDxMileHigh speaker for Ascend event.

Orphan, C. M. (2019, October 7). *Civic health and equity: Thoughts on a framework*. Engagement Scholarship Consortium Outreach and Engagement Practitioners.

Orphan, C. M. (2018, October 30). *Community Engaged Scholars Summit*. University of Northern Colorado, Greeley, CO.

Orphan, C. M. (2018, May 11). *Closing Remarks*, 2018 Public Policy Forum, Denver, CO.

Orphan, C. (2012, July 19). *What it takes: Grit, democracy and graduation*. Frontiers of Democracy National Conference, Boston, MA.

https://www.youtube.com/watch?v=wIWP90t_41A

Invited Lectures

Borrego-Castaneda, L., **Orphan, C. M.**, Lovejoy, M., & Simpkins, W. (2022, May 18). *Two Colorados: How we can get more students to – and through – college*. Chalkbeat Colorado.

Gallo, Marcy E., Wakimoto, R., **Orphan, C. M.**, & Quider, A. (2022, May 5). *Geography of Federal R&D Funding*. National Science Board.

Brown, N., Bush, A., Petrides, L., & **Orphan, C. M.** (2022, August 24). *Digital equity assets in postsecondary education*. Action Lab on Leveling the Academic Playing Field: The Role of Postsecondary Education in Digital Equity Planning for the States. AAC&U, National Governors Association, Education Strategy Group.

Crisp, G., McClure, K., **Orphan, C. M.**, Burmicky, J. (2022, April 27). *Book Talk: Unlocking Opportunity through Broadly Accessible Institutions*. White Board Advisors.

Orphan, C. M. (2021). *Pathways through the Pandemic, Regional Comprehensive Universities and the Future of Higher Education*. Colorado State University Pueblo, University-wide Convocation.

Orphan, C. M. (2020). *Wine with Wonks ACADEMIX Upshot*. Third Way.

Felix, E., Powell, C. J. & **Orphan, C. M.** (2020, April). *Critical policy analysis and advocacy*.

Higher Education Community Forum. https://uscrossier.zoom.us/rec/play/tMAuduH5-j03GNaT5ASDC_V4W9XsL_2s1HIY_PVezRu3VyYKZwbyMrJHa7ZgbgyGSVzZ_eURKOyT245Y?autoplay=true&startTime=1587052847000

Orphan, C. M. (2019). *The role of intermediary public policy organizations in shaping the policy agenda for higher education*. Education Commission of the States, Denver, CO

Orphan, C. M., Laderman, S. & Gildersleeve, R. E. (2018, May). *The role of intermediary public policy organizations in the era of the states*. 2018 Public Policy Forum. Denver, CO.

Orphan, C. M. (2017). *Conducting qualitative interviews*. SAGE Research Methods Videos. SAGE Publications. <https://sagepub.libguides.com/c.php?g=453083&p=5996471>

Orphan, C. M. (2017). *Strategies for effective participant recruitment for qualitative research studies*. SAGE Research Methods Videos. Thousand Oaks, CA: SAGE Publications. <https://sagepub.libguides.com/c.php?g=453083&p=5996471>

Jones, A., Masket, S. & **Orphan, C. M.** (2017, February). *Collaborating for the public good: Scholarship for democracy*. University of Denver Public Good Forum, Denver, CO.

Orphan, C. M. (2015). *“Democracy’s colleges” under pressure: Examining the effects of neoliberal public policy on regional comprehensive universities*. Lynton Colloquium, Boston, MA.

CONFERENCE PAPERS AND PRESENTATIONS

Refereed Research Paper Presentations

- Orphan, C. M. & Laderman, S.** (2022). *Regional Public University Responses to the Implementation of Performance Funding in Colorado*. Performance Funding in Higher Education: Connecting 40 Years of Policy, Research, & Practice. University of Pennsylvania Penn AHEAD. Philadelphia, Pennsylvania.
- Orphan, C. M., McClure, K. R., Fryar Hicklin, A., & Koricich, A.** (2021). *Rural anchor institutions: How broad access institutions contribute to regional infrastructure*. Association for the Study of High Education (ASHE) Annual Conference, San Juan Puerto Rico.
- Orphan, C. M., Laderman, S., & Gildersleeve, R.** (2019). *Policy influencers, shapers and honest brokers: Examining the agenda-setting activities of intermediary public policy organizations*. Association for the Study of Higher Education (ASHE) Annual Conference, Portland, Oregon.
- Orphan, C. M. & Robert, K.** (2019). *Neoliberal college access: Resisting the instrumentalization of regional comprehensive universities and their students*. American Educational Research Association (AERA) Annual Conference, Toronto, Canada.
- Orphan, C. M. & McClure, K.** (2018). *Rural “stewards of place”: How regional comprehensive universities engage rural communities*. Association for the Study of Higher Education (ASHE) Annual Conference, Tampa, FL.
- Orphan, C. M. & Laderman, S.** (2018). *Accountable to whom?: Examining the responses of regional comprehensive universities to Colorado’s funding climate*. Association for the Study of Higher Education (ASHE) Annual Conference, Tampa, FL.
- Diaz Solodukhin, L. & **Orphan, C. M.** (2018). *Fostering reciprocal relationships between faculty and Latinx students to further campus-community partnerships at Hispanic-Serving Institutions*. Association for the Study of Higher Education (ASHE) Annual Conference, Tampa, FL.
- Tyson, M., **Orphan, C. M.**, & Kiyama, J. (2018). *Leveraging higher education departments to promote institutional change for equity and the public good*. International Conference on Higher Education Reform, Baltimore, MD.
- Orphan, C. M.** (2017). *Life at the ‘people’s universities’: Organizational identification and commitment of faculty members at regional comprehensive universities*. Association for the Study of Higher Education (ASHE) Annual Conference, Houston, TX.
- Orphan, C. M.** (2017). *Neoliberalism’s discontents: How neoliberal public policy affects regional comprehensive universities*. Association for the Study of Higher Education (ASHE) Annual Conference, Houston, TX.
- Supplee, L. & **Orphan, C. M.** (2017). *“The people’s universities” as legitimacy-seeking anchor institutions: Tracing the history and evolution of regional comprehensive universities from 1970-2000*. Association for the Study of Higher Education (ASHE) Annual Conference, Houston, TX.
- Orphan, C. M. & Diaz Solodukhin, L.** (2017). *Leading collective civic impact: Measuring and advancing higher education’s contributions to civic health in Colorado*. International

Association for Research on Service Learning and Civic Engagement (IARSLCE), Galway, Ireland.

Orphan, C. M., Diaz Solodukhin, L. Schooley, S., Kleinhesselink, K., Romero, D., Volk, D. & Frewaldt, M. (2017). *Civic health and equity: A collective impact initiative for higher education institutions*. Continuums of Service Annual Conference, Denver, CO.

Orphan, C. M. (2017). *Beyond striving: Prestige and legitimacy seeking at regional comprehensive universities*. American Educational Research Association (AERA) Annual Conference, San Antonio, TX.

Orphan, C. M. (2017). *The role of organizational identity during times of stress at regional comprehensive universities*. American Educational Research Association (AERA) Annual Conference, San Antonio, TX.

Orphan, C. M. & Miller, G. (2016). *The company regional comprehensive universities desire to keep: Analyzing university choice of presidential association*. Association for the Study of Higher Education (ASHE) Annual Conference, Columbus, OH.

Orphan, C. M., Gildersleeve, R. & Mills, A. (2016). *State of rhetoric: Neoliberal ideology in state of the state gubernatorial addresses*. Council on Public Policy in Higher Education, Association for the Study of Higher Education (ASHE) Annual Conference, Columbus, OH.

Morgan, D. & **Orphan, C. M.** (2015). *Student political engagement in the co-curriculum: Understanding the role of senior student affairs administrators*. American Educational Research Association (AERA) Annual Conference, Chicago, IL.

Morgan, D. & **Orphan, C. M.** (2015). *"The personal is political:" Fostering a culture of student political engagement as student affairs professionals*. NASPA: Student Affairs Administrators in Higher Education, New Orleans, LA.

Orphan, C. M. & Hartley, J. M. (2013). *"Nothing gold can stay": How change processes come unraveled*. Association for the Study of Higher Education (ASHE) Annual Conference, St. Louis, MO.

Hartley, J.M. & **Orphan, C. M.** (2013). *Committing to stewards of place—Examining the durability of civic engagement change efforts*. Annual Meeting of the American Association of Colleges and Universities (AACU), Point Clear, AL.

MEDIA ENGAGEMENT

***Request for comment about issues concerning higher education policy, finance and/or regional public universities/ **media coverage of my research or the Alliance for Research on Regional Colleges/ ***interviews/+podcasts**

*National Public Radio's Code Switch podcast. (2022, September 7). In 50 years, the Pell Grant has helped over 80 million people go to college.

<https://www.npr.org/sections/codeswitch/2022/09/01/1120655474/pell-grant-helps-poorest-attend-college>

*Gonzales, J. (2022, May 19). 4 takeaways from our Two Colorados event. *Chalkbeat Colorado*. <https://co.chalkbeat.org/2022/5/19/23131577/chalkbeat-colorado-higher-education-event-college-going-completion>

*Gonzales, J. (2022, May 17). Rural Colorado students go to college at low rates. Tiny Fowler goes against the trend. *Chalkbeat Colorado*.

- <https://co.chalkbeat.org/2022/5/17/23075901/fowler-high-school-colorado-rural-college-higher-education-success>
- *Basken, P. (2022, May 9). Scholars tipped to desert universities if U.S. states ban abortion. *Times Higher Education*. <https://www.timeshighereducation.com/news/scholars-tipped-desert-universities-if-us-states-ban-abortion>
 - *Adame, J. (2022, May 6). ASU system approves Henderson State cuts; faculty jobs, degree programs slashed. *Arkansas Democrat Herald*. <https://www.arkansasonline.com/news/2022/may/06/asu-system-approves-henderson-state-cuts/>
 - *Hendrix, S. & Doyle, C. (2022, March 2). ‘Mission drift’: Who do Ohio’s higher education institutions serve? *The Columbus Dispatch*. <https://www.dispatch.com/restricted/?return=https%3A%2F%2Fwww.dispatch.com%2Fstory%2Fnews%2Feducation%2F2022%2F03%2F02%2Fohio-colleges-rural-areas-and-who-they-serve%2F9240951002%2F>
 - **Fouriezos, N. (2022, February 8). A new compass for supporting rural. *Open Campus*. <https://www.opencampusmedia.org/2022/02/08/a-new-compass-for-supporting-rural/>
 - ** Kelliher, R. (2022, February 8). Mapping rural colleges and universities. *Higher Education Dive*. <https://www.diverseeducation.com/institutions/article/15288244/mapping-rural-colleges-and-universities>
 - **Ross, A. (2022, February 1). Why a rural-serving college might look different than you think. *The Chronicle of Higher Education*. <https://www.chronicle.com/article/why-a-rural-serving-college-may-look-different-than-you-think>
 - **Moody, J. (2022, February 1). Shining a light on rural colleges. *InsideHigherEd*. <https://www.insidehighered.com/news/2022/02/01/new-reports-shine-light-rural-colleges>
 - **Bauer-Wolf, J. (2022, February 1). How does higher ed define a rural-serving colleges? *Higher ed Dive*. <https://www.highereddive.com/news/how-does-higher-ed-define-a-rural-serving-college/618056/>
 - **Fouriezos, N. (2022, February 22). Can esports put rural colleges on the map? *Mile Markers: College and Rural America*. <https://www.getrevue.co/profile/milemarkers/issues/can-esports-put-rural-colleges-on-the-map-1052875?via=twitter-card&client=DesktopWeb&element=issue-card>
 - +Rural Matters Podcast. ARRC’s Landmark Report on RSIs with RSIs with Andrew Koricich, Alisa Hicklin Fryar, and Cecilia Orphan. <https://ruralmatters.libsyn.com/arcs-landmark-report-on-rsis-with-rsis-with-andrew-koricich-alisa-hicklin-fryar-and-cecilia-orphan>
 - *Fischer, K. (2022, February 11). The Red-State disadvantage: Public flagships in conservative states face reputational and recruiting challenges. *The Chronicle of Higher Education*. <https://www.chronicle.com/article/the-red-state-disadvantage>
 - **Quilantan, B. (2022, January 31). New group looks to redefine rural higher education policy. *Politico*. <https://www.politico.com/news/2022/01/31/new-group-looks-to-redefine-rural-higher-education-policy-00003485>
 - ***Evans, B. (2021, November 4). Decline in college enrollment even steeper for community colleges. <https://www.thedenverchannel.com/news/national/decline-in-college-enrollment-even-steeper-for-community-colleges>
 - *Whitford, E. (2021, October 26). Enrollments still falling two years into pandemic. <https://www.insidehighered.com/news/2021/10/26/college-enrollments-continue-drop-fall>

- *McCann, A. (2021, October 18). 2022's college and university rankings. *Wallet Hub*.
https://wallethub.com/edu/e/college-rankings/40750#expert=Cecilia_M._Orphan
- *Hedgepeth, L. (2021, September 2021). 'Rankings regime': New college rankings are out, but should we trust them? CBS 42. <https://www.cbs42.com/alabama-news/rankings-regime-new-college-rankings-are-out-but-should-we-trust-them/>
- ***Well, E. (2021, August 4). Researchers support rural-serving colleges and universities from new center at App State. *Appalachian Today*. <https://today.appstate.edu/2021/08/04/arrc>
- **Capitol Forum* (2021, June 24). Higher education policy: Education Department investigating borrower defense claims amid push to process claim backlog, expand grounds for approval, and discharge loans; Schools likely to be held liable for cancelled loans, experts say.
- ***Whitford, E. (2021, January 27). New research alliance spotlights regional public colleges. *InsideHigherEd*. <https://www.insidehighered.com/news/2021/01/27/research-alliance-aims-elevate-profile-regional-public-colleges>
- ***Wilkerson, S. (2021, January 26). New study warns of COVID-19's negative impact on rural colleges and communities. *The Well News*. <https://www.thewellnews.com/education/new-study-warns-of-covid-19s-negative-impact-on-rural-colleges-and-communities/>
- ***Hebel, S. (2021, January 14). Misperceptions about the regional public. *Open Campus*.
<https://www.opencampusmedia.org/2021/01/14/misperceptions-about-the-regional-public/>
- *Gonzales, J. (2020, October 23). Pandemic's impact on Colorado's colleges creates questions about the future of part-time instructors. *Chalkbeat Colorado*.
<https://co.chalkbeat.org/2020/10/23/21530849/pandemics-impacts-colorado-colleges-future-of-part-time-adjunct-instructors>
- *Gonzales, J. (2020, August 11). Colorado hopes a new higher ed funding formula will make a difference for students. It might not be easy. *Chalkbeat Colorado*.
<https://co.chalkbeat.org/2020/8/11/21364218/colorado-outcomes-based-funding-model-challenges-make-difference-disadvantaged-students>
- *St. Amour, M. (2020, July 28). How will regional publics fare this fall? *InsideHigherEd*.
<https://www.insidehighered.com/news/2020/07/28/regional-public-colleges-prepare-return-campus-learning>
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- **Hebel, S. & Smallwood, S. (2020, June 19). How COVID threatens the regional college. *Open Campus*. <https://www.opencampusmedia.org/2020/06/19/a-glimpse-at-a-for-profit-rebound/>
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- *St. Amour, M. (2019, July 20). Some faculty worry president’s new positions make CU system admin-heavy. *Daily Camera*. <https://www.dailycamera.com/2019/07/20/some-faculty-worry-presidents-new-positions-make-cu-system-admin-heavy/>
- *Seltzer, R. (2019, September). *Squeezed from all sides: Opportunities and challenges for regional public universities*. An InsideHigherEd Special Report. <https://www.insidehighered.com/content/squeezed-all-sides-opportunities-and-challenges-regional-public-universities>

TEACHING AND DOCTORAL ADVISING

Courses Taught

HED 4220	Organization and Governance	HED 4210	Critical Higher
HED 4294	Seminar in Higher Education	HED 4226	The Community College
HED 4212	Introduction to Public Policy	HED 4242	Educational Policy Analysis

Dissertations Chaired

Liliana Diaz Solodukhin	Proposal defended October 2021	Ph.D.
<i>Disrupting the narrative: Understanding Latinx student civic engagement practices at a Hispanic-Serving Institution</i>		
Shanique Broom	Completed June 2022	Ph.D.
<i>A critical narrative inquiry exploring the experiences of gendered racism by Black women housing professionals in higher education</i>		
Steve Jenks	Proposal defended October 2021	Ph.D.
<i>A Transformative Explanatory Sequential Mixed Methods Examination of the Post-Graduation Plans of Colorado’s Rural High School Students</i>		
Kimberly Bernie	Completed July 2021	Ed.D.
<i>A program evaluation of mental health resources provided to first-year law students</i>		
Joshua Bowens	Completed July 2021	Ed.D.
<i>Policies affecting post-traditional community college students facing economic instability</i>		
Mary Saucedo	Completed July 2021	Ed.D.
<i>Latina/o/x Testimonios at a Hispanic Serving Institution: Enhancing Cultural Wealth</i>		
Thanh Nguyen	Completed June 2021	Ed.D.
<i>A Discourse Analysis of the Opportunity Hire Policy for Women of Color Leaders in Higher Education</i>		
Elaine Hyer	Completed July 2021	Ed.D.
<i>How TRIO Student Support Services impacts college persistence</i>		
Katherine Robert	Proposal defended July 2021	Ph.D.
<i>Women undergraduate students in engineering education: A feminist new materialist inquiry</i>		
Sophia Laderman	Proposal defended July 2020	Ph.D.
<i>Does publicness matter? Determining the impacts of public funding and state oversight on higher education’s ability to achieve state goals, Awarded Spencer NAEd Dissertation Fellowship (2020-2021)</i>		

Jacquelynn Rich-Fredericks	Completed April 2020	Ed.D.
<i>ASSETS: A case study of in-state resident tuition for undocumented migrant students</i>		
Ally Garcia	Completed August 2019	Ed.D.
<i>A policy discourse analysis of disciplinary transcript notation in case of sexual assault on college campuses</i>		
Julie A. Wienski	Completed August 2019	Ed.D.
<i>Women coaches navigating the leadership labyrinth at a Division II regional comprehensive university: Queering discourse and narratives</i>		

ADMINISTRATIVE LEADERSHIP

Director of Partnerships, Alliance for Research on Regional Colleges (ARRC) (2020-present). ARRC’s purpose is to use evidence and research to generate greater interest in and appreciation for the contributions of regional colleges and universities to educational opportunity and regional wellbeing. ARRC seeks to be responsive to shifts in public funding, policy, and society by examining what these trends mean in real time for regional colleges and universities. To do this, ARRC generates evidence-based recommendations for policy and practice while advancing scholarly and societal understanding of regional colleges and universities. Founding Co-Directors: Cecilia M. Orphan, Ph.D., Assistant Professor, Higher Education, Morgridge College of Education, University of Denver, Alisa Hicklin Fryar, Ph.D., Associate Professor, Political Science, University of Oklahoma, Andrew Koricich, Ph.D., Associate Professor of Higher Education, Education Leadership and Policy Studies, Appalachian State University, and Kevin McClure, Ph.D., Associate Professor of Higher Education, Department of Educational Leadership, University of North Carolina Wilmington.

Co-Chair, 2018 Public Policy Forum (2017-2018). The Higher Education Department at the Morgridge College of Education at the University of Denver, in partnership with Affiliate Faculty Member, Dr. Kim Hunter Reed, Executive Director, Colorado Department of Higher Education, hosted a national Public Policy Forum entitled, “Higher Education in the Era of the States: Elevating Equity and Advancing Public Policy.” The two-day Forum convened representatives from 15 postsecondary institutions and 13 intermediary public policy organizations including the American Indian College Fund, Complete College America, The Education Trust, the State Higher Education Executive Officers Association (SHEEO), the Western Interstate Commission for Higher Education (WICHE), Young Invincibles, the Lumina Foundation, and the National Center for Higher Education Management Systems (NCHEMS). Keynote addresses were given by Drs. Stella Flores, Associate Professor of Higher Education and Director of Access and Equity, Steinhardt Institute for Higher Education Policy, New York University, and Ted Mitchell, President, American Council on Education. The Forum generated 128 unique Tweets using the hashtag [#DUPolicyForum](#). Responsibilities included:

- Wrote and oversaw scholarly Call for Proposals.
- Offered opening and closing remarks.
- Prepared Indigenous Land Acknowledgement.
- Identified, invited, and liaised with keynote speakers.
- Oversaw program committee.
- Oversaw fundraising; secured \$31,200 in sponsorships.
- Hosted Student IGNITE! Policy Competition.

- Oversaw promotion and outreach.
- Oversaw logistical planning including catering, staff supervision, budgeting, printed collateral, and room reservations.

Executive Director, American Democracy Project (ADP), American Association of State Colleges and Universities (AASCU) (2006-2011). ADP is national initiative focused on higher education's role in preparing the next generation of informed, engaged participants for U.S. democracy. The project began in 2003 as an initiative of AASCU in partnership with *The New York Times*. ADP involves 240 regional public (comprehensive) universities and 2.3 million students. Responsibilities included:

- Oversaw the creation, design and implementation of eight sub-initiatives involving 185 campuses: eCitizenship: New Tools, New Strategies, New Spaces; Deliberative Polling; Civic Agency; Political Engagement Project; America's Future: Protecting the Fiscal Health of Our Democracy; Seven Revolutions: Educating Globally Competent Citizens; Stewardship of Public Lands; and, Electoral Voices: Engaging College Students in Elections.
- Negotiate, broker, and lead strategic national partnerships with organizations such as Public Agenda, *The New York Times*, The Carnegie Foundation for the Advancement of Teaching, the Center for Democracy and Citizenship at Augsburg College, the Center for Deliberative Democracy at Stanford University, the National Conference on Citizenship, the New England Resource Center for Higher Education at the University of Massachusetts Boston, the Center for Information and Research on Civic Learning and Engagement (CIRCLE) at Tufts University, the Kettering Foundation, and the Center for Strategic and International Studies (CSIS).
- Academic programming for five National ADP Annual Conferences (2007 – 2011).
- Programming and management of eight initiative-based institutes (America's Future, 1 institute; Civic Agency, 3 institutes; Deliberative Polling, 2 institutes; eCitizenship, 2 institutes).
- Management of budget accounts for ADP and sub-initiatives. Total budget: \$300,000.
- Supervised four interns (2007 - 2010).
- Assisted with the creation of AASCU's Innovations Exchange, an online repository for campus leaders to access innovative practices and pedagogies.
- Oversaw social media outreach and engagement (Facebook, Twitter, wikis, YouTube, blog).
- Conducted evaluation and research on the effects of ADP programming on college campuses.
- Editor, *Academic Leadership and Change* digest series.
- Contributing Editor, *American Democracy Project Blog*.

FELLOWSHIPS AND APPOINTMENTS

- Public Impact Fellow, University of Denver (2021-2022)
- Equity Institute Fellow, University of Southern California (2018-2021)
- Dean's Fellow, Graduate School of Education, University of Pennsylvania (2011-2015)
- Pre-Doctoral Fellow, Alliance for Higher Education and Democracy (AHEAD), University of Pennsylvania (2014-2015)
- Co-Director and Senior Fellow, Imagining America Publicly Active Graduate Education, Syracuse University (2011-2014)
- Editorial Fellow, International Association for Research on Service Learning and Community Engagement (IARSLCE) (2012)

- Visiting Scholar, Next Generation Engagement Project, New England Resource Center for Higher Education (NERCHE), University of Massachusetts Boston (2009 - 2015)
- Bonner Leader, Bonner AmeriCorps Scholars, Portland State University (2004-2006)

PROFESSIONAL MEMBERSHIPS AND DEVELOPMENT

Professional Memberships

- Member, American Educational Research Association (AERA) (2012-present)
- Member, Association for the Study of Higher Education (ASHE) (2012-present)
- Member, Scholars Strategy Network (2018-present)

SERVICE

National Service

- Technical Review Panel, Carnegie Classifications, American Council on Education (2022-present)
- Research Consultant, Brookings Institution (2019-2021)
- Service to the Association for the Study of Higher Education (ASHE)
 - Section Co-Chair, Organization, Administration, & Leadership, ASHE Annual Conference (2019-2020)
 - At-Large Member, Council on Public Policy in Higher Education Executive Committee (2019-2021)
 - Chair, Council on Public Policy in Higher Education Executive Committee Awards Committee (2019-2020)
- Service to the American Educational Research Association (AERA)
 - Co-Chair, Policy, Finance and Economics Program Committee, Division J, AERA Annual Conference (2016-2017)
- Editorial Board Member, *eJournal for Public Affairs* (2015-present)
- Editorial Board Member, *Journal for the Study of Postsecondary and Tertiary Education* (2019-present)
- Editorial Board Member, *Perspectives on Urban Education*, University of Pennsylvania (2012-2015)
- Steering Committee Member, Partnership for College Completion Study on College Affordability in Illinois (2019-2020)
- Conference Planning Committee Member, International Association for Research on Service-Learning and Civic Engagement, (2016-2017)
- Board Member, The Democracy Imperative (2011- 2014)

University Service

- Member, Provost Search Committee (2019-2020)
- Member, Associate Dean Search Committee, Morgridge College of Education (2019-2020)
- Member, Assistant Professor Higher Education Search Committee, Morgridge College of Education (2018-2019)
- Faculty Advisor, College of Education Student Association (2016-2020)
- Member, Diversity in Faculty Hiring and Retention Taskforce (2018-2019)

- Consultant, Faculty Senate (2017-present)
- Member, Graduate Student Enrollment and Financial Support Workgroup of the Enrollment and Financial Support Strategic Cluster (2017-2018)
- Member, Strategic Initiatives and Mission-Driven Diversity Policies, Financial Aid Pilot Program Committee (2017)
- Coordinator, Ed.D. Program Assessment, Higher Education Department, Morgridge College of Education (2017)
- Member, Search Committee, Dean of Colorado Women's College (2017)
- Coordinator, Social Media, Higher Education Department, Morgridge of Education. (2017-present)

Public Service

- Partner, Education Sector Partnership in Colorado (2018-2019)
- Member, Statewide P-20 Committee, Colorado Civic Health Network, Denver, CO (2015-2018)
- Mentor, Netter Center College Access Mentoring Program, (2013-2015)
- Volunteer, Philadelphia AIDs Thrift (2012-2014)
- Special Ballot Clerk, District of Columbia Board of Elections (2008 - 2009)
- Volunteer Coordinator, Martin Luther King, Jr., Elementary (2005 - 2006)
- Mentor, Youth Innovation Fund Board funded by Kellogg Foundation (2003 - 2004)