

**Ellen W. Meader**  
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## EDUCATION

- Ph.D.** University of Michigan, Ann Arbor  
Center for the Study of Higher and Postsecondary Education  
Dissertation: *Students' Support for Institutional Diversity:  
The Impact of Diverse College Experiences*  
Dissertation Chair: Sylvia Hurtado, Ph.D.
- M.Ed.** University of Florida, Gainesville Counselor  
Education: Student Development
- B.S.** University of Florida, Gainesville  
Psychology

## ADMINISTRATIVE EXPERIENCE

### Assistant Vice Provost

**September 2014 – Present**

Vice Provost for Equity, Inclusion, and Academic Affairs

University of Michigan

- Director of evaluation and assessment office for Office of Diversity, Equity and Inclusion (ODEI), including supervision of staff; serve on staff advisory group for creation of campus-wide climate surveys; create data-related reports – annual and ad hoc requests
- Manage campus-wide faculty professional development initiatives (e.g., inclusive teaching, National Center for Faculty Development and Diversity)
- Carry out duties associated with campus-wide and unit strategic planning around diversity, equity, and inclusion initiatives (i.e., serve as point of contact for units across campus, review annual reports and implementation plans and provide feedback to units, review budget materials, serve on core implementation team for ODEI)
- Administratively coordinate Provost Office faculty hiring processes for VPEI/CDO
- Coordinate faculty committees and events for VPEI/CDO
- Mentor students and student groups

### Research and Evaluation Manager

**March 2012 – September 2014**

U-M ADVANCE Program

University of Michigan

- Conduct a wide range of quantitative and qualitative research studies focusing on the recruitment, retention, promotion, and leadership of faculty that support efforts to bring about positive institutional changes to the U-M work environment, including efforts addressing issues of equity and inclusion of diverse groups
- Provide high-level and complex research and evaluation management of institutional data and program evaluation for academic units and campus-wide initiatives
- Manage and conduct unit climate assessments and other campus studies: train interviewers, collect survey and qualitative data (including planning, constructing, and disseminating surveys and scheduling and conducting interviews and focus groups), clean data, conduct quantitative and qualitative analyses, and prepare reports
- Collect, integrate and analyze data for producing reports for U-M leadership
- Plan, coordinate, and carry out evaluation of internal program initiatives
- Supervise graduate student research assistants

### Program Manager

**February 2007 – June 2012**

Horace H. Rackham School of Graduate Studies  
Office of Graduate Student Success

University of Michigan

- Served as program manager and grant administrator for \$1.25 million NSF grant, I3 Building Bridges, Creating Community and Wise Mentoring: Building Institutional Capacity to Enhance Diversity in STEM Disciplines

- Assisted in the establishment of and implementation of on-going programs for the Faculty Allies for Diversity in Education initiative, focusing on Rackham's diversity initiatives on recruitment, admissions, retention, and completion issues
- Served as administrative coordinator and data/evaluation resource for MORE (Mentoring Others Results in Excellence) – a campus-wide faculty committee that was charged to develop mentoring initiatives for U-M faculty, staff and students to increase awareness and education about effective mentoring practices for diverse student populations
- Managed all aspects of the Rackham Summer Institute for incoming Ph.D. students who were awarded a Rackham Merit Fellowship, including developing weekly seminars, registration processes and orientation materials; coordinating course offerings, research experiences and faculty mentors; hiring and supervising graduate student mentors; evaluating the institute and its long-term effectiveness; and managing its \$1M budget; implemented changes that saved over \$250K
- Created and implemented on-going programs to support the academic success of Rackham Merit Fellowship (RMF) recipients (students who come from diverse educational, cultural, geographic, and familial backgrounds); served on team for crisis intervention with RMF students; met one-on-one with RMF students who were having difficulty and work with faculty to resolve issues
- Recruited undergraduates from institutions across the U.S. and Puerto Rico for U-M graduate programs
- Assisted in grant writing, program review activities, and report writing for the Rackham Dean's Office
- Conducted research, assessment, and data analyses for various projects and programs for the Rackham Graduate School and created reports for administrators
- Designed and conducted assessment activities for Rackham programs, including the Summer Institute and Summer Research Opportunity Program, which looked at the effectiveness of programs based on stated goals and student outcomes
- Conceptualized and implemented research studies on topics of interest to Rackham Deans, including the study of GRE scores, modes of funding, and advisor assignment on graduate student outcomes
- Assisted in revisions of the office web site, on-line application for prospective students, and recruiting materials
- Supervised administrative support staff and graduate student research assistants
- Served on Rackham committee for institutional research activities and provided data-related support

**Senior Research and Planning Analyst**

**January 2004 – February 2007**

Office of the Dean, College of Literature, Science, and the Arts

University of Michigan

- Designed and conducted research projects and presented findings to Dean and Associate Deans to assist in policy and decision making and program development
- Participated on team to develop Key Performance Indicators for use by Dean, Associate Deans, Chairs and Directors, and LSA administrators
- Served as liaison to and assisted with data-related issues for U-M ADVANCE
- Prepared reports on statistical analyses and comparison with national and peer institutions
- Served on managers' group for LSA fiscal and human resources area
- Served on campus-wide committees related to institutional research/business intelligence and data issues

**Assistant Director for Programs**

Fielding D. Russell Union

**August 1994 – August 1995**

Georgia Southern University

- Oversaw all student activities associated with the Russell Union and designated campus-wide activities, including the student program board, student organizations, Homecoming, Miss GSU Scholarship Pageant, Freshman Council, and leadership training
- Supervised all professional, support, and student staff in the activities/technical area
- Coordinated efforts with other campus constituencies to plan and develop a broad program of educational, cultural, and social activities for a diverse student population
- Managed the billiards and game room operation, movie theater concession stand and ticket sales, and technical support area
- Developed and monitored the operating budgets for each area of responsibility, totaling \$250,000
- Executed all contract negotiations and served as a resource for legal and technical issues
- Taught student leadership course for credit

**Leadership/Volunteer Coordinator**

Elliott University Center

**August 1991 – August 1994**

University of North Carolina at Greensboro

- Established women's leadership program and administratively advised Women's Leadership Coalition
- Created and implemented community service program, Students Taking Active Responsibility (STAR)
- Produced marketing publications for leadership and volunteer opportunities
- Coordinated and presented leadership workshops conducted through seminar programs, emerging leaders, student organizations, and special target populations
- Developed and advised Asian American Student Association (AASA)
- Supervised graduate practicum and internship students
- Served on management team for student activities office responsible for advising student government, media organizations, Greek organizations, programming board, and leadership programs

**Student Activities Advisor**

Elliott University Center

**June 1989 – August 1991**

University of North Carolina at Greensboro

- Administratively advised the Campus Activities Board (CAB) with a budget of \$125,000 and 11 committees: Concerts, Films & Video, Fine Arts, Homecoming, Leisure & Recreation, Publicity & Promotions, Recruitment & Retention, Special Events, Spring Fling, Technical Services, and Variety & Entertainment
- Advised students in the negotiation of contracts for all programs; reviewed and executed all contracts
- Administratively advised the International Students Association (ISA) with a budget of \$15,000

**Residence Hall Manager**

U.S. Congressional Page Program

**November 1996 – June 1997**

Washington, DC

- Oversaw day-to-day operations of the U.S. House of Representatives Page Residence Hall
- Maintained records for maintenance and daily operations
- Participated in programs designed to enhance the personal development of the Pages
- Cared for ill Pages and maintained communication with their parents

## **TEACHING EXPERIENCE**

### **Graduate Student Instructor**

**September 1999 – June 2000**

The Program on Intergroup Relations

University of Michigan

- Co-taught training and practicum courses for undergraduate facilitators of intergroup dialogue courses (Blacks and Latinos; Black Women and Black Men; Lesbians, Gay Men, Bisexuals, and Heterosexuals; People of Color and White People; Women and Men; and Women of Color and White Women)
- Developed course content, materials, and experiential exercises in the areas of learning communities, team building, social identity, power, oppression, social justice, allies and coalition building, intergroup communication, conflict resolution, facilitation, and risk taking
- Provided supervision of facilitators and on-going training and teaching of intergroup skills, awareness, and knowledge

### **Graduate Student Instructor**

**January 1999 – May 1999**

The Program on Intergroup Relations

University of Michigan

- Co-taught intergroup dialogue course for undergraduate students
- Developed course materials and classroom activities for dialogue between the social identity groups Lesbians, Gay Men, Bisexuals, and Heterosexuals
- Participated in practicum course for student instructors for intergroup dialogues
- Assisted with training and consultation of student facilitators for intergroup dialogues in the School of Social Work

### **Graduate Student Grader**

**Four terms from Fall 2001 to Fall 2003**

The Program on Intergroup Relations

University of Michigan

- Graded approximately 100-120 final papers each term for undergraduate students enrolled in IGR Dialogue courses for the following terms: Fall 2001, Winter 2002, Winter 2003, and Fall 2003
- Served as “objective” grader with paper guidelines/requirements provided by IGR for assigning points
- Grading the final papers provided insights into the students’ development and learning via the Intergroup Dialogue process

### **English Teacher**

**September 1995 – June 1996**

English Language Services International

Taipei, Taiwan, R.O.C.

- Taught English to adult students, using small group exercises, discussion, lecture, and one-on-one tutoring sessions
- Taught business English to small corporate office, including letter, fax and proposal correspondence
- Counseled and evaluated students on their progress and developed plans for improving their English skills and proficiency

### **Assistant Director for Programs**

**August 1994 – August 1995**

Fielding D. Russell Union

Georgia Southern University

- Taught undergraduate student leadership course for credit, covering topics of effective leadership, servant leadership, setting goals and objectives, power dynamics, leading a diverse student group, and leading by example

## DOCTORAL RESEARCH EXPERIENCE

### Graduate Student Research Assistant

Preparing College Students for a Diverse Democracy  
Principal Investigator: Dr. Sylvia Hurtado

August 1999 – April 2003

University of Michigan

- Served as a project manager for a \$1.3 million research grant – funded by the Department of Education, Spencer Foundation, and Hewlett Foundation – designed to investigate the links between diversity and learning
- Project responsibilities involved collaborative research with ten public universities and supervision of graduate student research assistants
- Quantitative research duties included: survey construction and design, administration of mail-surveys to 15,000+ students, database management, data analyses, report writing, and presentation of findings at national conferences
- Qualitative research duties included: campus site visits, document collection, creation of interview protocols, one-on-one interviews with faculty and administrators, focus group interviews with students and staff, and coding of interview transcripts

### Graduate Student Research Assistant

National Center for Postsecondary Improvement  
Principal Researcher: Dr. Eric L. Dey

September 1997 – August 1999

University of Michigan

- Served on a team of GSRA's working on projects designed to investigate assessment and innovation in college teaching, trends in faculty teaching and research activities over time, student satisfaction with the college and university experience, and outcomes of participation in postsecondary institutions
- Project responsibilities included review of national longitudinal databases on faculty and undergraduates, statistical analyses, development of interview protocols, survey design and construction, report writing, and presentation of findings at national meetings

## RESEARCH SKILLS

**Quantitative:** Multiple/Logistic Regression, Structural Equation Modeling (SEM), Hierarchical Linear Modeling (HLM), Analyzing Complex Survey Data, Survey and Questionnaire Design

**Qualitative:** Focus Groups, Interview, Grounded Theory

**Statistical Software:** SPSS, EQS, HLM

**Other Computer Software:** Microsoft Excel, Word, PowerPoint, Outlook, Business Objects, Qualtrics, EndNote

## RESEARCH PAPERS AND PRESENTATIONS

### Refereed Conference Papers

Engberg, M. E., Meader, E. W., & Hurtado, S. (2003, April). *Developing a Pluralistic Orientation: A Comparison of Ethnic Minority and White College Students*. Paper presented at the Annual Meeting of the American Educational Research Association, Chicago, IL.

Hurtado, S., Meader, E. W., Ziskin, M. B., Kamimura, M., & Greene, S. (2002, June). *Intergroup Relations: Views from Different Racial/Ethnic Groups*. Paper presented at the Annual Forum of the Association for Institutional Research, Toronto, Ontario, Canada.

Dey, E. L., Bernard, J., Rhee, B. S., Meader, E. W., & Wimsatt, L. A. (1999, November). *Feeling Rewarded: Faculty Perceptions of Institutional Rewards for Good Teaching*. Paper presented at the Annual Meeting of the Association for the Study of Higher Education, San Antonio, TX.

Meader, E. W. (1998, November). *College Student Attitudes Toward Diversity and Race-Based Policies*. Paper presented at the Annual Meeting of the Association for the Study of Higher Education, Miami, FL.

Dey, E. L., Meader, E. W., Wimsatt, L. A., & Rhee, B. S. (1998, November). *Student Satisfaction: The Influence of Personal Characteristics and College Environment*. Paper presented at the Annual Meeting of the Association for the Study of Higher Education, Miami, FL.

Dey, E. L., Wimsatt, L. A., Rhee, B. S. & Meader, E. W. (1998, November). *Long Term Effects of College Quality on the Socioeconomic Status of Students*. Paper presented at the Annual Meeting of the Association for the Study of Higher Education, Miami, FL.

### **Other**

Stewart, A. J., Malley, J. E., Meader, E. W., & Nguyen, T. U. (2014, March). *Assessing the Academic Work Environment for Science and Engineering Tenured/Tenure Track Faculty at the University of Michigan*. Research Poster presented at the National Science Foundation ADVANCE Program Workshop, Alexandria, VA.

Engberg, M. E. & Meader, E. W. (2002, November). *Assessing Intergroup Relations in Today's Diverse Democracy*. Presentation at the Intergroup Relations Conference, University of Michigan, Ann Arbor, MI.

Ziskin, M. B., Meader, E. W., Engberg, M. E., & Wathington, H. D. (2001, October). *Interaction and Meaning: Students' Stories about Learning in Diverse Environments*, Presentation at the Educating All of One Nation: Affirming Diversity in the 21<sup>st</sup> Century Conference of the American Council on Education, Cincinnati, OH.

Hurtado, S., Navia, C. N., Rhee, B. S., Meader, E. W., Nelson Laird, T. F., & Wathington Cade, H. (2000, March). *Preparing Students for a Diverse Democracy: A Collaborative Project*. Presentation at the American Association of Higher Education National Conference on Higher Education, Anaheim, CA.

Hurtado, S., Maestas, R. T., Hill, H. L., Inkelas, K. K., Wathington, H. D., & Meader, E. W. (1998, November). *Perspectives on the Climate for Diversity: Findings and Suggested Recommendations*. Unpublished report, University of Michigan, Ann Arbor, Center for the Study of Higher and Postsecondary Education.

### **OTHER SELECTED PROFESSIONAL PRESENTATIONS**

*Co-Presenter*, How Faculty Can Lead – On Equity, Excellence, and Inclusive Teaching in the Classroom, Association of American Colleges and Universities, January 2016, Washington, DC  
*Panelist*, Asian Pacific American Women in Higher Education, ACU-I Annual Conference, April 1994, Honolulu, HI

*Presenter*, Motivation and Diversity in Leadership, Atlantic Coast Asian American Student Union, March 1993, Chapel Hill, NC

*Presenter*, A New Leadership Paradigm Considering Gender Influences, NAWA National Conference, March 1993, Orlando, FL

*Panelist*, Personal Perspectives of Asian American Women in Academe, NAWA National Conference, March 1993, Orlando, FL

*Presenter*, Challenges Facing Asian American Women, Asian American Student Conference, January 1993, Greensboro, NC

*Panelist*, Strategies for Working with Asian Pacific American Students, ACPA National Convention, March 1992, Boston, MA

*Panelist*, Strategies to Increase and Maintain Black Males in Higher Education, NACA National Convention, February 1991, Nashville, TN

## **HONORS AND AWARDS**

- Distinguished Diversity Leadership Award, 2013
- Rackham One-Term Dissertation Fellowship, 2004
- Helen Huff Shell Scholarship, Center for the Education of Women, University of Michigan, 2002
- Rackham Merit Fellowship, University of Michigan, 1997-2002
- Claudia Steele Baker Graduate Fellowship, Alpha Chi Omega Foundation
- Phi Kappa Phi
- Chi Sigma Iota
- Phi Beta Kappa
- University of Florida, Hall of Fame