

Dr. Stephanie R. Bulger

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Dr. Stephanie R. Bulger is a transformational community college leader with a background in advancing innovations that increase access to college and improve outcomes for community college students. She is Vice Chancellor, Instructional Services at the San Diego Community College District (SDCCD), one of the largest community colleges in California, serving 100,000 students at three colleges and a College of Continuing Education.

Dr. Bulger has more than 19 years of experience in higher education, having held campus and district leadership positions including campus associate dean, dean of distance learning, campus chief academic officer, and vice chancellor. She has been a leader in multiple community colleges with large diverse student populations. The breadth of her experience includes facilities planning, legislative advocacy for community college students, online learning, strategic planning, innovation, accreditation, institutional effectiveness, budgeting, and fundraising. She has taught English and community college leadership courses at colleges and universities.

As a leader, Dr. Bulger has been involved in initiatives such as regional community college collaborations, public-public and public-private partnerships, entrepreneurial initiatives, and philanthropic enterprises that were designed to address many of the challenges facing today's community colleges. Her efforts have improved student transfer to universities, lowered textbook costs through open educational resources, expanded opportunities for dual enrollment, improved enrollment management, and connected more students to today's jobs. She is committed to strengthening equity, diversity, and inclusion in community colleges.

Dr. Bulger is knowledgeable about the ways in which innovation and technology can support community colleges. She has represented her college with the League for Innovation in the Community College and served on three panels of global leaders that identified the technology trends impacting higher education for the EDUCAUSE Horizon Report Teaching and Learning Edition. Her articles and writings on the at-risk student, educational technology, innovation, and distance learning have been published in books, industry newsletters, and monographs. She has worked for an educational technology start-up company.

Her passions for community vitality, the humanities, and the arts are reflected in her community service. Currently, she is a member of the Board of Directors of the San Diego Military Advisory Council and The Old Globe Theatre. Also, she serves on the Advisory Council of the Barrio Logan College Institute. She has served on the United Way of San Diego County and the San Diego Art Institute boards.

She has been recognized for her leadership by the San Diego State University Community College Alumni Association and by former Assemblymember Shirley N. Weber (Salute to Women Leaders). Dr. Bulger received the 2008 Distinguished Woman in Higher Education Leadership Award from the Michigan chapter of the American Council on Education Women's Network.

She received a B.A. in English from Brigham Young University, a M.A. in 19th and 20th Century British and American Literature from the University of Utah, and a Ph.D. in Higher Education from the University of Michigan. In her spare time, she enjoys hiking, the arts, travel, genealogy, and reading presidential biographies.

DR. STEPHANIE R. BULGER

Professional Experience

*July 2015 to
present*

Vice Chancellor, Instructional Services
San Diego Community College District, San Diego, California

The District's Chief Instructional Officer role has involved holding an executive-level position at the Chancellor's Cabinet level with districtwide responsibilities including budget, enrollment management, compliance with laws and regulations, policies and procedures, resource development, planning, and partnership development in the areas of curriculum, career education, transfer and articulation, international education, online education, strategic planning, accreditation, honors program, workforce development, grants, and child development centers. Directing four deans with general oversight of approximately 30 classified professionals and management employees, and providing strategic leadership in a complex, multi-institutional environment that values participatory governance. Directing all operations, including balancing a multi-million-dollar budget. Cultivating partnerships to improve the transferability of students, courses, and degree programs to universities and from noncredit to credit; improving employment of students in high demand industries; and strengthening relationships with local business and industry, universities and K-12, community organizations, and workforce development agencies.

The San Diego Community College District (SDCCD) is one of the largest of California's 73 community college districts, serving approximately 100,000 students through three accredited two-year colleges and a College of Continuing Education. The three colleges, City College, Mesa College, and Miramar College offer associate degrees and certificates that prepare students for transfer to universities and the workforce. In addition, Mesa College offers a bachelor's degree. The District's annual budget of approximately \$755 million supports extensive curricula consisting of state-of-the-art career, technical, and transfer programs, noncredit education, and adult basic education programs. SDCCD has approximately 6,800 faculty, staff, and administrators.

Key Accomplishments:

- Generated **new revenue** from state, foundation, and federal grants, corporate donations, and private individuals to increase student access, success, university transfer, and employment.
- Transformed a division's **culture** from being fragmented and siloed to aligned, team-oriented, and data driven.
- Oversaw innovative **models for workforce development** with corporate and nonprofit partners and faculty, resulting in systems that increased student employment opportunities.
- Championed **academic pathways** for student access and completion, resulting in increasing opportunities for high school credit by examination and noncredit to credit programs.
- Oversaw the **open educational resources** initiative, resulting in annual cost savings to students.

Served in multiple positions with progressively more responsibility over a thirteen-year period. Member of the Chancellor's Cabinet for the majority of tenure. As the District's Chief Academic Officer, directed a provost, two associate vice chancellors, and three deans. Oversight of 22 administrators and staff. Collaborated with five campus presidents and 700 faculty. Directed all operations, including 60% of the District's budget, schedules, curriculum, compliance with state and federal regulations, academic calendar, and grants, 107 instructional programs, distance learning, learning resource centers, assessment, faculty professional development, and accreditation. Experienced as a District-level leader and manager for planning, operating, and budgeting decisions related to the District-wide use of instructional technology, academic affairs, and learning resource center services. Experienced at the campus level as Chief Academic Officer, also serving in the President's absence, and Campus Associate Dean.

The Wayne County Community College District (WCCCD) is a multi-campus community college in the metropolitan area of Detroit, Michigan. During my tenure, enrollment increased from approximately 57,000 to more than 70,000 students. The District's annual budget of more than \$110 million supports extensive curricula consisting of state-of-the-art career and transfer programs, continuing education, and adult education programs. WCCCD has approximately 700 faculty and 535 administrators and staff.

Vice Chancellor of Educational Affairs and Distance Learning (2009-2015)

Key Accomplishments:

- Achieved a **10-year reaffirmation of accreditation** from the Higher Learning Commission and commendations for its institutional assessment processes, faculty, facilities, and programs.
- Facilitated **communication processes** between academic affairs and student services through a District-wide Instructional Council.
- Improved **enrollment management** and course sequencing through the development of a Master Schedule.
- Led the District to being recognized as one of the **top 10 community colleges** awarding associate degrees to African-American students.
- Developed a routine process for **program review** and budget allocation process.
- Led the \$21.2 million, five-year REBUILD Detroit program, funded by the National Institutes of Health, to **increase under-represented professionals** in biomedical research.

Vice Chancellor of Curriculum and Learning Technologies (2006-2009)

Key Accomplishments:

- Led a comprehensive **marketing** campaign for a Center for Distance Learning.
- Developed a new **revenue** stream by partnering with Gatlin Educational Services and Project SAIL to offer the first online continuing education programs at the District.
- Created and implemented the **Great Leadership** newsletter, mailed to 1,110 community colleges nationwide, and conference to foster professional development.
- Developed and implemented the 2009-2014 **Strategic Plan** in collaboration with colleagues.

Associate Vice Chancellor of Curriculum and Learning Technologies (2004-2006)

Key Accomplishments:

- Increased **enrollment** in distance learning by 260% in five years to expand support for the needs of working students.
- Launched a Virtual Middle College for **dual enrollment**.
- Developed four online certificate programs and a global **distance education** program with a college in Eritrea, Africa.
- Expanded **faculty professional development** opportunities.
- Secured an \$80,000 Michigan **Regional Skills Alliance** for Community Health Workers grant.

Chief Academic Officer, Western Campus, and Executive Dean, Distance Learning (2003-2004)

Key Accomplishments:

- Planned and designed a **\$13 million facilities expansion** of the Western Campus, including identifying new programs, areas for customer-friendly student services, bookstore, conference facilities, and student commons to facilitate student engagement.
- Expanded **distance learning capacity** to serve more than 1,000 additional students.
- Secured a \$125,000 **Partnership for Adult Learning** Grant.

District Dean of Distance Learning (2002-2003)

Key Accomplishments:

- Developed a **shared vision** grounded in student support and faculty professional development for online and hybrid distance learning with faculty, staff, and administrators.
- Led process development to assure that distance learning instruction was on par in **academic quality and integrity** with the District's campus-based offerings.
- Expanded **learning options** by overseeing the building of videoconferencing classrooms on five campuses, including budget, design, and procurement.

Campus Associate Dean of Instruction, Downriver Campus (July 2002-October 2002)

Key Accomplishments:

- Developed a **faculty office area** for full-time and part-time faculty teaching general education, automotive, welding, electronics, criminal justice, and emergency medical technology.
- Created online and face-to-face **student orientation** sessions.
- Collaborated with continuing education and public relations departments to develop **new programs** to benefit the community.
- Developed a **new faculty orientation**.

2000 to 2002 **Regional Director**
Harcourt e-Learning, Monterey, California

Served as Regional Director for a start-up company that created and marketed Harcourt e-Learning’s solutions to colleges, universities, and corporations throughout the U.S. to raise awareness of the value of these solutions to emerging online education programs. Met or exceeded sales objectives of the assigned territory by promoting and selling the Harcourt e-Learning solutions through professional sales techniques and long-term customer relationships. Conducted contract negotiations and managed a \$1 million sales pipeline.

After its establishment in 1999, Harcourt e-Learning developed more than 100 courses in Business, Health Sciences, Arts and Sciences, and Information Technology for use with Blackboard and WebCT Learning Management Systems (renamed Blackboard Vista). Student services consisted of online registration, online library services, online financial aid, online tutoring, and academic advising.

Key Accomplishments:

- Developed a **start-up educational technology company** for the higher education marketplace with a national team.
- **Established relationships** with more than 300 accounts within a one-year period.
- **Promoted company** by creating and editing four issues of the e-Learning Solutions newsletter, which was distributed to more than 5,000 clients and prospective clients of Harcourt e-Learning throughout the U.S.

Education

Ph.D.	University of Michigan, Ann Arbor, Michigan	Higher Education
M.A.	University of Utah, Salt Lake City, Utah	19 th and 20 th Century British and American Literature
B.A.	Brigham Young University, Provo, Utah	English

Selected Adjunct Faculty/Teaching Experience

2013-2015	Eastern Michigan University, Ypsilanti, Michigan	Organizational Control and Administration of Community Colleges
1995-1996	University of Michigan, Ann Arbor, Michigan	English I

Community and Professional Service

Community:

- San Diego Military Advisory Council Board of Directors (2020 - Present)
- Barrio Logan College Institute Advisory Council (2020 – Present)
- United Way of San Diego County Board of Directors (2018 - 2020)
- The Old Globe Community Advisory Committee (2020 – Present)
- The Old Globe Board of Directors (2016 - Present)
- San Diego Art Institute Board of Directors (2015 - 2019)
- Detroit Regional Chamber Member (2010 - 2015)
- Detroit International Jazz Festival Supporter (2007 - 2015)
- Planning Committee Member, United Negro College Fund Annual Fundraiser (2006)
- Friends of the Detroit Public Library Member (2002 - 2015)
- Delta Sigma Theta Sorority, Inc. (1995 - Present)

State and National:

- HERDI Innovate Advisory Board (2021)
- EDUCAUSE 2021 Horizon Report Expert Panel (2020)
- EDUCAUSE 2020 Horizon Report Expert Panel (2019)
- EDUCAUSE 2019 Horizon Report Expert Panel (2018)
- EDUCAUSE Learning Initiative Conference Program Committee (2018)
- Representative, League for Innovation in the Community College (2016 - 2021)
- Accrediting Commission for Community and Junior Colleges Peer Reviewer (2016 - Present)
- Higher Learning Commission Peer Reviewer (2005 - Present)
- MI-ACE Network for Women Leaders in Higher Education State Coordinator-Elect (2013 -2015)
- MI-ACE Network for Women Leaders in Higher Education Executive Board Member (2011 -2015) and Treasurer (2011 - 2014)
- Presidents' Roundtable Member (2010 - 2014)
- National Technology Network Advisory Board Member (2007 - 2013)
- Michigan Regional Skills Alliance Leadership Committee Member, (2005 – 2007)
- Michigan Community College Virtual Learning Collaborative Advisory Committee Representative (2002 - 2015)

Awards and Recognitions

- Salute to Women Leaders Nomination in the 79th California Assembly District of Assemblymember Shirley N. Weber, Ph.D., 2019
- Leadership Recognition, San Diego State University Community College Alumni Association, 2018
- Distinguished Woman in Higher Education Leadership Award, MI-ACE Network, 2008
- Howard McClusky Memorial Award, University of Michigan, 1999

Grants and Fundraising Accomplishments

- Andrew W. Mellon Foundation (\$1.2 million), 2019
- Andrew W. Mellon Foundation (\$1.1 million), 2016
- REBUILD Detroit Consortium, National Institutes of Health (\$21.2 million), 2014
- Trade Adjustment Assistance Community College Career Training (\$2.5 million), 2014
- Detroit Rescue Mission Ministries (\$118,000), 2009 - 2011
- Achieving the Dream (\$400,000), 2007 - 2011
- Michigan Regional Skills Alliance for Community Health Workers (\$80,000), 2005
- Partnership for Adult Learning (\$125,000), 2003

Selected Professional Activities

Leadership Development:

- Innovation Engineering Blue Belt Certificate, 2021
- Wheelhouse Institute on Leadership, University of California Davis, 2019
- LEAD San Diego, San Diego Regional Chamber of Commerce, 2018
- Executive Leadership Institute, League for Innovation in the Community College, 2016
- Regional Institute, American Council on Education, 2011
- Future Leaders Institute - Advanced, American Association for Community Colleges, 2008
- Michigan Leadership Academy, 2004
- Michigan Virtual University Master Online Instructor Training, 2004

California Community Colleges:

- Member, Regional Oversight Committee, San Diego-Imperial County Community College Association, 2018 - 2021
- District Accreditation Liaison, San Diego Community College District, 2017 - 2020
- Board Member, San Diego Community College District Auxiliary Organization, 2015 – 2020

Selected Presentations and Panel Discussions

“Using Innovation Engineering to Develop Industry-Aligned Curriculum.” Co-presented at the Innovations Conference, League for Innovation in the Community College in Seattle, WA, 2020.

“Workforce development and educational institutions.” Speaker at the Fulbright Visiting Scholar Enrichment Seminar in San Diego, CA, 2018.

“Re-envisioning the humanities in community colleges.” Panel member at the National Humanities Conference in New Orleans, LA, November 2018.

“Community college partnerships in the humanities.” Moderated a panel at the Annual Legislative Conference, Association of Community College Trustees in New York, NY, October 2018.

“Crossing the chasm: A participative approach to scaling OER adoption.” Co-presented at the EDUCAUSE Learning Initiative in New Orleans, LA, January 2018.

“The California community college baccalaureate: Overcoming hurdles.” Co-presented at the Community College Baccalaureate Association Conference in Chicago, IL, 2016.

“The community college baccalaureate: Progress and challenges.” Co-presented at the 2016 Legislative Conference, Community College League of California in Sacramento, CA, 2016.

Selected Publications

Brown, M., McCormack, M., Reeves, J., Brook, D.C., Grajek, S., Alexander, B., Bali, M., Bulger, S., Dark, S., Engelbert, N., Gannon, K., Gauthier, A., Gibson, D., Gibson, R., Lundin, B., Veletsianos, G., & Weber, N. (2020). *2020 Educause Horizon Report Teaching and Learning Edition*. Louisville, CO: EDUCAUSE. Retrieved March 15, 2020 from <https://www.learntechlib.org/p/215670/>.

Bulger, S. (2019, June). How Leaders Can Leverage Technology for Student Success in the Modern Community College. *Perspectives*. Retrieved March 15, 2020 from <https://www.ferris.edu/alliance>.

Bulger, S., Correa, A., Perman, A., and Rivaldi, M. (2019). Crossing the Chasm: A Case of Scaling Adoption of Open Educational Resources to the Early Majority. In Y. Qian and G. Huang (Eds.), *Technology Leadership for Innovation in Higher Education* (pp. 233-267). Hershey, PA: IGI Global.

Bulger, S. (2014). Afterword. In L. Kelsay and E. Zamani-Gallaher (Ed.), *Holistic Approach to Assisting Students in Community Colleges: Contemporary Strategies for Bridging Theory, Research, and Practice* (p.171). Sterling, VA: Stylus Publishing.

Bulger, S. (2010). Using technology to reach and serve the new student diversity. In G. Myran (Ed.), *Reinventing the open door: Transformational strategies for community colleges* (pp. 86-108). Washington, SD.C.: Community College Press.

Bulger, S. (2008). *Who owns what? Current policy and practice regarding online course ownership in community colleges*. Washington, D.C.: Instructional Technology Council.

Bulger, S., & Watson, D. (2006, Fall). Broadening the Definition of the At-Risk Student. *Community College Enterprise*, 12, (2), 23-32.

Bulger, S. (2005, October-November). The Win Win of Exporting Distance Education. *Community College Journal*, 76 (2), 18-20.