

HEATHER D. MALDONADO, PH.D.
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SHARED GOVERNANCE EXPERIENCE

Buffalo State College SUNY UFS Senator 2019-2022

Buffalo State College Senate

- **Vice-Chair** 2020-2021
- **Professional Staff Senator** 2012–2018
- **At-Large Senator** 2005-2011
- **Standards for Students Committee** (chair, 2009–2011, 2012–2018; member 2011-2012, 2018-present)
- **Instruction and Research Committee** (chair, 2006–2008; member, 2005-2006)
- **Agenda Committee** (member, 2006-2008, 2009-2018, 2019-present)

University Faculty Senate

- **Student Welfare Committee Member** 2020-present
- **Pandemic Committee Member** 2020-present
- **Operations Committee Chair** 2016-2019
 - **2018-19 selected committee accomplishments**
 - Conducted Composition of Administration review to explore changes over time at SUNY campuses and issue; Phase One (SUNY Titles) report provided
 - Conducted a SUNY enrollment analysis related to selectivity and enrollment trends from 2000 to present (Old Business from 2017-18 from Operations Committee); SUNY Enrollment Trends (1995-2016) report provided
 - Investigated budgeting best practices for CGLs to share with their campus governance bodies (Old Business from 2017-18 from Operations Committee); reintroduced the [Operations Committee Budgeting Guide](#) (2012)
 - Investigated state funding and budget allocation processes across SUNY; report received from SUNY's Finance Office and reviewed by committee
 - Supported Inter-Professional Education Conversations in the Discipline event (Operations Committee represented by Dr. Lori Hoepner); online event with regional watch locations
 - Considered Operations-related implications of SUNY's (RFI) related to online education; shared questions/concerns with SUNY Provost during SUNY Online White Paper response period
 - [Resolution to Create Common SUNY Onboarding Information Points and Processes for New Employees](#)
 - [Resolution to Improve SUNY Reimbursement Processes](#)
 - Facilitated conversation at UFS Spring 2019 Plenary and between campuses and SUNY about SUNY/Elsevier needs and negotiations; led to co-sponsored Operations Committee [Resolution to Support SUNY Negotiations for a Fair and Reasonable Contract with Elsevier](#) and subsequent positive contract negotiation outcomes.
 - **2017-18 selected committee accomplishments**
 - [Resolution with Recommendation on Broad-Based Fees](#)
 - [Resolution with Recommendations for Academic Advisers Related to Financial Aid](#)
 - [Resolution with Recommendations for Academic Advisers Related to International Students](#)
 - Participated in UFS sub-committee on Inter-Professional Education (IPE) lead to proposal for Conversation in the Discipline event (CID) and to develop best practice/policy document
 - **2016-17 selected committee accomplishments**
 - Considered Operations-related implications of SUNY's Patent and Inventions Policy; shared questions/concerns with SUNY during response period
 - Assessment of the health of SUNY libraries; report received from SUNY's Office of Library and Information Services and reviewed by committee
 - Presented committee [Report on Gender and Ethnic Composition of SUNY Faculty 1995-2015](#) authored by Dr. Thomas Sinclair and Aylone Katzin
- **Executive Committee Member** (non-voting) 2016-2019
- **Operations Committee Member** 2010-2013, 2014-2016, 2019-2020
- **Ethics Committee Member** 2013-2014

SUNY-Wide Initiatives

- **SUNY Student Success Summit** 10/2019 "Creating a Culture of Leadership: Managing Large-Scale Retention Programs with Undergraduate Peer Leaders" (peer-reviewed), co-presenter with Dr. A. Martin
- **UFS Conference - Fostering Collaboration between Academic and Student Affairs Professionals** 6/2019: "Mattering" as the Secret to Success: A Theory-to-Practice Approach" (invited plenary)
- **SUNY Student Success Summit** 10/2018: "Changing Culture & Clearing Paths: Creating and Implementing Retention Initiatives for Academic Success" (peer-reviewed), co-presenter with Dr. A. Martin and Dr. M. Severson
- **SUNY Diversity Conference** 2015 inaugural planning committee

EDUCATIONAL CREDENTIALS

Doctor of Philosophy 2010 *State University of New York at Buffalo*,
Academic Program: Social and Philosophical Foundations of Education
Concentration: Comparative and Global Studies in Education

Master of Arts 1997 *The Ohio State University*
Academic Program: Higher Education and Student Affairs
Emphasis: Organization and Human Development

Bachelor of Arts 1995 *State University of New York at Geneseo*
Major: Political Science with minors in Philosophy, Public Relations, and Women's Studies

ADMINISTRATIVE LEADERSHIP EXPERIENCE

State University of New York College at Buffalo: Buffalo, NY

Assistant Provost for Academic Success 6/17 -Present

Achievements include: leading development of campus-wide First-Year Experience and Sophomore Year Experience; guiding development of data-informed first-year registration to improve students and student-athletes' academic success during their transition to college (based on March 2020 [UFS report](#) by Dr. Ronald Sarner) and multiple measures assessment math and English placement policy revision; increased Learning Community offerings by 25%; strengthened student support programs' service provision and coordination through strategic planning and assessment measures; created summer bridge (up to 5% retention increase), peer mentoring (up to 5% retention increase), and supplemental instruction programs (up to 100% passing rate in previously high failed courses), oversight of tutoring services and student accessibility services (up to 94% of students using services maintained good academic standing); centralized probation/dismissal process to create equity in academic standing review and introduced Quality Point Deficit into the process to improve students' ability to return to good academic standing; converted all academic success offerings to remote service provision during COVID-19 pandemic; Principal Investigator and Sub-PI on two grants for ~\$1M.

Assistant Dean of University College & Director of Academic Standards 6/10-6/17

Assistant to the Dean for Academic Standards and Intervention 9/04-6/10

Assistant Director of Residence Life 6/01-8/04

Rutgers College – The State University of New Jersey: New Brunswick, NJ

Area Coordinator for Special Interest Housing 8/99-6/01

Clarion University of Pennsylvania: Clarion, PA

Hall Director & Assistant Director of Orientation 7/97-8/99

TEACHING EXPERIENCE

State University of New York College at Buffalo

2017 to 2020: Visiting Associate Professor of Higher Education Administration

2008 to Present: Adjunct Faculty in Women & Gender Studies and Educational Foundations

Clarion University of Pennsylvania 1997-1999: Adjunct Faculty

The Ohio State University 1995-1997: Adjunct Faculty

SELECT AWARDS, PUBLICATIONS, AND SERVICE TO THE DISCIPLINE

Select Awards

- **SUNY Chancellor's Award for Excellence in Professional Service** 2016
- **HERS Faculty Fellow** 2019, 2020, and 2021
- **Associate Director of the HERS Residential Experience** 2018
- **HERS Wellesley Institute** 2015
- **President's Award for Excellence in Service to the College** – SUNY Buffalo State 2009
- **Emerging Scholars Workshop** - American Educational Research Association (AERA): Division J - Postsecondary Education 2009

Select Publications

- Maldonado, H. (in press). Life Matters in Probationary Student Advisement. In M. Benjamin and F. A. Hamrick, Eds. *Maybe I Should... Case Studies on Ethics for Student Affairs Professionals*. Lanham, MD: Lexington Books.
- Maldonado, H. (2017). "Reframing Leadership Development through Shared Governance." In S. F. Cramer, Ed. *Shared Governance in Higher Education, Volume 2, New Paradigms, Evolving Perspectives*. Albany, NY: SUNY Press.
- Maldonado, H. and Draeger, J. (2017). "Challenging sexism at all levels: A taxonomy of harm and strategies for change." In K. Cole and H. Hassel, Eds. *Surviving Sexism in Academia: Strategies for Feminist Leadership*. New York, NY: Routledge.
- Maldonado, H. (2016). "Toward equity in higher education: Women's collegiate decision-making processes." *New York Journal of Student Affairs*, 16(2), 17-30.

Service to the Discipline

- *The Journal of Academic Advising* (open access), inaugural Advisory Board member (2017 – present)
- *Studies in Higher Education*, invited peer reviewer (2018 – present)
- *New York Journal of Student Affairs*, invited peer reviewer (2018 – present)