

RENEE WELLS (she/her)

Education

<i>Master of Fine Arts in Creative Writing</i> , Southern Illinois University	2003 - 2006
<i>Master of Arts in English</i> , Miami University	2000 - 2002
<i>Bachelor of Arts in English</i> , Auburn University	1998 - 1999
<i>Bachelor of Science in Education</i> , Auburn University	1994 - 1998

Professional Experience

Assistant Vice President for Diversity, Equity, and Inclusion/Chief Diversity Officer June 2024 - present
Queens University of Charlotte Charlotte, NC

Administration

- Report to University President and serve on the President's Cabinet.
- Served on the institutional strategic planning work group focused on two core organizational pillars: Fueling Growth + Diversity, Equity, and Inclusion.
- Designed content and structure for new Office of Diversity, Equity, and Inclusion website and SharePoint (intranet) site to frame institutional approach to DEI work for internal and external audiences.
- Drafted language for a revised (beyond compliance and non-discrimination) EOE statement that was adopted for use by the AVP of Human Resources for future job postings, and collaborated with HR to sunset the use of antiquated physical requirements as part of position descriptions.
- Partner with the Provost and College Deans to work with all faculty search committees to institutionalize hiring practices that foreground equity and that actively work to reduce the impact of bias on search processes.
- Monitor shifting federal guidelines and provide analysis and recommendations to staff, faculty, and administrators.

Climate Assessment, Advocacy, and Institutional Change

- Provide individual consultation and coaching to academic department chairs to address classroom climate concerns raised by students and/or climate concerns raised by faculty occurring within departments.
- Provide individual consultation and coaching to managers as needed to address climate concerns raised by staff related to the workplace environment.
- Provide mediation and/or restorative processes to resolve conflicts or climate concerns between staff and/or between employees and their managers.
- Serve as a resource and advocate for students, staff, and faculty who are navigating bias incidents, access barriers, dynamics of marginalization, or other forms of interpersonal or institutional harm.
- Conducted accessibility audit of all classrooms and labs and identified no- or low-cost ways to increase accessibility in learning spaces.
- Conducted audit to identify ways to foster greater gender inclusivity in the built environment (restroom access and signage).
- Worked with staff from Admissions to revise the application for admission to make it more inclusive and affirming with respect to student identities.

- Worked with staff from the Center for Student Success to identify a framework for tracking impact of student support meetings as well as common themes to tie into ongoing faculty and staff development opportunities.
- Developed a Fostering Religious Inclusion guide for faculty and staff to provide a framework for teaching and supervisory practices that support and affirm students and employees who are fasting and/or abstaining from work as part of a religious observance.
- Launched a Fostering a Culture of Access award to highlight the proactive, structural, and culture-building work that faculty engage in as part of their course design process to reduce barriers to access and to integrate pedagogical practices designed to support a diverse community of learners.
- Partnering with the Institutional Data Working Group to revise how student data is collected and managed to support inclusive name and pronoun use across systems.
- Partnering with Events Management colleagues to establish a streamlined process to foreground accessibility in the room reservation and event planning process.
- Serve as a resource to colleagues from offices across campus (Admissions, Advancement, Communications, etc.) as they navigate questions and concerns about shifting federal guidance and institutional values and practices.
- Drafted a FAQ for students, staff, and faculty to provide clarity about institutional protocols in the event of immigration enforcement on campus.
- Provide administrative support and partnership to Employee Resource Groups (Black, Indigenous, and People of Color (BIPOC) ERG, Queer and Questioning ERG, and Young Professionals ERG).

Faculty and Staff Development

- Facilitate a monthly Inclusive Practices in Higher Education Reading Group for faculty and staff to discuss common readings and their application.
- Facilitate a monthly reading group for staff and academic advisors from the Center for Student Success to deepen awareness and skillset for reducing access barriers for disabled students.
- Provide consulting for faculty related to curriculum, assessment, pedagogy, classroom dynamics and climate, advising, and mentoring.
- Facilitate a workshop for faculty planning to lead study abroad trips to deepen their awareness and skillset for supporting students as they experience identity-based marginalization or harm in international contexts.
- Facilitated a semester-long cohort series for faculty and staff—"Navigating the Deeply Interpersonal Nature of Our Work"—focused on building trauma-informed and culturally responsive approaches for supporting students.
- Co-facilitated (with the Director of the Center for the Advancement of Faculty Excellence) a cohort series for academic chairs—Institute for Academic Leaders—focused on building skills related to departmental dynamics and strategic vision and growth.
- Develop and facilitate a monthly Fostering a Culture of Access workshop series for faculty to deepen their capacity to proactively reduce accessibility barriers as part of their course design process.

Student Development

- Serve as advisor for Rise Up, a student organization focused on supporting efforts to advance change on campus.

- Develop and facilitate dialogues and workshops for Royal Ambassadors (Admissions Tour Guides), Roadmap Scholars (General Education Peer Mentors), Thrive Peer Mentors (Summer Bridge Program Mentors), Resident Assistants, and students enrolled in various courses.
- Currently piloting a redesigned version of QMP 100 (mandatory first-year college success course) using a scaffolded curriculum I designed that integrates socioemotional learning and skill building throughout the semester.

Community-Based Outreach, Education, and Collaboration

- Interviewed about the future of DEI in higher education for *This Way Out: The International LGBTQ Radio Magazine*.

Service

- Served on a Fall 2024 Fulbright Campus Committee (reviewed student application materials, conducted student interview, provided feedback/recommendation for the National Screening Committee).
- Served as Chair of the Accessibility in the Academy National Advisory Council (NAC) for the National Conference on Race and Ethnicity (NCORE) from 2023-2025.
- Participated in the Planning Retreat for the 2025 National Conference on Race and Ethnicity (NCORE).

Assistant Vice President of Education for Equity and Inclusion

Nov. 2021 – June 2024

Director of Education for Equity and Inclusion

Aug. 2018 - Oct. 2021

Middlebury College

Middlebury, VT

Administration

- Co-created (with CDO) a five-year, campus-wide Action Plan for Anti-Racism, Diversity, Equity, and Inclusion. (Campus Climate Study conducted in 2018-2019, data analysis and action plan development in 2019-2020, and plan roll-out in fall 2020.)
- Partnered with academic and administrative departments to identify unit-level goals and action items related to anti-racism, diversity, equity, and inclusion.
- Provided consultation and support related to strategic planning, climate assessment, bias response, facilitating difficult dialogues, reducing access barriers, inclusive pedagogy, curriculum development/revision, and employee and organizational development for administrators, faculty, and staff at Middlebury College (undergraduate college in Vermont), Middlebury Institute of International Studies (graduate institute in California), Middlebury C.V. Starr Schools Abroad (operating in 37 cities in 17 countries), and Middlebury Language Schools (immersive summer undergraduate and graduate programs in Vermont).
- Collaborated with staff from Advancement on language/framing to support fundraising campaigns focused on anti-racism, diversity, equity, inclusion, and social justice and to develop DEI-focused content for institutional or divisional grant proposals.
- Provided summary DEI data to Advancement for grant reports and to Associate Provost for accreditation.
- Drafted language for a revised (beyond compliance and non-discrimination) EOE statement that was adopted for use by the AVP of Human Resources for future job postings.
- Worked with the VP of Academic Affairs/Dean of Faculty to implement and make mandatory workshops on inclusive hiring practices for all faculty serving on search committees that address expanding academic position descriptions to include information designed to attract historically

minoritized applicants, strategies to ensure equity in the evaluation process, and how to assess applicants' capacity to provide culturally responsive teaching, advising, and mentoring.

- Worked with the VP of Academic Affairs/Dean of Faculty to revise the faculty job posting template to require all applicants to submit a separate statement on inclusive practices.
- Drafted language that was adopted for use by the VP of Academic Affairs/Dean of Faculty for a new section on the annual review form that addresses faculty efforts to advance diversity, equity, and inclusion.
- Developed an Anti-Racism Self-Assessment tool for use by staff in Student Affairs.
- Collaborated with the VP of Human Resources and the AVP of Organizational Effectiveness and People Experience to develop an employee development model focused on 13 workplace practices that foreground community building and cultural responsiveness and that advance the principles of the Envisioning Middlebury institutional framework.
- Collaborated with the CDO to advocate for the reorganization of Student Disability Services (SDS) from the Risk Management division to the Office of Institutional Diversity, Equity, and Inclusion (OIDEI) and for the renaming of SDS to the Disability Resource Center (DRC) to shift the framework from a medicalized, compliance approach to one that centers identity and frames the responsibility for access as both proactive and campus wide.
- Collaborated with the CDO to advocate for the restructuring of the intercultural center and created position descriptions for two new approved positions (Director and Assistant Director) to better support BIPOC, first-generation, and LGBTQ students.
- Served on the Faculty Council Working Group on Protests and Demonstrations Policy, aided the implementation of the revised policy by facilitating workshops for students on planning and hosting campus protests, and partnered with student organizers to ensure they understand their rights and have administrative support during the protest planning process.
- Collaborated with the VP of Communications and the President on institutional messaging related to anti-racism, diversity, equity, and inclusion and in response to incidents that have impacted the campus community.

Climate Assessment, Advocacy, and Institutional Change

- Chaired the Community Bias Response Team (CBRT).
- Drafted the framework for CBRT to provide both educational and restorative options in response to bias incidents.
- Facilitated 1:1 discussions with faculty, staff, and students who have committed bias incidents.
- Served on the Restorative Practices Steering Committee.
- Provided social justice-based conflict mediation and restorative processes (harm circles, climate circles, restorative conferences, community conversations, etc.) for students, staff, faculty, and administrators related to interpersonal conflicts, dynamics of power and privilege, fair process, bias incidents, and structural harm.
- Developed the framework for the implementation of adaptable resolution (restorative justice) as an option for response to Title IX complaints.
- Facilitated adaptable resolution processes as a way for students to foreground acknowledging and taking accountability for harm in response to Title IX complaints.
- Served as a resource and advocate for students, staff, and faculty who are navigating bias incidents, access barriers, dynamics of marginalization, or other forms of interpersonal or institutional harm.
- Developed and facilitated case study analysis and discussion for staff from Public Safety to explore on-campus incidents involving students, staff, and faculty and their implications for perceptions of campus climate, bias, and profiling.

- Collaborated with the Space Committee to relabel all single-occupancy restrooms with gender-inclusive signage and to identify multiple-occupancy restrooms in high-traffic buildings to renovate for gender-inclusive use.
- Collaborated with the VP of Information Technology Services/CIO to revise the policy for chosen names and pronouns, partnered with the ITS work group to provide education and implementation sessions for campus offices to ensure they know how to access and use data under the new policy, and met monthly to track progress on implementation across campus data systems.
- Drafted revised language for use by Athletics to make the policy on transgender student-athlete participation more inclusive.
- Worked with staff from Residential Life to revise the student housing application to make it more inclusive for transgender and disabled students.
- As chair of the LGBTQIA+ Center Taskforce, successfully advocated for both the establishment of the Prism Center for Queer and Trans Life (opened Spring 2024) and the renovation of the allocated space to be fully ADA accessible.
- Co-chaired the Advisory Group for Disability Access and Inclusion (AGDAI).
- Worked with AGDAI to get the administration to agree to hire an external consultant for all future renovation and construction projects and to commit to employing best practices of inclusive design for the built environment.
- Worked with VP of Student Affairs and Dean of Students to make available electric scooters to reduce access barriers with respect to navigating the campus environment for students with mobility-related disabilities (given the absence of a campus-wide transit system).
- Collaborated with the VP of Information Technology Services/CIO to conduct a campus-wide web accessibility audit and meet monthly with ITS staff to track progress towards digital accessibility goals.
- Collaborated with AGDAI and Facilities to hire external consultants to conduct an accessibility audit of the built environment.
- Worked with AGDAI to develop a syllabus template that foregrounds accessibility and collaborated with the Provost and Faculty Council to garner faculty support for a new basic syllabus policy that was approved and added to the faculty handbook.
- As co-chair of AGDAI, successfully advocated for a dedicated Testing Center (opened fall 2022) to ensure students can complete exams in spaces designed to meet their access needs.
- Collaborated with AGDAI and the Director of Environmental Health, Safety, & Compliance to revise Emergency Response Plans to update evacuation guidelines for disabled individuals.
- Served on the Antisemitism Working Group.
- Provided consultation and advocacy related to religious observance regarding inclusive dining practices (e.g., providing halal food options), inclusive teaching practices (e.g., rescheduling afternoon exams for students fasting during Ramadan), and inclusive supervisory practices (e.g., supporting employees whose religious observance includes suspension of work).

Faculty and Staff Development

- Created the Inclusive Practitioners Program (IPP), a continuing education program for faculty and staff, and developed and facilitated workshops in the Anti-Racism as Everyday Practice track, Engaging and Supporting Diverse Communities track, Building and Restoring Communities track, and Inclusive Design for Learning track.
- Facilitated ongoing practitioner conversations for faculty and staff to discuss ways they are applying inclusive practices in their respective campus environments and to explore ways to address any challenges they are facing.

- Worked with the VP of Academic Affairs/Dean of Faculty to implement monthly development workshops for academic department chairs and program directors; utilized these sessions to facilitate critical reflection and skill building on intradepartmental dynamics, supporting historically minoritized faculty, and building and restoring community with and among colleagues.
- Provided individual consultation and coaching to academic department chairs as needed to address classroom climate concerns raised by students and/or climate concerns raised by faculty occurring within departments.
- Provided mediation and/or restorative processes to resolve conflicts or climate concerns between faculty and/or between faculty and department chairs.
- Developed a “Guide to mentoring and retaining new faculty” for academic departments.
- Facilitated a series of workshops on identity-conscious and culturally responsive supervision for managers of full-time staff.
- Provided individual consultation and coaching to managers as needed to address climate concerns raised by staff related to the workplace environment.
- Provided mediation and/or restorative processes to resolve conflicts or climate concerns between staff and/or between employees and their managers.
- Facilitated a year-long series of development workshops for all employees in Human Resources to align DEI and HR approaches to employee support and supervisor development to ensure institutional efforts are community centered, identity conscious, and culturally responsive.
- Facilitated annual dialogues with the Promotions Committee, Reappointments Committee, academic department chairs, and program directors on “Reducing Bias in the Review Process.”
- Provided department-level and individual consulting for faculty related to curriculum, assessment, pedagogy, classroom dynamics and climate, advising, and mentoring.
- Collaborated with the VP of Academic Affairs and Dean of the Language Schools to implement a development framework for faculty teaching in the 12 immersive summer language programs; provided annual workshops for incoming (mostly international) faculty focused on affirmative listening, empathetic response, dynamics of marginalization, and addressing microaggressions experienced by historically minoritized students in a domestic context.
- Collaborated with staff from Study Abroad to provide pre-departure education for students about the cultural dynamics of race, ethnicity, class, religion, disability, gender, and sexual orientation in international contexts.
- Collaborated with the Dean of International Programs to provide annual development for directors of the Schools Abroad on supporting historically minoritized students as they navigate their identities in new cultural contexts.
- Collaborated with staff from International Student & Scholar Services to support incoming international students as they navigate their identities in a domestic cultural context.
- Facilitated a Disability Studies Reading Group for faculty and staff to discuss common readings and their application (2019-2020).
- Facilitated a monthly Anti-Oppression Reading Group for staff to discuss common readings and their application.

Student Development

- Developed and facilitated workshops for Residential Life student staff, Orientation Leaders, International Student & Scholar Services’ Pre-Arrival Leaders, Judicial Board members, MiddSafe Survivor Advocates, Mental Health Peer Educators, Center for Careers and Internships Peer Advisors, First-Year Peer Mentors, STEM Peer Educators, Computer Science Peer Tutors, Middlebury College Activities Board, Student Government Association, Sex Positive Education College Style (SPECS) Peer Educators, student organizations, and student athletes.

- Provided an annual, intensive, two-day training for RAs on using restorative practices to build and restore community in residential spaces.
- Served as advisor (2018-2021) to the Social Justice Peer Education Facilitators for the JusTalks Program, meeting with them weekly to discuss curriculum development, workshop dynamics, and facilitation strategies.

Community-Based Outreach, Education, and Collaboration

- Facilitated workshops for local teachers on "Responding to Exclusion and Bias," "Understanding Sexual and Gender Diversity: Increasing Inclusion for LGBTQ Students," "Recognizing and Responding to Microaggressions," and "Recognizing the Roots of Inequities: Exploring Manifestations of Oppression in Schools."
- Facilitated workshops for Rooted Organizing Community (a youth-led social justice organization that provides community-based education and advocacy) on "Critical Components of Facilitation," "Critical Reflection on Facilitation," and "Developing Workshop Content."
- Facilitated a dialogue on "Critical reflection: personal and organizational gaps and goals and strategies for internal growth and organizational advocacy" with the members of the Porter Medical Center Equity, Diversity, and Inclusion council.
- Facilitated a workshop for the board of WomenSafe on "Equitable and Inclusive Hiring Practices" in preparation for their national search for a new executive director.
- Facilitated regular workshops on fostering equitable and inclusive environments for supervisors and employees at the Middlebury Natural Foods Co-op.
- Facilitated a workshop for the Rokeby Museum on "Engaging across Difference: Strategies for Discussing Identities, Beliefs, and Ideologies."
- Co-facilitated a workshop for Showing Up for Racial Justice (SURJ) Middlebury on "Role Plays for Confronting White Nonsense: Difficult Holiday Discussions."
- Co-facilitated a dialogue for the Rutland Area NAACP on "Difficult Conversations: Racism (and other ISMs)."
- Facilitated a workshop for the staff of Ilsley Public Library on "Anti-Racist Strategic Planning."
- Facilitated workshops for local nonprofit organizations and community businesses on "Critical Questions for Anti-Racist Organizations."
- Facilitated a bimonthly Engaging Racism Discussion Group at Ilsley Public Library for members of the local community (2018-2020).
- Facilitated a discussion of John Lewis's *March* at Ilsley Public Library as part of the Vermont Reads program.
- Provided "Advice for Addressing Microaggressions" for a *NEXT (New England News Collaborative)* podcast.

Service

- Chaired the Community Bias Response Team (CBRT) and co-chaired the Advisory Group for Disability Access and Inclusion (AGDAI).
- Served on the Antisemitism Working Group and the Student Success Task Force.
- Evaluated faculty fellow applications for the Engaged Listening Project (2018-2021).
- Served on the LGBTQIA+ Center Taskforce (chair), Faculty Council Working Group on Protests and Demonstrations Policy, Faculty Council Working Group on Course Response Forms, Inquiry Committee on Misconduct and Research, and Orientation Steering Committee.
- Served on search committees for a Human Relations Officer (2019), Civil Rights & Title IX Coordinator (2019, 2021), Assistant Director of the Anderson Freeman Resource Center (2019), Staff Counselor (2019), ADA Coordinator (2019, 2022), Assistant Director of Education for Equity

and Inclusion (2021), Director of the Anderson Freeman Resource Center (2021), and Justice, Equity, Diversity, and Inclusion (JEDI) Officer (2023).

- Invited to serve as an inaugural member (2023-2026) and served as Chair (2023-2024) of the Accessibility in the Academy National Advisory Council (NAC) for the National Conference on Race and Ethnicity (NCORE).
- Participated in the Planning Retreat for the 2024 National Conference on Race and Ethnicity (NCORE).

Director, LGBTQ Pride Center
North Carolina State University

Aug. 2014 - July 2018
Raleigh, NC

Administration

- Managed the LGBTQ Pride Center's annual budget (\$245,000) and foundation accounts (\$40,000).
- Applied for and managed grant funding and submitted grant reports.
- Planned and led biannual LGBTQ Pride Center staff retreats to discuss strategic planning and development of new programs/initiatives.
- Conducted bimonthly LGBTQ Pride Center staff meetings to discuss logistics for upcoming events, student concerns, and assessment of programs and services.
- Advocated and received funding for a new full-time Program Coordinator position.
- Administered annual survey to assess student utilization of LGBTQ Pride Center programs, services, and resources; to collect data on LGBTQ student perceptions of campus climate; and to identify unmet student needs.
- Collected data for and created the LGBTQ Pride Center's Annual Report, Annual Highlight, and Annual Assessment Report.
- Coordinated and facilitated bimonthly meetings with the Office for Institutional Equity and Diversity (OIED) Community Center Directors (Women's Center, Multicultural Student Affairs, and African American Cultural Center) to discuss outreach and education initiatives, potential collaboration, administrative and staffing concerns, budget management, and on-campus partnerships.

Supervision

- Supervised three full-time staff, two student employees, two graduate interns, and 20-30 undergraduate participants in the Volunteer, Internship and Practicum (VIP) Program.
- Conducted bimonthly 1:1 meetings with staff to discuss current projects, workflow management, outreach, workshop development, training, collaboration, planning, student support, student organization advising, budgeting, and individual professional development.
- Facilitated monthly professional development meetings with full-time staff.
- Prepared annual work plan and completed interim and annual reviews for Administrative Support Associate and completed annual reviews for Assistant Director and Program Coordinator.
- Provided project-specific development and guidance for graduate interns from Social Work, Women's and Gender Studies, Higher Education Administration, and Counseling programs.
- Completed six-month, 80-hour Performance Leadership Program designed to help supervisors increase capacity for leading and developing high-performing teams.

Climate Assessment, Advocacy, and Institutional Change

- Served on the Bias Impact Response Team.
- Served as an on-call Advocate for the Sexual Assault Helpline.

- Chaired the Gender-Inclusive Housing Working Group.
- Collaborated with campus partners and administrators to implement gender-inclusive restrooms and a chosen name data field and to revise counseling guidelines for trans-inclusive care.
- Collaborated with administrators from the State Health Plan to get transition-related healthcare coverage for all employees in the University of North Carolina System effective for 2017.
- Developed a “Supporting Employees in Transition” resource manual for managers, directors, and Human Resources staff.
- Founded the LGBTQ Faculty and Staff Network and hosted its monthly meetings.

Curriculum Development and Training

- Created the Advocate Program, a continuing education program for faculty and staff, and developed and facilitated workshops designed to promote critical self-reflection, increased cultural competence, and skill building across systems of oppression, including racism, ableism, sexism, classism, heterosexism, and cissexism.
- Developed and facilitated a six-sequence series of workshops for staff of the OIED Community Centers (LGBTQ Pride Center, Women’s Center, Multicultural Student Affairs, and African American Cultural Center) addressing social justice education pedagogy, learning outcomes for students, facilitation techniques and curriculum development.
- Developed and facilitated a strategic planning workshop on “Charting the Course: Aligning Objectives, Activities, Outcomes and Assessment” for staff of the OIED Community Centers.
- Provided Campus SaVE Act Training and Sexual Violence Prevention and Response Training for New Student Orientation and for student organizations in Fraternity and Sorority Life.

Student Leadership Development

- Served as advisor and facilitated biannual leadership retreats for three student organizations: the GLBT Community Alliance (GLBTCA); out in Science, Technology, Engineering and Mathematics (oSTEM); and Theta Nu Xi Multicultural Sorority.
- Oversaw the development of a grant-funded, day-long Queer Youth Leadership Summit for local LGBTQ high school students focused on social justice advocacy and the transition to college.
- Facilitated bimonthly discussion sessions with student participants in the LGBTQ Pride Center’s Social Justice Cohort to analyze how systemic oppression manifests, where we are positioned in relation to oppression, how to interrupt oppression, and strategies for advocacy and activism.

Events and Programs

- Collaborated with the Center for Student Leadership, Ethics and Public Service (CSLEPS) to host an annual Alternative Service Break trip to San Francisco to help students understand and engage with intersectional social justice issues.
- Oversaw the development of a Volunteer, Internship, and Practicum (VIP) Program that allows students to engage in high-impact learning and development projects, including outreach to LGBTQ alumni, outreach to Gay-Straight Alliances at North Carolina high schools, and the development and facilitation of peer education workshops.
- Collaborated with the Special Collections Department of University Libraries to create an LGBTQ History Archive and worked with participants in the VIP Program to collect and catalog materials for the archive.
- Collaborated with the OIED Community Centers Directors (Women’s Center, Multicultural Student Affairs, and African American Cultural Center) to host annual Social Justice January events to engage students in contemporary, intersectional social justice issues and help them develop advocacy skills.

- Oversaw the planning and coordination of the LGBTQ Pride Center's annual events, including the LGBTQ Symposium, LGBTQ Pride Center Open House, LGBTQ History Month, Trans Awareness Week, Social Justice January, Week of Action, and Lavender Graduation.
- Developed gender pronouns awareness campaign.

Community-Based Outreach, Education, and Collaboration

- Provided consultation to the Center for Family and Community Engagement for the development of a series of web modules to help foster care parents and case managers provide LGBTQ-inclusive care for youth and participated as a panelist for their online "Learning to Support, Empower and Respect LGBTQ Youth in Foster Care" learning module.
- Developed and facilitated by-request trainings for community partners such as St. Francis of Assisi Catholic Church, Durham School of the Arts, Healing Transitions, WakeMed Hospitals, American Institute for Architects, and LexisNexis on topics such as "Understanding Gender Diversity: Supporting Trans-Identified Parishioners," "Best Practices for Supporting LGBTQ-Identified Students in Public Schools," "Shelter for All: Creating a Transgender-Inclusive Environment in Shelters," "LGBTQ-Inclusive Healthcare Practices" "Creating Space for Gender Diversity," and "Supporting Employees in Transition."
- Partnered with the Greater Raleigh Convention and Visitors Bureau on an *All Are Welcome* video to address climate concerns following the 2016 passage of North Carolina's HB2 anti-transgender bathroom bill.

Service

- Served on the Office for Institutional Equity and Diversity Leadership Team, University Diversity Advisory Committee, Cultural Competence Committee, Title IX Committee, Diversity in STEM Symposium Planning Committee, and Events Protocol Committee.
- Served on search committees for the Assistant Director of Native American Student Affairs (chair), Assistant Director of African American Student Affairs (chair), Assistant Director of the Women's Center (chair), Assistant Director of the African American Cultural Center (chair), Director of the Women's Center, and Associate Director of the Center for Student Leadership, Ethics, and Public Service.
- Served on the Trans and Queer People of Color (TQPOC) Caucus Planning Committee for the 2016 National Conference on Race and Ethnicity in Higher Education (NCORE).
- Served on the EDUCAUSE Preferred Name Taskforce to develop national guidelines for the implementation of chosen name fields in university records systems.

Assistant Director, Center for Diversity and Inclusion
Michigan Technological University

June 2011 - Aug. 2014
Houghton, MI

Administration

- Co-developed the Center for Diversity and Inclusion's annual and three-year goals, including implementation strategies, learning outcomes, and assessment plans.
- Managed the budget and wrote interim and final reports for consecutive Arcus Foundation grants of \$45,000 and \$40,000 for LGBTQ program development.
- Oversaw the annual programming budgets for LGBTQ Outreach and Women's Outreach.
- Supervised undergraduate student workers (8 each semester), YWLP student facilitator (1 each academic year) and graduate student interns (1 each academic year).

Climate Assessment, Advocacy, and Institutional Change

- Collaborated with staff and administrators to implement gender-inclusive restrooms, chosen name data field, and gender-inclusive housing.
- Developed the language for and collaborated with Dean of Students staff, Director of Institutional Equity, and university counsel to create campus-wide guidelines for responding to discrimination and harassment and to develop an online harassment reporting form.
- Assisted faculty with questions about student identity development, responding to climate issues in the classroom, creating an inclusive environment, facilitating difficult dialogues, and the harassment reporting process.
- Helped develop and administer annual Student Satisfaction Survey to assess utilization and effectiveness of resources and support services and to ascertain the unmet needs of historically excluded and minoritized students (women, BIPOC students, and LGBTQ students). Leveraged the assessment data to advocate for changes to departmental policies and practices.

Curriculum Development and Training

- Created strategic plan for Title IX Preventative Education, developed Title IX training curriculum, and facilitated workshops for faculty and staff.
- Co-developed an eight-step cultural competence workshop series for students, staff, and faculty that addressed identity development, socialization, stereotypes, bias, prejudice, systems of oppression, privilege, conflict management, facilitating difficult dialogues, and developing action plans for continued personal growth and organizational change.
- Facilitated train-the-trainer cultural competence sessions each fall and spring semester for Student Affairs professional staff.
- Developed and facilitated Safe Place Ally workshops for faculty, staff, and students.
- Led annual training for faculty on “Creating Inclusive Classroom Environments.”
- Developed curriculum and assessment tools for the Young Women Leaders Program (YWLP) which pairs Michigan Tech undergraduate women with local middle school girls for leadership-based mentoring.

Student Leadership and Professional Development

- Led mentor training each fall semester for YWLP undergraduate mentors and supervised mentoring each spring semester in local schools.
- Served as a Cluster Facilitator for the 2012 Michigan Tech LeaderShape retreat.
- Helped plan and host the biannual Center for Diversity and Inclusion Corporate Reception to connect recruiters with historically excluded and minoritized students.
- Served as advisor for Circle K International, Lambda Chi Alpha Fraternity, Women’s Leadership Council, Women’s Programming Committee, Keweenaw Pride, and out in Science, Technology, Engineering and Mathematics (oSTEM).

Events and Programs

- Planned and hosted events for LGBTQ History Month, National Coming Out Day, Transgender Day of Remembrance, Pride Week, Lavender Graduation, and Women’s History Month.

Community-Based Outreach, Education, and Collaboration

- Collaborated with community partners to host events related to sexual violence prevention, bystander intervention, and healthy masculinity.
- Facilitated an anti-bullying workshop at the local middle school in response to race-related harassment.

- Provided “LGBTQ Identity, Climate Concerns, and Strategies for Creating Safer Schools” training for the guidance counselors from the local public schools.

Service

- Served on the Tech Educating for Responsible Relationships Committee, Student Commission, and Summer Reading Selection Committee.

Instructor, Department of English

University of Alabama

Aug. 2006 – May 2011

Tuscaloosa, AL

Climate Assessment, Advocacy, and Institutional Change

- Authored a 10-page report on best practices for LGBTQ campus inclusion for the University of Alabama President.
- Acted as the point person for a group of LGBTQ faculty, staff and students who met with the University President every two weeks for two years to discuss campus climate concerns and strategies for implementing best policies and practices for LGBTQ inclusion, which led to the relabeling of all single-occupancy restrooms as gender inclusive; the creation of a chosen name field in the student, staff, and faculty records systems; the creation of a Safe Zone office space; funding for a Safe Zone graduate assistant; Safe Zone training for the University of Alabama Executive Committee; and implementation of domestic partner benefits for faculty and staff.

Curriculum Development and Training

- Coordinated the Safe Zone Ally Training Program from 2007-2011, developed the Safe Zone training curriculum, led training sessions, oversaw program budget, supervised program graduate assistant, and maintained program website.

Service

- Served on the Campus Violence Task Force, Faculty and Staff Benefits Committee, and First-Year Writing Program Committee.
- Served as advisor for Delta Xi Phi Multicultural Sorority.

Awards

Fireball Award

May 2013

- Student Affairs Staff Award, Michigan Technological University

Making a Difference: Creating Community Connections Award

Jan. 2012

- Staff Council Award, Michigan Technological University

Acevedo Advisor Award

May 2010

- National Faculty Advisor of the Year, Delta Xi Phi Multicultural Sorority, University of Alabama

Publications

Wells, R. (2020). Pedagogy: Identifying and Leveraging Institutional Entry Points. In Jacklyn A. Bruce and Katherine E. McKee (Eds.), *Transformative Leadership in Action: Allyship, Advocacy & Activism*. Emerald Publishing Ltd.

Bantz, D., Nathan, G., Nixon, A., Semmens, T., & Wells, R. (2016). Supporting Students' Gender Identity: An IT Perspective. *EDUCAUSE Review*.

Presentations, Panels, and Keynotes

"Using Restorative Practices to Build and Deepen Relationships and to Respond to Interpersonal and Institutional Harm" (day-long preconference institute)	May 2025
• National Conference on Race and Ethnicity (NCORE), New York, NY	
"Beyond the Transactional: A Unifying Framework to Center Disability Justice in the Academy"	May 2025
• National Conference on Race and Ethnicity (NCORE), New York, NY	
"From Turtle Island to Palestine: Disability Justice as a Decolonizing Lens and Praxis"	May 2025
• National Conference on Race and Ethnicity (NCORE), New York, NY	
"White Queer and Trans Presence at NCORE: Accountability & Coalition Building for Racial Justice,"	May 2025
• National Conference on Race and Ethnicity (NCORE), New York, NY	
"Accessibility in NCORE Presentation Spaces & Actions: Facilitation as Anti-Ableist Practice"	April 2025
• National Conference on Race and Ethnicity (NCORE) Webinar	
"Fostering Student Connection and Vulnerability Using Restorative Practices"	Nov 2024
• National Conference on Race and Ethnicity (NCORE) Virtual Connections Conference 2024	
"Redefining Access: A Conversation on Inclusive Accessibility"	Oct 2024
• ACPA College Student Educators International Webinar	
"Reframing Grace and Shame: Accountability and Mutual Liberation"	May 2024
• National Conference on Race and Ethnicity (NCORE), Honolulu, HI	
"Beyond the Transactional: A Unifying Framework to Center Disability Justice in the Academy"	May 2024
• National Conference on Race and Ethnicity (NCORE), Honolulu, HI	
"From Turtle Island to Palestine: Disability Justice as a Decolonizing Lens and Praxis"	May 2024
• National Conference on Race and Ethnicity (NCORE), Honolulu, HI	
"Fostering Student Connection and Vulnerability Using Restorative Practices"	May 2024
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"Accessibility in NCORE Presentation Spaces & Actions: Facilitation as Anti-Ableist Practice"	April 2024
• National Conference on Race and Ethnicity (NCORE) Webinar	

“Acknowledging Impact: Using a Restorative Justice Framework to Acknowledge the Harm We Cause”	Nov 2022
<ul style="list-style-type: none"> • National Conference on Race and Ethnicity (NCORE) Virtual Connections Conference 2022 	
“An Alternative to the Town Hall: Using Restorative Practices to Hear and Respond to Campus Harms”	Nov 2022
<ul style="list-style-type: none"> • National Conference on Race and Ethnicity (NCORE) Virtual Connections Conference 2022 	
“Acknowledging Impact: Using a Restorative Justice Framework to Acknowledge the Harm We Cause”	June 2022
<ul style="list-style-type: none"> • National Conference on Race and Ethnicity (NCORE), Portland, OR 	
“An Alternative to the Town Hall: Using Restorative Practices to Hear and Respond to Campus Harms”	June 2022
<ul style="list-style-type: none"> • National Conference on Race and Ethnicity (NCORE), Portland, OR 	
“Facilitating Dialogue on Power, Privilege, Marginalization, and Harm”	Mar 2022
<ul style="list-style-type: none"> • American Association of Colleges and Universities (AAC&U) Conference on Diversity, Equity, and Student Success, New Orleans, LA 	
“Teaching Transformative Leadership as Advocate and Activist Identities”	Nov 2020
<ul style="list-style-type: none"> • International Leadership Association (ILA) Global Conference, Zoom 	
“Rethinking Our Relationship to Disability: Challenging Ableism as Anti-Racist Praxis”	May 2019
<ul style="list-style-type: none"> • National Conference on Race and Ethnicity (NCORE), Portland, OR 	
“Power: An Exploration of Multidimensionality”	Apr. 2018
<ul style="list-style-type: none"> • Gender & Equity Research Symposium, North Carolina State University 	
“Gender Identity in Higher Education: How Technology Can Support (or Limit) Inclusiveness on Campus”	Apr. 2018
<ul style="list-style-type: none"> • EDUCAUSE Webinar 	
“LGBTQ-Inclusive Youth and Family Programming”	Mar. 2018
<ul style="list-style-type: none"> • 4-H/Family and Consumer Science (FCS) Institute, Cary, NC 	
“Historical and Social Legacies that Inform Systems of Oppression”	Feb. 2018
<ul style="list-style-type: none"> • Queer Youth Leadership Summit, North Carolina State University 	
“Dismantling White Supremacy in the LGBTQ Community”	Feb. 2018
<ul style="list-style-type: none"> • Queer Youth Leadership Summit, North Carolina State University 	
“Embedding Equity into Everyday Work”	Jan. 2018
<ul style="list-style-type: none"> • NC State College Advising Corps Keynote Address, North Carolina State 	
“Leveraging Student Power: Action Planning for Change”	Dec. 2017

• NASPA Multicultural Institute, New Orleans, LA		
“Creating Space for Gender and Sexuality in Social Justice Movements”	Oct. 2017	
• College of Agriculture and Life Sciences Oak Scholars Leadership and Social Justice Cohort Keynote Address, North Carolina State University		
“Designing for Accessibility and Inclusion”	Sept. 2017	
• Designing Libraries Conference, North Carolina State University		
“Taking Accountability for our Past, Showing up for our Future: A Call for Intersectional Social Justice Movements”	Aug. 2017	
• 2017 Women’s Equality Day Keynote Address, North Carolina State University		
“Leveraging Student Power: Action Planning for Change”	June 2017	
• North Carolina Housing Officers (NCHO) Just Space: A Social Justice Conference, Duke University		
“LGBTQ Identity and Contemporary Cultural Climate: Supporting a Diverse Society”	June 2017	
• Society for Freshwater Science Annual Conference, Raleigh, NC		
“Supporting Student Activism: Fostering Resilience through Resistance”	May 2017	
• Division of Academic and Student Affairs (DASA) Professional Development Conference on “The State and Future of Higher Education,” North Carolina State University		
“LGBTQ-Inclusive Academic Advising”	April 2017	
• National Academic Advising Association (NACADA) Conference, Raleigh, NC		
“What is Racial Justice?”	April 2017	
• Equity in Action Conference, Appalachian State University		
“Recognizing and Responding to Microaggressions”	June 2016	
• National Conference on Race and Ethnicity (NCORE), San Francisco, CA		
“Cultural Values about Gender and Violence in the Trans Community”	June 2016	
• National Conference on Race and Ethnicity (NCORE), San Francisco, CA		
“Supporting and Serving LGBTQ Students (Part I): Understanding the Spectrum of Sexual Orientation and Gender”	Feb. 2016	
• Southern Association of Student Financial Aid Administrators (SASFAA) Conference, Greensboro, NC		
“Supporting and Serving LGBTQ Students (Part II): Campus Climate, Institutional Barriers, and Action Strategies”	Feb. 2016	
• Southern Association of Student Financial Aid Administrators (SASFAA) Conference, Greensboro, NC		
“Becoming Comfortable with Discomfort: Engaging Students in Difficult Dialogues”	July 2015	

- Summer Drive-In Conference for Research Triangle-Area Staff in Student Involvement and Leadership (NC State University, Duke University and University of North Carolina at Chapel Hill), NC State University

“Unlearning Diversity: Unpacking the ‘Cultural Baggage’ We’ve Been Taught” Apr. 2015

- Leaders Under Construction Conference, NC State University

“Creating an LGBTQ-Friendly Workplace” Oct. 2014

- Manager’s Conference on Leadership and Diversity, NC State University

“Student Organization Peer Mentoring Programs: Promoting Member Retention and Success” Feb. 2014

- Society of Women Engineers (SWE) Region H Conference, Michigan Technological University

Faculty and Staff Development Workshops

- “Providing Inclusive Support Services for Students”
- “Knowing Ourselves, Knowing Others”
- “Fostering a Community of Care”
- “Critical Conversations about Campus Climate and Inclusion”
- “Addressing Offensive Behavior: A How-To Guide for Interrupting Problematic Behavior and Helping Students Navigate the Reporting Process”
- “Becoming Comfortable with Discomfort: Engaging Students in Difficult Dialogues”
- “Facilitating Difficult Dialogues”
- “Difficult Classroom Conversations”
- “Critical Conversations Related to Diversity, Equity, and Inclusion”
- “Understanding and Engaging Students in Conversations about Privilege”
- “Maintaining an Inclusive Learning Environment”
- “Setting the Tone: Establishing Expectations for Learning Environments on Day 1”
- “A Critical Conversation about Students’ Perceptions of Classroom Climate and What that Means for Faculty”
- “Creating Space for Multiple Perspectives”
- “Reducing Bias in the Classroom”
- “Exploring the Impact of Bias on Student Engagement”
- “Deconstructing Power Dynamics in the Classroom”
- “Who’s in the Room: Managing Power and Privilege Dynamics”
- “Unpacking What’s Happening: Engaging with Call-Out Culture”
- “Framing Difficult Discussions: Acknowledging Impact, Using Trigger Warnings, and Fostering Engagement”
- “Navigating Flash Points: Facilitating Difficult Dialogues in Response to Campus and Cultural Tensions”
- “Navigating Election Dynamics”
- “The Weight of Words: A Critical Conversation about Course Content, Class Discussions, and the Relationship between Historical and Contemporary Harm”
- “Election Outcomes and Implications: Understanding and Engaging the Impact on Students”
- “Unlearning the Language of Oppression”

- “Internalized Oppression”
- “Sitting with Privilege”
- “Doing Social Justice Work in Higher Education within the Context of State and National Politics”
- “Pushing Back: Navigating Barriers and Advocating for Change”
- “Recognizing Our Role in Classism”
- “Understanding and Reducing Barriers for First-Generation Students”
- “What is Racial Justice?”
- “Bias and Historical Harm”
- “Systemic Racism: From Culture to Campus”
- “Critical Questions for Anti-Racist Organizations”
- “Anti-Racism as an Ethos and a Practice”
- “Manifestations of Racism on Campus: Recognizing Microaggressions”
- “Manifestations of Racism on Campus: Responding to Microaggressions”
- “Disrupting Deficit Thinking”
- “Practice Scenarios + Responses”
- “Fostering an Anti-Racist Environment for Student Employees”
- “Understanding the Campus Climate for Students of Color”
- “Reducing Barriers to Library Access for BIPOC and First-Generation Students”
- “Comprehensive and Intentional: Imagining Anti-Racist Education”
- “Fostering a Culture of Anti-Racist and Anti-Ableist Pedagogy and Curriculum”
- “Shifting Our Framework for Supporting Students with Disabilities in the Classroom”
- “Framing Conversations about Accommodations”
- “The Relational Dynamics of Access: Talking with Students about Academic Accommodations”
- “Rethinking Our Relationship to Disability”
- “Accessibility as a Practice, Not a Response: Reducing the Need for Academic Accommodations”
- “Beyond the Transactional: A Unifying Framework to Center Disability Justice in the Academy”
- “Designing Inclusive Course Syllabi”
- “Captioning and Accessibility”
- “Increasing Access and Assessing Learning: Crowdsourced Notes in the Classroom”
- “Exploring the Engagement, Learning, and Assessment Opportunities of Crowdsourced Notetaking”
- “Beyond Lectures and Group Work: Multimodal Approaches to Classroom Engagement”
- “Increasing Access and Agency: Building Multimodal Pathways for Students to Demonstrate Learning”
- “Transforming Group Work: Avoiding Ineffective and Exclusionary Dynamics in Collaborative Learning”
- “The Socioemotional Learning of Group Work: Pedagogical Practices to Support and Assess Self-Awareness, Self-Reflection, Individual and Collective Accountability, and Inclusive Collaboration”
- “A Critical Examination of Course Materials: Strategies for Increasing Content Accessibility”
- “Beyond Essays and Exams: Multimodal Approaches to Assessing Student Learning”
- “Best Practices for Administering Student Exams: Distraction-Reduced Spaces and Extended-Time Testing”
- “Thinking Critically about Our Evaluative Lens”
- “Creating an Inclusive Environment for LGBTQ Students”
- “Understanding and Supporting LGBTQ Students in the Classroom”
- “Knowing and Respecting Who’s in the Room: A Guide to Using Gender Pronouns”

- “Best Practices for Supporting Trans Students”
- “SAFE Chapter: LGBTQ Inclusion in Fraternity and Sorority Life”
- “Sexuality and Gender Abroad”
- “Cultural Values about Gender and Violence in the Trans Community”
- “Interpersonal and Sexual Violence in the LGBTQ Community”
- “LGBTQ Violence, Threat Assessment, and Safety Planning”
- “LGBTQ-Inclusive Healthcare Practices”
- “Sexual Orientation and Gender Identity/Expression in the Workplace”
- “Creating an LGBTQ-Friendly Workplace”
- “Supporting Religious Observance: Understanding Religious Holidays and What they Mean for When and How Students and Employees Participate on Campus”
- “Engaging Harms We Might Be Hesitant to Name: Responding to Antisemitism”
- “Supporting Students in the Wake of Traumatic Events”
- “Recognizing and Responding to Signs of Trauma”
- “Supporting Students Holistically: Affirmative Listening and Response”
- “Responding to Student Disclosures of Harm”
- “Discomfort vs Dysregulation: Trauma-Informed Practices”
- “Foregrounding Care: Navigating Trauma in Teaching”
- “Leading with Humility: Taking Accountability for Harm”
- “Reframing Grace and Shame: Accountability and Mutual Liberation”
- “Fostering Connection in the Classroom: Strategies to Help Students Build Community and Learn with and from Each Other”
- “Fostering a Community of Care”
- “Unpacking ‘DEI’ in the Classroom: Framing Course Content, Navigating Student Concerns, and Making Connections Between What and How We Teach”
- “Navigating Election Dynamics”
- “The Current Higher Education Landscape, and How We Move Forward Together”
- “The State of DEI + Accessibility”
- “Leading Together: Transformative Impact in Times of Change”
- “Connection, Collaboration and Impact: Working In and Across Community”
- “Dreamscaping a Transformative Future”
- “Analyzing Workplace Dynamics”
- “Supervising across Race”
- “Recruiting a Diverse Applicant Pool”
- “Hiring for Multicultural Competency”
- “Ensuring Equity in the Evaluation Process”
- “Ensuring Equity in the Interview Process”
- “Preparing for the On-Campus Interview”
- “Strategies for Mentoring and Retention”
- “Critical Awareness of Identity, Power, and Privilege for Managers and Supervisors”
- “Practicing Identity-Conscious Supervision”
- “Managing Identity Dynamics Among Employees”
- “Navigating Difficult Dynamics with Colleagues”
- “Fostering and Sustaining Healthy Departments”
- “Framing Feedback for Impact”
- “Fostering an Inclusive Environment for Student Employees”
- “Navigating Identity Abroad”

Student Development Workshops

- “Tolerance vs Acceptance: What Does Inclusion Look Like?”
- “Unpacking DEI Rhetoric, and Moving from Rhetoric to Practice”
- “Unlearning Diversity: Unpacking the ‘Cultural Baggage’ We’ve Been Taught”
- “Living in a World of Words: Cultural Conversations about ‘The Other’”
- “Creating Space at the Table: Understanding Intersectionality”
- “Unpacking Privilege”
- “Sitting with Privilege”
- “Recognizing Bias in Ourselves and Others”
- “Self-Awareness and Cross-Cultural Engagement”
- “Cultural Humility and The Lived Experience of Identity”
- “Engaging across Difference; Maintaining Inclusion and Respect”
- “Community Conversations”
- “Social Justice Case Studies”
- “Restorative Practices”
- “Acknowledging and Responding to Harm”
- “Recognizing and Responding to Microaggressions”
- “Inclusive Leadership”
- “Identity, Community, and Belonging”
- “Centering Care and Compassion; Seeking to Understand Impact and Need”
- “Strategies for Accountability: Inclusion as a Core Value”
- “Digging Deeper: Creating Space for Agency and Affirmation in our Community”
- “Facilitating Inclusion”
- “Equity and Inclusion in Student Organizations”
- “Who’s in the Room: Managing Power and Privilege Dynamics”
- “Identifying Racism, Practicing Anti-Racism”
- “Dismantling Organizational Racism”
- “Decolonizing Campus Programming”
- “Planning and Hosting Inclusive and Accessible Events”
- “Reducing Bias in Service Work”
- “Culturally Responsive Peer Mentoring”
- “Fostering an Inclusive Team Environment”
- “Unpacking Assumptions: Increasing Equity and Inclusion in Team Dynamics”
- “Race, Racism, and Team Dynamics”
- “Culture Check: Rape Culture on Campus”
- “Changing Culture: Complicity, Accountability, and Conscious Community”
- “Desirability, Sexual Preferences, and Internalized Oppression”
- “Is Violence a Partisan Issue?”
- “Critical Self-Work to Better Support Survivors”
- “Helping Survivors Understand and Navigate Institutional Barriers”
- “Understanding Adaptable Resolution for Title IX”
- “Understanding Sexual Orientation and Gender Diversity”
- “Infinite Options: Gender and the Right to Self-Definition within the LGBTQ Community”
- “Trans 101”

- “Pronouns 101”
- “Fostering Gender Inclusivity”
- “Understanding Heterosexual and Cisgender Privilege”
- “Microaggressions in the Queer and Trans Community”
- “Sexual and Gender Diversity: Lessons for Future Leaders”
- “Sexuality and Gender: Creating a Culture of Inclusion”
- “Developing an LGBTQ Center Vision from a Social Justice Perspective”
- “Supporting and Mentoring LGBTQ Students”
- “Creating an LGBTQ-Inclusive K-12 Classroom”
- “Creating and Maintaining Inclusive Classroom Environments”
- “Diversity in the Workplace”
- “Informed Activism: Navigating Open Expression and Demonstration Policies on Campus”
- “Free Speech: Effective Protests & Demonstrations”

Leadership Workshops (year-long series for organizational leaders)

- “Critical Self-Awareness”
- “Practicing Empathy”
- “Building Community”
- “Fostering and Sustaining Healthy Departments and Teams”
- “Leading with Humility”
- “Framing Feedback for Impact”
- “Navigating Conflict”
- “Facilitating Difficult Dialogues”
- “Repairing Relationships and Harm”
- “Modeling Reflection and Learning”
- “Facilitating Continuous Improvement”
- “Balancing the Demands of Daily Management with Forward Thinking and Strategic Change”
- “Fostering a Culture of Accountability”
- “Prioritizing Impact”
- “Navigating Organizational Structure”
- “Partnering Across the Institution”
- “Leaning into Possibility”
- “Cultivating Transformation”