

MARTHA DUNAGIN SAUNDERS, PH.D., APR, CPRC

EDUCATION

Ph.D. (Communication Theory & Research), Florida State University, 1990

M.A. (Journalism) Grady School of Journalism, University of Georgia, 1979

B.A. (French) University of Southern Mississippi, 1969

LEADERSHIP DEVELOPMENT EXPERIENCES

- National Security Forum, United States Air Force Air War College, 2019
- Fulbright Scholar, U.S.-France International Education Administrators Program (IEA), U.S. Department of State Bureau of Educational and Cultural Affairs, October 2015
- Oxford University Conclave on Global Ethics, 2006
- U.S. Department of Defense Joint Civilian Orientation Conference, 2002
- Harvard Institute for Management and Leadership in Education, 2001

AWARDS AND RECOGNITIONS

- Career Service Champion Award from the National Association of Colleges and Employers for leadership in support of career services education, 2019
- Miami Herald's 50 Influential Floridians, 2019
- Hattiesburg (MS) Public Schools Hall of Fame, 2018
- Inweekly (Pensacola) Power List (2019, 2018, 2017, 2016, 2015, 2014)
- Citizen of the Year 2016, Rotary Club of Gulf Breeze
- Rotary International Paul Harris Fellow, 2017
- 50 Top Business Women in Mississippi, Class of 2012
- National Stevie Award for Women in Business, 2011
- National winner, Silver Anvil Award, Public Relations Society of America for campaign to enrich the brand of a research university, 2011
- Alumni Hall of Fame, University of Southern Mississippi, 2010
- The Hub Award (City of Hattiesburg), 2010
- Chi Omega Fraternity, Roselyn Dabbs Outstanding Alumna, 2008
- Woman of Excellence Award, Diabetes Foundation of MS, Inc., 2008
- University of West Florida Distinguished Service Award, 1996
- National winner, Silver Anvil Award, Public Relations Society of America for "Just 2 It!" public safety campaign, 1994
- Florida Teaching Incentive Program (TIP) Award, 1994
- Invited faculty, The Florida State University's London Study Center, Fall Semesters 1992 and 1993
- Outstanding Undergraduate Teaching and Advising Award, University of West Florida, 1992
- Distinguished Teaching Award, University of West Florida, 1992
- Golden Apple Award for Teaching Excellence, Escambia County [FL] Foundation for Excellence, 1991

RECENT SERVICE AFFILIATIONS

- United States Global Leadership Council’s Florida Advisory Committee (2019)
- United States Magistrate Judge Selection Panel (2018)
- Achieve Escambia Leadership Board (2017 – present)
- Baptist Healthcare Corporate Board (March 2018 – 2021)
- Baptist Hospital, Inc./Jay Hospital, Inc. Board of Directors (2016 – 2018)
- Studer Community Institute, Pensacola, Florida. Board of Directors (2015 – 2018)
- Southern Association of Colleges and Schools. Board of Directors (2014 – 2016)
- Southern Association of Colleges & Schools Commission on Colleges (SACSCOC). Board of Trustees (2007 – 2013)
- Institute for Human and Machine Cognition (IHMC), Pensacola, Florida. Board of Directors (2013 – present)
- Public Relations Society of America. Accredited member (APR)
- Pensacola (Florida) Rotary Club

ADMINISTRATIVE POSITIONS & ACCOMPLISHMENTS

President (January 2, 2017 – Present)

Professor of Communication

University of West Florida

Administrative Initiatives

- Expanded UWF presence in region (Sea3D Lab, UWF Global Online, Center for Cybersecurity in downtown Pensacola)
- Led 50th Anniversary celebration
- Launched Reubin O’D. Askew Institute for Multidisciplinary Research
- Launched Division of Research and Strategic Innovation
- Completed Strategic Plan 2017 – 2022
- Sponsored Next Big Thing Awards for transformative initiatives

Facilities

- New campus master plan (launching 2018)
- University Park Center, opened 2018 (32,700 gsf)
- Laboratory Sciences Annex (53,000 gsf)

Academics

- Recruited first class of National Merit Scholars, 2018
- Top 3 university, SUS performance based funding, 2017, 2018
- Launching Ph.D. Intelligent Systems & Robotics, 2019
- Launched UWF Global Online, 2018

Development

- First named department (Rubin O’D. Askew Dept. of Government)
- Named College of Health (Usha Kundu, M.D. College of Health)
- Named Master of Science in Nursing (Earl & Nancy Hutto)
- Completed Sea Change Capital Campaign at \$64.3 million(in excess of \$50 million goal) December 2017

Research & Strategic Innovation

- Launched UWF Innovation Network featuring knowledge clusters in cybersecurity, advanced manufacturing, and coastal communities

Student Engagement

- Launched iHire marketing program to increase employment for graduates

Provost & Executive Vice President (January 2, 2013 – December 31, 2016)

Professor of Communication

University of West Florida

- Established UWF Innovation Institute; mission is to enrich the community, state and region through academic partnerships; current projects include STEM Immersive Education and a legislatively funded degree completion initiative for the state of Florida; awarded oversight of Florida Virtual Campus
- Established Center for Research & Economic Opportunity (CREO)
- Established University College committed to the institution-wide delivery of high-impact educational practices leading to professional readiness
- Established UWF Center for Cybersecurity; focused on information technology, industry standard certifications, research, and community partnerships; received NSA and DHS designation as a Center of Academic Excellence in Cyber Defense Education
- Established the Office of Equity, Diversity and International Programming and commissioned UWF's first diversity plan
- Reorganized Division of Academic Affairs leading to a named college of Science & Engineering
- Launched The Village & Catalyst International Programs
- Launched faculty & staff professional development programs
- Launched Banner Student project
- Developed a five-year strategic enrollment plan
- Developed a financial literacy program for current students
- Led SACSCOC Application leading to successful Reaffirmation of Accreditation

President (2007 – 2012)

Professor of Communication

University of Southern Mississippi (six teaching/research campuses)

Administrative Initiatives: (Post-Katrina rebuilding)

- Strategic plan with clear, measurable indicators
- Master plan for Hattiesburg campus
- Master plan for Gulf Coast Research Lab
- Master plan for new campus on Gulf Coast
- Climate Action Plan (toward carbon neutrality by 2040)
- Revised budget model
- Increased reserve funds

Facilities (Approximately \$300 million)

- Century Park Phase II Residence Facilities/approximately \$55 million
- Trent Lott National Center of Excellence for Economic Development and Entrepreneurship/\$25.8 million

- Century Park Residence Facilities (LEED gold certified) \$47.6 million
- Centennial Gateway/\$208,000
- Fencing (Hattiesburg campus)/\$625,000
- College of Business building/\$33 million
- College Hall renovation/\$6.5 million
- The Accelerator (National Formulation Science Laboratory)/\$27 million
- Science & Technology Building (Gulf Park campus) \$10.7 million
- Parking garage (1200 spaces) \$14.4 million
- Stadium end zone renovation (luxury seats and club seating) \$31.8 million
- Softball field renovation/\$1.7 million
- Baseball Field renovation/\$643,000
- Tennis courts/\$2.22 million
- Post-Hurricane Katrina restoration (Gulf Park campus)/\$12 million
- Reed Green Coliseum improvements/\$8.8 million
- Baseball suites and press box/\$3.7 million
- School of Nursing building/\$28 million

Academics

- Record enrollment (5 years)
- Record freshman recruitment (5 years)
- Increased average freshman ACT scores
- Increased annual degrees awarded (over 5-year average)
- Increased professional accreditations
- Increased external research funding to record high.
- Increased student satisfaction inventory results on all measures
- Established National Center for Spectator Sports Safety & Security
- Established Lake Thoreau Environmental Center
- Re-established College of Nursing and began CSRN program
- Established polymer science engineering program

Connection with Community

- Increased student volunteer hours
- Established position to lead university economic development efforts
- New business partnerships including Stion Corporation & GE Aviation

Visibility & Development

- Record high private donations (from \$3million/annually to \$20 million/annually)
- Increased annual total media mentions
- Increased annual national media hits (excluding athletics) by 800 percent
- Increased number of endowed funds
- Increased total gifts and commitments to Athletic Foundation

Chancellor (2005-2007)

University of Wisconsin-Whitewater Whitewater, Wisconsin

Capital Projects (Approximately \$110 million)

- Construction of new College of Business & Economics building, \$42 million, completed Summer 2009
- University Center reconstruction, \$20 million, completed Summer 2008
- Construction of new LEEDS certified 450 bed apartment-style residence halls, \$35 million, completed Summer 2009 (Phase I) and Summer 2010 (Phase II)
- MultiSport Athletic Complex, \$7.2 million, Phases I & II completed 2007
- Bookstore remodeling, \$2.4 million, completed Summer 2008
- All-agency project to update, replace and resize utilities, \$3 million, completed Fall 2007

Planning & Development

- Developed unique campus strategic plan built on substantial campus, community and alumni input; revised financial review process to strengthen accountability and oversight
- Secured \$2.2 million in private funding (2006) for naming of new College of Business Education building
- Reviewed federal funding priorities for the UW as a member of the University of Wisconsin System Federal Relations Council
- Completed successful Higher Learning Commission of the North Central Association of Colleges and Schools reaffirmation of accreditation
- Oversaw continued development of nationally ranked athletic program housing three national championships in two years; appointed to NCAA Chancellors/Presidents Advisory Group
- Elected member of the Downtown Revitalization Board; provided strong support for the city of Whitewater's successful bid to become a Main Street community; developed strategies for town/campus communications and effective problem-solving
- Developed plan for keeping university connected with alumni which includes e-mail for life; expanded staffing for alumni relations
- Developed first ever campus diversity plan; oversaw increase in graduation rates for multicultural students of 5.6 percent; winner State of Wisconsin's Ann Lydecker Educational Diversity Award (2006)
- Developed Student Ambassador Program; launched three new undergraduate online programs

Vice President for Academic Affairs (2002 – 2005)

Columbus State University, University System of Georgia

- Direct involvement in \$100 million capital campaign; 8 named professorships; 26 named scholarships; naming of TSYS Department of Computer Science (\$3 million); naming of Saunders Center for Music Studies (\$3 million); endowment for faculty professional development (\$ 1 million); Kresge Grant for capital projects (\$ 1 million); Knight Grant for teacher retention (\$375,000); Goizueta

- Foundation grant for the recruitment and retention of Hispanic students (\$500,000)
- Created CSU Centers of Excellence to oversee 30+ public-private partnerships
 - Attained initial AACSB accreditation for D. Abbott Turner College of Business
 - Designed and implemented a plan for recruitment and retention of minority faculty leading to a 25 percent increase in two years
 - Secured collections for Bo Bartlett Gallery to be housed on downtown arts campus
 - Established CSU campus in Oxford, England; negotiated enrollment agreements with Greyfriar's College and Corpus Christi College of Oxford University; led in the acquisition of a privately funded \$2.5 million residential facility for students in Oxford
 - Wrote collaborative grant (with Muscogee County School System) leading to establishment of Early College
 - Established CSU Center for Quality Teaching and Learning
 - Developed and implemented award winning comprehensive media program ("Change Your Mind...At CSU") including television, radio and print advertisements and collateral materials contributing to average enrollment increases of 9 percent
 - Developed specialized recruitment plan for Schwob School of Music
 - Designed and implemented a faculty salary competitiveness program to increase faculty salaries to national averages
 - Designed and implemented a model for employment of part-time faculty consisting of increased salary, specialized orientations and part-time faculty handbook
 - Expanded International Education from 11 to 27 individual programs
 - Won University System of Georgia 2004 Best Practices Award for Internationalizing Programs
 - Initiated a Global Perspectives graduation requirement
 - Designed, implemented, and secured funding for CSU's First Year Experience including a University Advising Center, Freshman Convocation, Learning Communities and residence hall initiatives leading to increased student retention by 7 percent over two years
 - Designed and implemented plan for increased graduation rate as a member of the Chancellor's Task Force for Graduation Rate
 - Developed and implemented an enrollment plan targeting Hispanic students
 - Created advisor position for university athletes
 - Decentralized budgeting authority to college deans
 - Established Artist-in-Residence Program
 - Led SACSCOC Reaffirmation of Accreditation review
 - Led university strategic planning process for 2005-2010
 - Developed plan for recruitment and preparation of a new generation of Super Teachers in Mathematics and the Sciences

Dean, College of Arts & Sciences (2000 – 2002)

Interim Dean, College of Arts & Sciences (1999 – 2000)

University of West Florida

- Led the successful merger of two colleges (College of Science and College of Arts & Social Sciences) and coordinated programming at Fort Walton Beach campus.
- Co-chaired workgroup for unique community/university joint strategic planning process
- Created a Division of Life & Health Sciences
- Created Maritime Studies degree program
- Created Interdisciplinary Information Technology degree program
- Created Historic Preservation degree program
- Developed and implemented a successful enrollment marketing plan (“Bringing Out the Best”) contributing to enrollment increase of 12 percent in two years.
- Created a transparent and strategically-driven budgeting process
- Established a collaborative AA to BA program on the campus of Okaloosa-Walton Community College
- Secured legislative approval for BS degree in Nursing
- Secured legislative funding for University Honors Program (\$150,000/year)
- Administrative liaison to newly established Board of Trustees when Board of Regents system was abolished by the state legislature
- Attained initial ABET accreditation of electrical and computer engineering program
- Initiated \$3 million capital campaign for electrical & computer engineering program
- Established peer tutoring centers in science and mathematics

Director of University Honors Program

Associate Dean, College of Arts & Social Sciences (1996 – 1999)

University of West Florida

- Expanded University Honors Program to recommended standards of the National College Honors Council leading to naming as “Best Honors Program” and “Best Student Honors Council” by Florida Leader Magazine
- Established Honors International Summer Experience and secured private funding of \$50,000 annually
- Secured a \$1 million gift for University Honors Program in support of programming on First Amendment issues
- Developed award winning Honors publications

Coordinator, Public Relations Program, Dept. of Communication Arts (1986 – 1996).

University of West Florida

- Developed curriculum and programming toward initial AEJMC accreditation
- Increased program size to largest in department

- Created and implemented national/international internship program leading to placements in the White House, U.S. Olympic Planning Committee and the American Embassy in London
- Created and implemented shadow programs with local and regional professionals.
- Established charter chapter of Public Relations Student Society of America and student chapter of Florida Public Relations Association
- University Gifts Chair, UWF Capital Campaign, exceeding campus goal by 11 percent

UNIVERSITY TEACHING EXPERIENCE

Professor of Communication, University of West Florida, 2013 – Present

Professor of Communication, University of Southern Mississippi, 2007 – 2012

Professor of Communication, University of Wisconsin-Whitewater, 2005 – 2007

Professor of Communication, Columbus State University, 2002 – 2005

Professor of Communication, Associate Professor, Assistant Professor, Instructor, University of West Florida, 1984 – 2002

COURSES TAUGHT

Undergraduate: Integrated Advertising & Public Relations Concepts, Public Relations Strategies, International Public Relations, Feature Writing, Magazine Writing, Newspaper Reporting, Principles of Public Relations, Communication Research Methods, Public Relations Management, Writing for Public Relations, International Public Relations, Honors International Summer Experience.

Graduate: Case Studies in Communication, Special Topics in Public Administration, Content Analysis Research Methods, Crisis Communication, Introduction to Graduate Studies, International Public Relations.

SCHOLARLY & PROFESSIONAL ACTIVITIES

Books & Book Chapters

Saunders, M.D. (2015) The Southern Miss Story: Enriching the Brand of a Research University Through a Centennial Campaign. In D.D. Warrick/Jens Mueller Learning from Real World Cases – Lessons in Changing Cultures (pp.65-75). Oxford, UK: RossiSmith Academic Publishing.

Saunders, M.D. (2011). Sustaining Sustainability. In M. Fennell & S. Miller (Eds.), Presidential Perspectives: A Higher Education Presidential Thought Leadership Series (7.1 –7.5). Aramark Higher Education. From <http://www.presidentialperspectives.org/pdf/2011/chapter7.pdf>

Saunders, M.D. (2003). Patterns of conflict preceding crisis. In D.P. Millar and R.L. Heath (Eds.), Responding to Crisis: A rhetorical approach to crisis communication (pp. 139-149). Mahweh, New Jersey: Lawrence Erlbaum Associates.

Saunders, M.D. (1992). Eastern's Armageddon: Labor Conflict and the Destruction of Eastern Airlines. Westport, CT: Greenwood Publishing Group.

Articles

Saunders, M. (2018/10/05). Five Things I Didn't Know About Being a University President (Until I Became One). *The evollution: A Destiny Solutions Illumination*. Retrieved from <http://evollution.com/author/martha-saunders/>.

Saunders, M. (2017/03/21). The Move to Big Data Requires a Change in Campus Culture. *The evollution: A Destiny Solutions Illumination*. Retrieved from <http://evollution.com/author/martha-saunders/>.

Saunders, M. & Northrup, P. (2016/01/15). Innovating on the Margins: Transforming Higher Education by Working from the Outside In. *The evollution: A Destiny Solutions Illumination*. Retrieved from <http://evollution.com/author/martha-saunders/>.

Saunders, M.D. (Summer 2009). Recollections of a Restless Reader. *The Mississippi Reading Journal*, (9), 23-24.

Saunders, M.D. and Jones, B.A. (Spring 2007). Four "C's" of Service to Students with Disabilities. *Leadership Exchange* (5), 11-13.

Saunders, M.D. (2007) Applying global ethics beliefs and principles. *Journal of Ethics in Leadership* 2), 11-13.

Saunders, M.D. (2006). Eastern Airlines. In C.R. Geisst (Ed.), The Encyclopedia of American Business History, Volume I (pp.131-132). New York: Facts On File, Inc.

Saunders, M.D. (2003). Institutionalizing retention activity: Toward a theory-based model. *Journal of College Student Retention: Research, Theory & Practice*, 4, (4).

Saunders, M.D. (2001, June). Hype springs eternal: Or everything I ever needed to know about being a dean I learned in PR 3000. *Administrator* 20, (6), 8.

Saunders, M.D. and Sherry, D. (1999). Linking external communication to organizational effectiveness. *Organization Development Journal* 17 (4), 35-40.

Saunders, M.D. (1999). Exploring Appreciative Inquiry as a public relations research technique. *Florida Communication Journal*, 26 (1), 1-10.

Saunders, M.D. (1998). The service-learner as researcher: A case study. *Journal on Excellence in College Teaching*, 9. (2), 55-67.

Saunders, M.D. & Perrigo, E. (1998). Negotiation as a model for teaching public relations. Journalism Educator 52 (4), 57-65.

Saunders, M.D. (September 1994). Internal communication and the last days of Eastern Airlines. In Cases in Human Resources and Organizational Behaviour (No. 494-019-1). London: European Case Study Clearing House.

Saunders, M.D. (September 1994). The grassroots public affairs campaign to ban driftnets from Trinidad & Tobago. In Cases in Accounting, Control & Business Environment (No. 194-019-1). London: European Case Clearing House. Anthologized in Goldsmith, A.A. (1995). *Business, Government, Society: An International Perspective*. Irwin Publishers.

Saunders, M.D. (September 1994). Under siege: The Ladies' Center abortion clinic in Pensacola, Florida. In Cases in Human Resources and Organizational Behaviour (494-018-1). London: European Case Clearing House.

Saunders, M.D. (1993, October). Media Distorts Image of the Profession. Public Relations Journal, 8.

Saunders, M.D. (1989). Ethical dilemmas in public relations. The Florida Speech Communicator's Journal 17 (2): 23-27.

Saunders, M.D. (1988). Eastern's employee communication crisis. Public Relations Review IV (2), 33-44.

Television Documentaries

Saunders, M.D. & Gershon, P. (Scriptwriters) (1994). Southern Voices, Southern Words. Broadcast on PBS, February, 1994. *First Place winner, Video Documentary, 1994, National Honorary Broadcast Society.*

Major Communication Campaigns

Saunders, M.D. (2007 – 2010). (Campaign Director). "The Southern Miss Story: Enriching the Brand of a Research University Through A Centennial Celebration." *National winner, Silver Anvil Award, Public Relations Society of America 2011.*

Saunders, M.D. (Campaign Director) & Groth, T. (Creative Manager) (1993-96). "Just 2 It!" Public Safety Communication Campaign. *National winner, Silver Anvil Award, Public Relations Society of America 1994; District winner 1995; Angel Award for Creative Excellence, West Florida Advertising council; Featured in Jerry Hendrix (Ed) Public Relations Cases (4th ed). Belmont, CA: Wadsworth Publishing Company, 121-129.*

Published Speeches

Saunders, Martha Dunagin (1998, July 15). Leaving more than footprints in the sand. Vital Speeches of the Day, 607-608.

Saunders, Martha (1994, January 15). Learn to Listen. Vital Speeches of the Day, 11-12.
Reprinted in Readers Digest, December 1994.
Critiqued in The Executive Speaker, January 1995.
*Adopted for learner support materials by City University of Hong Kong, Language
Institute.*
*Anthologized in Weaver, R.L. (1997), Essentials of Public Speaking, Scottsdale, AZ:
Gorsuch Scarisbrick, Publishers.*
*Anthologized in Brooks, B., Kennedy, G., Moen, D. & Ranly, D. (1996, 2002, and 2005)
workbook for news reporting and writing (5th ed): The Missouri Group;*
Anthologized in Personal Excellence (December 1996).
*Anthologized in Carlin, D.P. & Payne, J. (1998) Public Speaking Today, NTC
Publishing.*