

Dr. Christine M. Miller

Professor of Communication Studies
millercm@csus.edu

March 2, 2023

Dear Members of the Selection Advisory Committee,

November 30, 2018. That's the first day I began working to make the California State University Sacramento "Off-Campus Center" in Placer County a reality. Mind you, it's not the first time I'd heard about the vision quest to create such a satellite learning environment. Twenty or so years and two campus Presidents before, as a faculty member I started hearing murmurs and seeing press releases announcing grandiose plans for Sacramento State to pioneer a public university presence in the region. I even recall seeing artist's renderings of such a site at a Faculty Senate meeting, in the early-2000's, I think. But it was November 30, 2018 when I became professionally enmeshed in converting old plans into new realities.

I remember the day well, because it was my fifth day on the job as Interim Vice Provost, stepping into the shoes (and office) of Steve Perez, who was elevated to Interim Provost. Steve came into my office early that morning and excitedly announced that he had a project he knew would be perfect for me, one that he had worked on intermittently: "Placer Ranch." He pointed to a section of his old bookshelf where a binder, some spiral-bound materials, large stacks of papers, and rolled-up drawings were piled. When I moved into the office, I left them alone, thinking Steve just hadn't had a chance to move these personal materials out yet; that morning, I discovered instead that they were part of my inheritance.

As Steve explained, later that afternoon he had a meeting with Tracy Newman in University Advancement to get an update on the Placer Ranch project, and he wanted me to join him. He invited me to look over as much of the materials as I could before the meeting, and he and Tracy would answer any questions I might have at that time. In between various meetings I devoured as much as I could and took copious notes, and by the time the meeting happened I could tell why they both were so excited by the project: it was being reimaged and revitalized, and their enthusiasm was infectious.

Steve made it clear that I would be the 'point person' in Academic Affairs for "All Things Placer Ranch," and he was right: scrolling back through my calendar, between November 2018 and April 2021 when I left the position, I logged a whopping 160 hours of scheduled meetings with stakeholders discussing the project; my archived "Placer" email folder has 647 messages in it; my Word documents folder has 71 files with "Placer" somewhere in the title; and there is a further treasure trove of materials on a Teams site in Academic Affairs. These are just the quantifiable measures of how immersed I was in this project. There is really no way to account for the countless hours of meeting preparation, agenda setting, note taking, document generation and editing, strategizing, chatting, and just plain *thinking* about this project that I did during my time as Interim Vice Provost.

This immersion motivates me to seek the position of Interim Senior Associate Vice President for Placer Center. I'm thrilled to see that there will be one *cross-divisional* 'point person' for "All Things Placer Center," since I can personally attest to how challenging it is to

juggle a project of this magnitude when it is only a *portion* of one's job duties rather than the main focus of attention. Moreover, as different campus leaders shift in and out of positions, momentum can be lost, which can retard progress and potentially lead to frustration. If donors and other community partners are among those who are frustrated, Sacramento State and its region have much more to lose than just momentum. The stakes are high, and I understand them. I'm ready for the challenge, so I'll explain how I possess the hard skills and soft skills required for the position, as well as the vision to succeed in it.

The position description highlights several areas that can be characterized as hard skills because they are job-related competencies needed to complete work. Among them are project management abilities (e.g., setting priorities, timelines, deadlines), multi-tasking capabilities, command of budgeting, adherence to various policies, procedures and accreditation rules, the capacity to delegate and collaborate across units, and the cultivation of key strategic partnerships (such as the one established with Sierra College). I excel in these hard skill areas, as is evident in my past management of this project while also fulfilling my Vice Provost duties.

Let me provide a tangible example. Two weeks after my first discussion with Steve and Tracy, I was asked to attend a meeting that included Holly Tiche (President of Placer Ranch, Inc.) and Richard Tollefson (founder and President of the Phoenix Philanthropy Group), hosted by University Advancement. I was the only non-Advancement person there, and I thought prior to the meeting that I would simply be listening and learning. Instead, I discovered right away that a key outcome of the meeting was to try to identify the types of academic programming that was envisioned for the site. Absent that *academic vision*, the 300-acre gift being discussed might be impugned as a "field of dreams" without a compelling scholastic story to ground it in reality. I left that meeting with a keen understanding that academic programming had to drive decision making and fundraising for the project. Sacramento State is, after all, a *University*, not a land developer, and everything we do must be firmly rooted in our academic mission. The problem was, the division of Academic Affairs hadn't engaged in specific, sustained and systemic discussions of what curricular programming might look like at Placer Center, so with Steve's blessing I began driving those discussions.

The first step was discovering from the Advancement team what interest areas seemed to be appealing to the constituencies with whom they had been speaking. For instance, Placer County officials had identified an acute need for a Crime Lab in the vicinity, and they were willing to partner with Sacramento State by locating it on the new campus property. Similarly, a Library that could serve both the local and academic communities was of great interest to County leaders. Discussions at that point had thereby focused on *buildings* where learning could occur, but absent the engagement of Academic Affairs, degree programs were tentative speculations by those who would never be involved in the sacred traditions of shared governance which always need to frame curricular discussions and decision making. Still, buildings are a worthwhile starting point, particularly when resources are finite!

The next step was to brainstorm with the deans and academic associate vice presidents to imagine what a curricular presence in Placer County could look like in the short- and long-term, as compared to the main campus. Then the Academic Affairs Leadership Team shared these preliminary discussions with the academic leaders at Sierra College in a joint convening, which resulted in a series of subgroup discussions over several weeks to refine the ideas. The goal of these discussions was to be broad enough to allow for organic change (particularly when

faculty would be brought into the conversation), but specific enough to tell an academic story of what was possible at the site with the two institutions working in tandem.

The result was the development of six “thematic clusters” *tailored to the needs of the region*. They are 1) Resource management (e.g., forestry, water, waste); 2) Wellness (e.g., aging, health); 3) Entertainment (e.g., tourism, recreation, arts and leisure); 4) Making (e.g., innovation, construction, design); 5) Practical Learning (e.g., learning labs with k12 schools in Placer Ranch), and 6) GE Offerings. These thematic clusters have been shared widely, and frame the academic vision. With this framing established, the academic leaders at both institutions agreed that it was time to involve faculty (e.g., via shared governance processes) to develop and extend the clusters. Shortly thereafter I returned to my faculty role, so I can’t tell what may have happened with the project since then, but I can attest that it took hard skills to start with a blank academic canvas and to end with a beautiful six-paneled vignette on that canvas that captures the collective imagination of what is academically possible on the site in the short and long term.

This Senior Associate Vice President role also requires soft skills, as the position description highlights. Soft skills are personal qualities that impact how work gets done, such as leadership skills, ability to network, communication skills (e.g., oral, written, interpersonal, presentational), and coalition building capabilities (e.g., convening disparate groups, advocacy at various levels, and generally representing the University as an ambassador).

My academic training in the discipline of Communication Studies has served me well here, as has my teaching history. My subspecialty in rhetorical analysis puts me on an expert level when it comes to crafting, editing, critiquing and presenting informative and persuasive messages adapted to specific audiences. Other soft skills were honed well during my ascension through the ranks of shared governance, beginning first on our campus and culminating in my service at the pinnacle of faculty leadership in California: for two full years, I presided as Chair of the Academic Senate of the California State University, representing roughly 28,000 faculty. In that capacity I met regularly with the CSU Chancellor, Executive Vice Chancellors, Board of Trustees, Presidents of the 23 universities, each campus senate, the California State Student Association, the Alumni Association, the California Faculty Association, national and state legislators, the Department of Finance and Legislative Analyst’s Office, and the media. I also served on the Intersegmental Council of Academic Senates for six years, and chaired the group for a year. The breadth and depth of my involvement in shared governance is vast. My service as statewide Academic Senate Chair and then as Interim Vice Provost demonstrates I have the skills and disposition to handle a multifaceted environment with various constituencies in a collegial and collaborative manner. I am able to span boundaries and make connections. I thrive amidst complexity, and each constituency with whom I interact can rely on me to communicate in a timely and thorough manner, to be steered by a strong moral compass, to broker compromise when appropriate, and to establish a vision and carry it out. In sum, coupled with the formal training I’ve received in leadership development (e.g., the Executive Leadership Academy), I have the soft skills needed to succeed as Senior Associate Vice President of Placer Center.

I also have the imagination and creativity needed to ensure that Placer Center fulfills its promise as the purveyor of “a new model in higher education.” Such a model can be achieved using a growth mindset and by embracing design thinking to innovate. I’m no stranger to

innovation, and have received accolades for my efforts. For instance, in 2016 the California State Student Association singled me out for the only honor they gave to any professor in the entire system that year when they named me “Faculty Member of the Year in Innovation.” Earlier that same year, I was selected by my peers to deliver the John C. Livingston Distinguished Faculty Lecture. This annual faculty lecture, delivered to the entire campus community at a Convocation, is considered the most prestigious faculty honor at California State University Sacramento. My lecture, entitled “Higher Education Innovation Meets the Mash-Up,” explored the ways in which then-current innovations in higher education resembled pop culture “mash-ups” in four domains: philosophical, structural, legislative and pedagogical. I also suggested ways in which higher education innovators could create unique mash-ups to meet their goals. These student- and peer-based awards were quite gratifying because they acknowledge my passion for and dedication to my work.

Examples such as these should make it clear that I have gained the respect and admiration of both faculty and students. I have earned those perceptions by establishing student success as my North Star, and by fostering strong collaboration across divisions, managing complex situations efficiently and clearly, nurturing connections between constituencies, responding effectively when structural changes or external challenges occur, and bringing strong analytical and communicative skills to bear in all circumstances. In my curriculum vitae, brief narrative statements accompanying major headings of the document tell this same story of me as an innovative thinker/doer, and then details within the sections of the document offer concrete examples.

My aim here has been to demonstrate that I possess the background, the hard and soft skills, and the innovative sensibilities needed to be a driving force in enacting the vision of Placer Center, consistent with Sacramento State’s Anchor University imperative. I am intrigued by the challenge, and I am uniquely qualified to meet it. I appreciate your consideration of my candidacy, and I look forward to the prospect of establishing a new “start date” for my (re)immersion in the effort.

Best regards,

Christine M. Miller

Dr. Christine M. Miller

Director of Forensics
Professor of Communication Studies
California State University, Sacramento

millercm@csus.edu

EDUCATION

The Pennsylvania State University, Ph.D., Speech Communication, October 1988.
Dissertation: "Justifying Disaster: An Implicit Rhetorical Theoretical Analysis of the Space Shuttle *Challenger* Accident."

Southern Illinois University, Carbondale, M.S., Speech Communication, August 1984.
Thesis: "The Rhetoric of 'The Rhetoric of . . .': A Conceptual Analysis of Genre Theory and Criticism."

University of the Pacific, master's work, Speech Communication, 1982-1983.

University of Oregon, B.A., Speech Communication, June 1982.

PROFESSIONAL EDUCATION

"Certificate in Healthy Aging," January 2023
Sierra College. Explored behavioral, physical, and mental health issues in the aging adult population. Accredited by the American Nurses Credentialing Center's Commission on Accreditation

"Mental Health First Aid (MHFA) Training" and Certificate, June 2022
National Council on Mental Wellbeing training on how to identify, understand and respond to signs of student mental health illnesses and substance use disorders, resulting in MHFA certification

"Student Success Analytics Certificate," December 2021 – May 2022
California State University, webinar series, with project work undertaken in collaboration with a campus team, resulting in CSU data analysis certification

"Equity NOW!" Training, September 2021
USC Race and Equity Center, on behalf of the Student Success Network
Four session e-convening with preparation activities prior to each session

“Moving Beyond Bias for Senior Administrators” Training, February 2020
University of California and California State University top leadership day-long regional meeting with virtual and in-person follow-up sessions

“Development for Deans and Academic Leaders” Conference, November 2019
Council for Advancement and Support of Education (CASE)
Fall session, Boston, Massachusetts

Affirmative Action / Equal Opportunity Training, September 2018
“Unconscious Bias”
California State University, Sacramento

Executive Leadership Academy Alumni Fellow, February 2018
“Professional Development Seminar”
University of California, Berkeley Center for Studies in Higher Education

Executive Leadership Academy Fellow, July 2017
“Leading in a Multicultural and Global Environment”
University of California, Berkeley Center for Studies in Higher Education

Women in Higher Education Leadership Forum, Sacramento, Fall 2016

SUMMARY OF ADMINISTRATIVE POSITIONS

- Director of Forensics, California State University, Sacramento, August 2022 - present
- Special Assistant to the Interim Provost, California State University, Sacramento, May 2022 – August 2022
- Interim Vice Provost for Student Academic Success, California State University, Sacramento, November 2018 – April 2022
- [Administrator-in-Charge of the Office of International Programs and Global Engagement](#), California State University, Sacramento, October 2021 – January 2022
- [Administrator-in-Charge of the Carlsen Center for Innovation and Entrepreneurship](#), California State University, Sacramento, May 2019 - November 2019
- Immediate Past Chair, Academic Senate of the California State University, June 2018 - November 2018
- Legislative Specialist, Academic Senate of the California State University, June 2018 - November 2018
- [Chair, Academic Senate of the California State University](#), June 2016 - 18
- Vice Chair, Academic Senate of the California State University, June 2014 - 16
- Vice Chair, Department of Communication Studies, California State University Sacramento

- Graduate Coordinator, Dept. of Communication Studies, California State University Sacramento
- Course Coordinator, Dept. of Communication Studies, California State University Sacramento

SUMMARY OF ACADEMIC POSITIONS

- Professor of Communication Studies, California State University, Sacramento
- Adjunct Professor, University of Pittsburgh, Institute for Shipboard Education, Semester at Sea
- Visiting Lecturer, University of California at Davis
- Visiting Lecturer, Golden Gate University
- Director of Forensics and Graduate Assistant, The Pennsylvania State University
- Director of Forensics and Instructor, Willamette University
- Debate Coach and Graduate Assistant, Southern Illinois University, Carbondale
- Director of Debate, Assistant Director of Forensics, and Graduate Assistant, University of the Pacific

ADMINISTRATIVE EXPERIENCE

My administrative experiences demonstrate an ability to lead imaginatively and to collaborate effectively across divisional lines. The positions summarized in this section illustrate my success in spanning boundaries and managing several constituencies and domains simultaneously.

Interim Vice Provost for Student Academic Success, California State University, Sacramento, November 2018 – April 2022

I was a member of the Provost's senior leadership team and served as the principal project and communications manager, as well as the enrollment, instructional space, and technology manager, in the Division of Academic Affairs. I was responsible for leading all academic operations, including class scheduling, instruction modalities, space management, safety compliance, emergency management, in-range salary progressions, employee reclassifications, and student issues and complaints. In collaboration with deans and other administrative divisions of the university, I reviewed enrollment, improved communication processes, provided guidance on classroom and facilities improvement projects, reviewed technology improvement projects related to academic operations, and ensured planning aligned with the priorities of the Division's as well as the University's Strategic Plan. I also performed other duties as assigned by the Provost, in particular, project management.

The Student Academic Success program center I directed within Academic Affairs had a budget of approximately \$1.5 million, and I managed over 30 direct and indirect reports. My position description

was modified significantly during my tenure in the position, progressively increasing in its complexity, responsibility, and span of control.

Major accomplishments

- *Devised and administered* all processes in Academic Affairs needed to respond to the COVID-19 pandemic, and coordinated all such activities with offices across campus, particularly those charged with University health and safety
- *Developed* the [Academic Continuity Plan](#) and website content for the Division of Academic Affairs amidst the COVID-19 pandemic, including emergency policy and procedure revisions, which facilitated the shift from 96% face-to-face to 100% remote instruction in Spring 2020
- *Coordinated* face-to-face teaching requests for Fall 2020 and Spring 2021 courses as they progressed through all levels of review (department, college, division, Environmental Health and Safety, Student Health and Counseling Services, President, and systemwide Chancellor)
- *Managed* all campus access requests for staff, faculty and students in the Division of Academic Affairs for the duration of remote working and teaching conditions
- *Oversaw* operations in the [Community Engagement Center](#), the Creative Services unit, the [Carlsen Center for Innovation and Entrepreneurship](#), the [Office of International Programs & Global Engagement](#), and the [Student Issues](#) Office.
- *Evaluated* the physical and web presence of Student Success Centers in each college and formulated recommendations for improving and assessing their effectiveness
- *Enforced* the University policy governing scheduling courses during “off-grid” periods, resulting in rescheduling or waivers for student-centered reasons
- *Spearheaded* the academic program planning for a new [satellite campus of Sacramento State](#) to be located in Placer County
- *Facilitated* review of scheduling and room use policies for the [Sacramento State Downtown](#) location
- *Conducted* an after-incident review of the response by the Academic Affairs division to an unprecedented multi-day campus closure due to poor air quality (wildfire smoke) as part of a re-evaluation of the division’s business continuity plan
- *Coordinated* the campus response to programmatic and campus-wide impactation, and to [Re-classification as a Carnegie Community Engaged Campus](#)

- *Administered and analyzed* a department chair satisfaction survey and compiled recommendations for Provost's consideration

Administrator-in-Charge, Office of International Programs and Global Engagement, October 2021 – January 2022

Beginning in October 2021, I stepped in to replace the Associate Vice President for International Affairs. I was asked to take charge by the Provost and President when the incumbent was placed on paid administrative leave; the AVP then retired, without returning to the post. My priorities focused on managing the hiring of three permanent employees and one temporary staffer to bolster the unit's ability to function, and on reconstructing the tasks and fulfilling the responsibilities assumed by the AVP. Simultaneously, I performed my duties as Interim Vice Provost for Student Academic Success. I retained oversight of this unit when a lower-level administrator within the international affairs office was elevated to become Administrator-in-Charge, and the permanent reporting structure was changed so that the AVP will report to the Vice Provost instead of the Provost.

Major Accomplishments

- *Extended offers* of permanent employment to a Study Abroad Coordinator as well as a Study Abroad Advisor
- *Managed* the rescinding of what may have been a verbal offer of temporary employment by my predecessor
- *Launched* the search for a Resource Analyst for the unit
- *Assumed responsibility* for Department of State and Department of Homeland Security approval processes (e.g., the Student & Exchange Visitor Information System, the Passport Acceptance Facility requirements), as well as University approval processes (e.g., Concur, OnBase)
- *Executed agreements* with partner universities and international recruiting agents
- Improved the *esprit de corps* among remaining staff and stabilized the unit's ability to function

Administrator-in-Charge, Carlsen Center for Innovation and Entrepreneurship, May - November 2019

At the beginning of May 2019, I replaced the Executive Director of Sacramento State's Dale and Katy Carlsen Center for Innovation and Entrepreneurship. Founded in 2017 and akin to the business and social venture start-ups it is designed to mentor, the Center experienced challenges from which it needed to pivot. I was placed in charge by the President and Provost, and began working to re-launch

the enterprise. I recommended the hire of an Entrepreneur-in-Residence, and together we revitalized the Carlsen Center. I also remained in my position as Interim Vice Provost during this time.

Major Accomplishments

- *Restored confidence* in the strategic direction of the Center by meeting with all stakeholders (donor, Advisory Board members, University President and Provost, academic deans, staff and students) to determine the full scope of necessary changes and put in place the means of enacting them
- *Re-established programming* at the Center, including two “bootcamp” cohorts (9-hour immersive experience) and a “Venture School” cohort (54-hour immersive experience); increased student engagement from 8 students to more than 500 students within 6 months
- *Coordinated* the offering of a pitch competition in each college, as a feeder to a University-wide pitch competition that took place in November 2019; increased participation in pitch competitions from two to six colleges, including over 150 pitch abstracts
- *Orchestrated* events across the University and in the Carlsen Center during Global Entrepreneurship Week, resulting in approximately 40 hours of programming between 9am and 9pm for four consecutive days in November 2019
- *Managed* the hiring of a new Executive Director, two new Entrepreneurs-in-Residence, and two new positions: Faculty-in-Residence and Student Affairs Professional-in-Residence
- *Sought grant funding* through the Kaufmann Foundation to support a multi-university collaborative of public and private institutions engaged in innovation and entrepreneurship activities in the region

Chair, Academic Senate of the California State University, 2016 - 2018

In this elected position, I served as the senior-most representative of the faculty for the entire California State University system of campuses, which means I presided over all facets of faculty governance for over 27,000 faculty. The [Academic Senate CSU](#) holds a yearly Chair election, and I was re-elected (without opposition) to the position for an additional year. There is a two-year term limit for service in this role. As Chair, I built bridges between the Academic Senate, the Chancellor and his Office, the Board of Trustees, the state legislature, and the media.

Responsible for leading and coordinating all facets of system wide faculty governance, including working relationships with:

- Executive Committee

- Extended Executive Committee
- Academic Affairs Committee
- Academic Preparation and Education Programs Committee
- Faculty Affairs Committee
- Fiscal and Governmental Affairs Committee
- All senators (53 faculty representatives)
- Campus Senate Chairs (23 campuses)
- Board of Trustees
- Chancellor White
- Executive Vice Chancellors, especially the Executive Vice Chancellor of Academic and Student Affairs
- Assistant and Associate Vice Chancellors
- Academic Senate liaison to the Chancellor's Office
- Intersegmental Committee of Academic Senates
- California State Student Association
- California Faculty Association
- Academic Senate support staff

I managed an annual operating budget in excess of \$1.1 million per year and succeeded in securing a budget increase for my unit.

I supervised two staff members and engaged in hiring and performance review processes.

Since I presided over all faculty systemwide, the administrative scope of responsibilities is difficult to characterize in traditional terms (e.g., it simultaneously exceeds and yet parallels the scope of a dean's responsibilities). Still, my duties and responsibilities as ASCSU Chair (and Vice Chair) were consistent with Management Personnel Programs (MPP) at the highest administrative level in the CSU (Administrator IV), even as I retained my faculty status in accordance with the collective bargaining agreement.

Major accomplishments

- Academic initiatives
 - *Helped launch [Graduation Initiative 2025](#)*: Served on the initial implementation group which advised the Chancellor's Office regarding the launch of an ambitious and omnibus strategic initiative designed to increase graduation rates and eliminate equity and achievement gaps among all student populations; continued role in implementation and assessment; [invited speaker](#) for 2017 Graduation Initiative 2025 Symposium (see 19 minute mark)

- *Initiated and led the [General Education Task Force](#)*: Co-chaired a Task Force comprised of senators, members of the Board of Trustees, campus representatives, students, Chancellor's Office staff, California Community College and University of California representatives who examined general education policies throughout the California State University system to recommend improvements
- *Managed new Executive Orders*: Facilitated faculty responses to new California State University policies regarding general education as well as developmental education, the latter of which had profound implications for curricula as "remedial" courses were redesigned into credit-bearing courses
- Governmental relations
 - *Pioneered In-district lobbying*: Held unprecedented meetings with lawmakers local to my campus to advocate for the interests of Sacramento State
 - *Accelerated statewide advocacy efforts*: Testified in hearings around the State of California on various issues (e.g., faculty diversity, the California Master Plan for higher education, developmental education, and student success), and visited lawmakers and their staffers to address issues salient to the CSU
 - *Inaugurated national advocacy*: Participated in [Hill Day in Washington, D.C.](#), as part of a four-member California State University delegation (along with Chancellor White, Trustee Norton, and Student Trustee Salinas) to advocate for re-instatement of the year-round Pell grant program; the CSU Academic Senate Chair had never been invited to participate before
- Board Relations
 - *Revitalized* reports by the Academic Senate Chair to the Board of Trustees by incorporating PowerPoint and other thematic elements to make the reports engaging and memorable, thus elevating the profile of the Senate to the Board (videos of all reports available on CSU Board of Trustees website, among *plenary session* reports; final board report can be [viewed here](#) beginning at 47:45 mark)
 - *Initiated* informal interactions with Board members in between formal Board meetings
 - *Navigated* an unprecedented situation in which the Governor's Office initially rejected as ineligible the Academic Senate's nominee for the position of Faculty Trustee

Vice Chair, Academic Senate of the California State University, 2014 - 2016

This was an elected position for one year, and I was re-elected to serve a second term. There is a two-year term limit, and it is not presumed that the Vice Chair ascends automatically to become Chair. In addition to service on the Executive Committee, I took on additional project-based responsibilities which featured connecting various constituencies, face-to-face and in writing.

Major Accomplishments

- *Rejuvenated* the defunct “Academic Conference” which brings together members of the Academic Senate, the Chancellor’s Office, the Board of Trustees, campus presidents and students in an environment of mutual exploration and dialogue focused on an important topic
- *Transformed* the Academic Senate’s newsletter from print to digital media, reinstated its distribution every other month, and served as its editor for two years
- *Represented* the Academic Senate Chair in circumstances where he was unable to fulfill his role so that the Academic Senate’s perspective was brought to bear and key issues were understood by senators and other constituencies

Vice Chair, Department of Communication Studies

This was an elected position for one year within my large department, comprised of roughly 30 full-time and 60 part-time faculty members and graduate assistants. The department boasted about 1,400 undergraduate majors and 75 graduate students. This role allowed me to forge connections inside the department when a structural change occurred, and outside the department when there was an external challenge.

Major Accomplishments

- *Spearheaded* a program review of the Journalism program after it was dissolved as a department and “housed” within the Department of Communication Studies
- *Led* the Publications Board of the *State Hornet* student newspaper as it responded to litigation
- *Represented* the Department Chair in circumstances where he was unable to fulfill his role and communicated the interests of department faculty to those with whom I interacted

Graduate Coordinator, Department of Communication Studies

I was elected by the faculty, several times and for multiple years, to handle recruitment, admission and matriculation of all graduate students in the department. In addition, I organized the selection, evaluation and training of all Graduate Assistants and Teaching Associates in the program, which ranged in size from around 50 to 80 students. This position allowed me to facilitate students' transition from undergraduate to master's degree studies, from students to teachers, and quite often, from master's students to doctoral studies.

Major Accomplishments

- *Transformed* a loose affiliation of scattered policies and procedures governing the graduate program into the department's *Graduate Document*, a searchable web-based repository of policies and information which assists students, faculty, and staff
- *Launched* an Outstanding Teaching Award as well as a legacy scholarship opportunity recognizing promising graduate student researchers in the department
- *Reinstated* the department's Graduate Student Association and revamped social media outreach efforts

Course Coordinator, Department of Communication Studies

I was appointed by the Department's Executive Committee, several times and for multiple years, to organize the teaching of a lower-division course, including advice on textbook selection, syllabus creation, and mentorship of instructors teaching it. In this position, I navigated the domains of lecturer faculty, graduate and undergraduate students by helping each constituency discover how to succeed in teaching or taking the course.

Major Accomplishments

- *Directly supervised* graduate students and part-time faculty teaching Communication Studies 2 (Argumentation), a multi-section course satisfying the general education critical thinking requirement, and helped adjudicate issues such as student complaints or academic misconduct
 - *Authored* a 100+ page course packet integrating all text materials, assignments, and ancillary materials used to teach the course
 - *Conducted* teaching evaluations of every graduate student and several part-time instructors each semester to ensure course quality
-

TEACHING EXPERIENCE

Just as my administrative experience features leadership and collaboration across divisional lines, so does my teaching. I have succeeded in teaching students from grade school to middle school to high school to graduate school, from nonprofit to private to public institutions, and from salaried to hourly to volunteer positions.

Professor, with tenure, 1987-present
California State University, Sacramento
Department of Communication Studies

Responsibilities include teaching Communication Studies (ComS) 2, a course in argumentation which fulfills a University general education requirement for critical thinking; ComS 4, a public speaking course which service the University's oral communication requirement; ComS 5, a general education course in basic communication skills; ComS 103, a business and professional speaking course which satisfied a requirement in the School of Business; ComS 104, an advanced persuasive speaking course; ComS 100A and 100B, the Department's core courses in theories of communication and message analysis required of all majors; ComS 164, an upper division offering in visual communication; ComS 167, an upper division offering in rhetorical theory; ComS 168, an upper division offering in rhetorical criticism; ComS 200, a core graduate seminar introducing students to graduate study in the discipline, ComS 201, a core graduate seminar in communication theory, ComS 209, a graduate seminar in social movement theory and criticism; and ComS 213, a graduate seminar in rhetorical theory and criticism. I have also guest lectured several times in ComS 152 (Freedom of Speech) and ComS 169 (Television and Criticism), among others.

Coach/Judge, Spring 2014-15
Sacramento New Technology High School

Academic Decathlon team, impromptu and persuasive speaking events.

Instructor/Coach, Fall 2011
St. Francis High School

"Super Advocates" academic team emphasizing argumentation, critical thinking, and presentational speaking. I inaugurated this team.

Instructor, Summer 2008
EF International

Six-week intensive courses in English as a Second Language and in American Culture for middle- and high-school students from Spain.

Instructor/Coach/Judge, 2008-11

St. Peter's Lutheran School

"Super Speaker" guest lecturing in K-8 classes to prepare students for school-wide public speaking competition, coaching of the winners in each class, and judging at multi-school competitions

Adjunct Professor, Spring 2006

University of Pittsburgh, Institute for Shipboard Education

"Semester at Sea" in-residence program. Circumnavigated the globe while teaching for 4 months aboard the *MV Explorer* during sabbatical leave from California State University, Sacramento. Responsibilities included teaching Argumentation, Visual Communication, and Rhetorical Criticism. Chaired Academic Dishonesty hearing panel during the voyage.

Visiting Lecturer, Winter 1992

University of California, Davis

Contemporary Rhetorical Theory course.

Visiting Lecturer, Spring 1991 and Spring 1989

Golden Gate University

Three-week intensive course in Critical Thinking (HUM 120).

Instructor, Summer 1989

Junior Statesman Foundation, Stanford University

High school students received college credit for a rigorous course in public speaking taught in four weeks. Summer program spent in residence with students.

Graduate Assistant, Director of Forensics, 1985-87

The Pennsylvania State University

Department of Speech Communication

Responsibilities included administering and coaching the forensics program, supervising two assistant coaches, and serving as instructor of record for Argumentation 301 and Public Speaking 100A.

Instructor, Director of Forensics, 1984-85

Willamette University

Department of Speech Communication

Responsibilities included development and instruction of numerous courses: SPCM 496 - Senior Seminar in Rhetorical and Communication Theory; SPCM 331 – Argumentation; SPCM 321 - American Public Address; SPCM 150 - Public Speaking (2 sections); SPCM 130 - Fundamentals of College Debate; SPCM 62X - Intercollegiate Debate (2 sections); SPCM 61X - Intercollegiate Speaking (2 sections)

Graduate Assistant, Debate Coach, 1983-84

Southern Illinois University, Carbondale

Department of Speech Communication

Responsibilities included coaching and traveling with the second place nationally ranked CEDA debate team.

Graduate Assistant, Director of Debate, Assistant Director of Forensics, 1982-83

University of the Pacific

Department of Speech Communication

Responsibilities included teaching 2 sections of public speaking as well as coaching and traveling with the forensics program; coach of the 1983 American Forensic Association (AFA) champion in expository speaking.

Staff Lecturer, 1981-84

University of Oregon, University of the Pacific, and Southern Illinois University

Summer forensics workshops for high school students.

PUBLICATIONS

Just as my administrative and teaching experiences showcase how I manage complex and wide-ranging situations, my publications also reflect analytical treatments of complex topics or situations.

Miller, Christine M., and Nicholas F. S. Burnett. "‘Stolen Valor,’ Moral Panic, and the Ethics of Digital Vigilantism." In *Handbook of Visual Communication*, 2nd ed. Eds. Sheree Josephson, Ken Smith and Jim Kelly. New York: Routledge, 2020.

- Wiggin, Amy A., and Christine M. Miller. "'Uncle Sam Wants You!': Exploring Verbal-Visual Juxtapositions in Television Advertising." In *Persuasive Imagery: A Consumer Response Perspective*. Eds. Linda M. Scott and Rajeev Batra. Mahwah, NJ: Lawrence Erlbaum, 2003.
- Miller, Christine M. Book Reviews of "Arguing in Communities" by Gary Layne Hatch, and "The Structure of Argument" (2nd ed.) by Annette T. Rottenberg. In *Contemporary Argumentation and Debate* 19 (1998): 104-6.
- Miller, Christine M. "Framing Arguments in a Technical Controversy: Assumptions about Science and Technology in the Decision to Launch the Space Shuttle Challenger." *Journal of Technical Writing and Communication* 23.2 (1993): 99-114.
- Miller, Christine M., and Bruce C. McKinney, eds. *Government Commission Communication*. Westport, CT: Praeger, 1993.
- Miller, Christine M. "The Rogers Commission Investigation of the Challenger Tragedy." In *Government Commission Communication*. Eds. Christine M. Miller and Bruce C. McKinney. Westport, CT: Praeger, 1993.
- Miller, Christine M. "Implicit Rhetorical Theory: Premises, Payoffs, and Pitfalls of an Approach to Argument Analysis." *Proceedings of the Second International Conference on Argumentation*. Frans H. van Eemeren and Rob Grootendorst, eds. Amsterdam, The Netherlands: Foris Publications, 1991.
- Miller, Christine M. "Assuming Burdens of Advocacy in a Technical Controversy: The Case of the Challenger." *Spheres of Argument: Proceedings of the Sixth SCA/AFA Conference on Argumentation*. Bruce E. Gronbeck, ed. Annandale, VA: Speech Communication Association, 1989. 383-91.
- Miller, Christine M. "Managerial Power and the Conciliation of Subordinates: The Case of the Space Shuttle Challenger." *Spheres of Argument: Proceedings of the Sixth SCA/AFA Conference on Argumentation*. Bruce E. Gronbeck, ed. Annandale, VA: Speech Communication Association, 1989. 521-29.
-

PAPERS AND PRESENTATIONS

Over the course of 35 years of presentations at conferences, I have amassed a wide range of research reflecting the interests of several disciplines. Virtually all of my research, of course, is grounded in the study of communication, but it is eclectic. Moreover, my work adopts a critical analysis orientation as a common thread uniting my research agenda.

“Citizen Semiotics: Using Visual Cues as a Means of Profiling” by Christine M. Miller. Presentation at the 33rd Annual Visual Conference, Mammoth Lake, California, June 2019.

“Of Swan Songs and Lame Ducks: Exiting Executives and Shared Governance” by Christine M. Miller, Steven Filling and Diana Wright Guerin. Presentation at the AAUP Shared Governance Conference and Workshops, Washington, D.C., October 2016.

“‘Stolen Valor’: A Visual Analysis of Public Shaming Videos” by Christine M. Miller and Nicholas F. S. Burnett. Presentation at the 29th Annual Visual Communication Conference, Cannon Beach, Oregon, June 2015.

“Visual Mystique: A Rhetorical Analysis of Reality TV” by Christine M. Miller. Presentation at the 24th Annual Visual Communication Conference, Portland, Oregon, June 2010.

“‘Everybody Makes Mistakes’: An Analysis of Agency in the Miley Cyrus *Vanity Fair* Photographs” by Christine M. Miller. Presentation at the 22nd Annual Visual Communication Conference, Lake Tahoe, California, June 2008.

“Embodied Conversational Agent Technology: Presence in Virtual Learning Environments” by Christine M. Miller. Presentation at the 21st Annual Visual Communication Conference, Estes Park, Colorado, June 2007.

“Community/Researcher Partnerships,” Panel facilitator and discussion leader at the 2nd Annual Community/Campus Collaborative Conference, Sacramento, California, October 2007.

“The Semester at Sea Experience” by Christine M. Miller. Panel presentation at the 20th Annual Visual Communication Conference, Homewood, Utah, June 2006.

“Collaborative Mixed Methods Research” by Christine M. Miller. Presentation at the Inaugural Community/Campus Collaborative Conference, Sacramento, California, October 2006.

- "Welcome Address: Introduction of Keynote Speaker Sergio Aguilar Gaxiola" by Christine M. Miller. Presentation at the Inaugural Community/Campus Collaborative Conference, Sacramento, California, October 2006.
- Research session mentor, Inaugural Community/Campus Collaborative Conference, Sacramento, California, October 2006.
- "Teaching Science: Instructional Communication for the Blind," by Christine M. Miller and A. Charles Pullen. Paper presented at the 90th Annual National Communication Association Convention, Chicago, Illinois, November 2004.
- "Celebrity Politics, Take Three: Schwarzenegger and the California Recall." Panel Respondent, 90th Annual National Communication Association Convention, Chicago, Illinois, November 2004.
- "Here Today, Gone to Arnold--Only in California: Recalling the 2003 Gubernatorial Circus." Panel Chair, 90th Annual National Communication Association Convention, Chicago, Illinois, November 2004.
- "Iconic Images of Prisoner Abuse: A Discussion of Abu Ghraib," by Christine M. Miller and Nicholas F. S. Burnett. Presentation and roundtable discussion leader, 18th Annual Visual Communication Conference, Asilomar, California, June 2004.
- "Teaching Astronomy: The Blind Shall See," by Christine M. Miller and A. Charles Pullen. Paper presented at the 17th Annual Visual Communication Conference, Sandpoint, Idaho, June 2003.
- "Visual Communication Pedagogy." Panel participant, 17th Annual Visual Communication Conference, Sandpoint, Idaho, June 2003.
- "Tragedy Meets Terrorism: The Appropriation of an Iconic Visual Image." Paper presented at the 16th Annual Visual Communication Conference, Holcombe, Wisconsin, June 2002.
- "When the Picture Lies: Visual Deception as an Index of Social Values." Paper presented at the 15th Annual Visual Communication Conference, Yamhill, Oregon, June 2001.
- "What's Wrong with This Picture? Photographic Deception and Manipulation in the Name of Ideology." Paper presented at the Rochester Institute of Technology "Visual Communication: Rhetorics and Technology" Conference, Rochester, New York, March 2001.

- Speaking on the Negative. "Resolved: Quantitative Evaluation of Teaching Effectiveness is Inherently Flawed." Debate presentation at the CSUS Conference on Teaching and Learning, Sacramento, California, October 2000.
- "Aim High': Toward an Analytical Schema for Visual Rhetoric." Paper presented at the 19th Annual Advertising and Consumer Psychology Conference, Ann Arbor, Michigan, May 2000.
- "Lions and Tigers and Mold--Oh My! The Role of Visual Risk Depiction in the Emergence of a New Environmental Health Issue." Paper presented at the 13th Annual Visual Communication Conference, Lake Tahoe, California, June 1999.
- "Visual Imagery in Public Health Campaigns." Co-Respondent on panel, 13th Annual Visual Communication Conference, Lake Tahoe, California, June 1999.
- "Blood, Gore, and So Much More: Visual Depictions of Risk in Industrial Training Videos," by Christine Miller and A. Charles Pullen. Paper presented at the 12th Annual Visual Communication Conference, Winter Park, Colorado, June 1998.
- "Saving Lives or Selling Out? The Decision to Publish the Unabomber Tract," by Nicholas F. S. Burnett and Christine M. Miller. Paper presented at the 82nd Annual Speech Communication Association Convention, San Diego, California, November 1996.
- "Institutional Recruiting: Using Cultural Characterizations of College to Entice New Students." Paper presented at the 67th Annual Western States Communication Association Convention, Pasadena, California, February 1996.
- "Uncle Sam Wants YOU!: Visual Depictions of the Armed Forces." Paper presented at the 10th Annual Visual Communication Conference, Park City, Utah, June 1996.
- "Mass-Mediated Performances of Gender: Patriarchy in Different Voices." Panel Respondent, 81st Annual Speech Communication Association Convention, San Antonio, Texas, November 1995.
- "Picturing the Academy: Visual Representations of Higher Education Institutions." Paper presented at the 9th Annual Visual Communication Conference, Flagstaff, Arizona, June 1995.
- Speaking on the Negative. "Freedom of Speech and Abortion Rights: Where Should the Line Be Drawn?" Debate presentation at the 66th Annual Western States Communication Association Convention, Portland, Oregon, February 1995.
- "Removing the Blindfold of Justice: Trial by Media in the O.J. Simpson Case." Paper presented at the 66th Annual Western States Communication Association Convention, Portland, Oregon, February 1995.

- "Confronting Environmental Justice: The California Comparative Risk Project." Paper presented at the 80th Annual Speech Communication Association Convention, New Orleans, Louisiana, November 1994.
- "A Kiss is Just a Kiss'--Or Is It? The Visual Rhetoric of Kissing." Paper presented at the Eighth Annual Visual Communication Conference, Graeagle, California, June 1994.
- "(Re)Presenting Reality Visually: Maps as Info-mercials." Paper presented at the Seventy-Ninth Annual Speech Communication Association Convention, Miami, Florida, November 1993.
- "It's Deja Vu All Over Again: Representing Reality in Cartography." Paper presented at the Seventh Annual Visual Communication Conference, Jackson Hole, Wyoming, June 1993.
- "Competitive Papers II," sponsored by the Rhetoric and Public Address Interest Group. Panel Respondent. Sixty-Fourth Annual Western States Communication Association Convention, Albuquerque, New Mexico, February 1993.
- "The Rhetorical Implications of *Rust v. Sullivan*." Paper presented at the Seventy-Eighth Annual Speech Communication Association Convention, Chicago, Illinois, November 1992.
- "Top Contributed Papers in the Theory and Practice of CEDA Debate," sponsored by the Cross Examination Debate Association. Panel Respondent. Seventy-Eighth Annual Speech Communication Association Convention, Atlanta, Georgia, November 1992.
- "Cartography and Critical Thinking: The Implications of Visually Abstracting Reality." Paper presented at the Seventy-Seventh Annual Speech Communication Association Convention, Atlanta, Georgia, November 1991.
- "The Influence of Political Partisanship in the Congressional Arguments Regarding the Persian Gulf." Paper presented at the Seventy-Seventh Annual Speech Communication Association Convention, Atlanta, Georgia, November 1991.
- "Implicit Rhetorical Theory in the Flag Burning Controversy: Another Look." Paper presented at the Western States Communication Association Convention, Phoenix, Arizona, February 1991.
- "The Question of Generating Questions." Competitively selected position paper presented as participant in third annual seminar on rhetorical criticism, Western States Communication Association Convention, Phoenix, Arizona, February 1991. Paper reprinted in seminar proceedings, 50-57.

- "Competitive Papers: Freedom of Speech," Co-Respondent on Panel. Western States Communication Association Convention, Phoenix, Arizona, February 1991.
- "Inquiring into the Inquiry Process: Decision-Making During the Rogers Commission Investigation of the Challenger Tragedy." Paper presented at the Speech Communication Association Convention, Chicago, Illinois, November 1990.
- "Representations of Science and Technology in the Decision to Launch the Space Shuttle Challenger." Paper presented at the Speech Communication Association Convention, Chicago, Illinois, November 1990.
- "Implicit Rhetorical Theory: Premises, Payoffs, and Pitfalls of an Approach to Argument Analysis." Paper presented at the Second International Society for the Study of Argumentation Conference, Amsterdam, The Netherlands, June 1990.
- "'But Do They Destroy the Symbol?' An Implicit Theoretical Analysis of *Texas v. Johnson*." Paper presented at the Western States Communication Association Convention, Sacramento, California, February 1990.
- "Assuming Burdens of Advocacy in a Technical Controversy: The Case of the Space Shuttle Challenger." Paper presented at the Sixth Alta Conference on Argumentation, Alta, Utah, August 1989.
- "Managerial Power and the Conciliation of Subordinates: The Case of the Space Shuttle Challenger." Paper presented at the Sixth Alta Conference on Argumentation, Alta, Utah, August 1989.
- "Visualizing Spatial Relationships: The Meanings in Maps." Paper presented at the Third Annual Visual Communication Conference, Park City, Utah, June 1989.
- "Public Speaking on the Streets and in the Ivory Tower: A Comparison of the Dale Carnegie Course and the Academic Course." Top Paper in Instructional Practices presented at the Eastern Communication Association Convention, Syracuse, New York, May 1987. (ERIC Document Reproduction Service No. ED 285 238.)
- "Paradigmatic and Presumptive Shifts: Thomas Kuhn and Richard Whately in Tandem." Paper presented at the Eastern Communication Association Convention, Syracuse, New York, May 1987. (ERIC Document Reproduction Service No. ED 286 223.)
- "Rajneesh Rhetoric: A Comparative Ethical Appraisal," by Catherine Collins and Christine M. Miller. Paper presented at the International Communication Association Convention, Honolulu, Hawaii, May 1985.

"Media Coverage of the Rajneeshees: A Dramatistic Analysis," by Catherine Collins and Christine M. Miller. Paper presented at the Northwest Communication Association Convention, May 1985.

"Bitzer's Rhetorical Situation: Deliberation on the Deliberations." Paper presented at the Speech Communication Association Convention, Chicago, Illinois, November 1984.

"Selected Sources for the 1983 CEDA Topic on Higher Education," by David C. Buckley and Christine Miller. Presented at the Eastern Value Debate Conference, Ripley, West Virginia, October 1983.

"Cartographic Communication: The Symbolization of Space." Paper presented at the Ninth Annual California State University, Fresno, Communication Conference for Undergraduates, May 1982.

GRANT PROPOSALS

My work in this area focuses primarily on studies in health communication, and also features multicultural inquiry as well as community engagement. The proposals submitted were part of a body of work highlighting collaborative partnerships which reached into various communities, and they usually sought to address an issue impacting a cultural community disproportionately, such as cancer disparities in Native American, Asian/Pacific Islander, or Hispanic populations.

Co-investigator, proposal seeking grant funding from UC Davis Clinical and Translational Science Center (CTSC) Pilot and Collaborative Studies Program for a study developing and testing "The I-COPE Program to Aid Young Adult Cancer Patients with Problem Solving." May 2008.
Funded.

Co-investigator, proposal seeking grant funding from UC Davis Clinical and Translational Science Center (CTSC) Pilot and Collaborative Studies Program for a study "Addressing Cultural Issues in the Prevention of Cervical Cancer in Asian/Pacific Islander and Hispanic Women." August 2007.

Co-Investigator, proposal seeking grant funding from National Institute of Health (P-20 Grant) to conduct "A Community Collaborative Partnership Investigating New Technologies to Reduce Cancer Disparities." May 2007.

Co-Investigator, proposal seeking grant funding (CFDA Number: 84.133G-1) to address inequities in instructional materials provided to visually impaired students as compared to their sighted peers. January 2007.

Co-Investigator, proposal seeking grant funding from National Institute of Health (R-21 Grant) to investigate "Information Technologies and the Internet in Health Services and Intervention Delivery." December 2006.

Co-investigator, proposal seeking grant funding from Susan G. Komen Foundation for a study "Addressing Cultural and Tribal Issues in Breast Cancer Using Innovative Technologies." August 2006.

Co-investigator, proposal seeking grant funding from UC Davis Cancer Center to examine "The Relationship Between Health Literacy, Race/Ethnicity and Completion of Advanced Medical Directives." October 2005.

ACHIEVEMENTS AND AWARDS

I have been widely recognized by peers and administrators throughout my career. Such accolades reflect my passion for and dedication to my work.

- 2016 [John C. Livingston Distinguished Faculty Lecture](#), "Higher Education Innovation Meets the Mash-Up." This annual faculty lecture delivered to the campus community at a Convocation is considered the most prestigious faculty honor at California State University, Sacramento
- 2016 California State Student Association Faculty Member of the Year in Innovation
- 2012 Outstanding University Service Award recipient, College of Arts and Letters
- 2007 Associate Editor for *Visual Communication Quarterly*
- 2002 Selected by the *Sacramento Bee* to judge the California Western Circulation Manager's Association promotional awards
- 1998-2001 Faculty Merit salary increases
- 1998 Recipient of \$2,500 Performance Salary Step Increase
- 1996-1999 Associate Editor for *Western Journal of Communication*

1991-1994 Associate Editor for *Free Speech Yearbook*

1990 Recipient of \$2,500 award for Meritorious Performance and Professional Promise

1985-1987 Editorial Intern, *Quarterly Journal of Speech*

1984 Associate Editor for *Alternatives*, a high school debate evidence and analysis handbook

SERVICE TO THE INSTITUTION

My record of service is exceptional. But what's more important is that it collectively speaks to my commitment to students, to faculty voice, and to shared governance. It can be divided into service as a faculty member, and then as an administrator.

Service as a Faculty Member

What follows is a list of principal service contributions for just the last five years that I was a faculty member, from 2013-18. Activities are listed for each of three levels of service: *department level*, *university level* (Sacramento State University campus), and *system level* (California State University). In all three categories, many short-term, ad hoc service contributions have been omitted for brevity.

Department Level Contributions

- Graduate Coordinator
- Graduate Committee Chair and member
- Full-time Faculty Evaluation Committee member
- Full-time Hiring Committee Chair and member
- Part-time Hiring Committee member
- Faculty Development Committee Chair and member
- Thesis/Project committee chair and member for several students

University Level Contributions

- University Budget Advisory Committee member
- Faculty Senate Graduate Studies Policies Committee (GSPC) Founding Chair
 - Member, GSPC ad hoc subcommittee on doctoral programs
 - Member, GSPC ad hoc subcommittee on program quality
- Faculty Senate Executive Committee member
- Faculty Senator representing the Department of Communication Studies
- President's/Senate's Ad Hoc Committee on Faculty Rights and Responsibilities member

- Graduate Writing Assessment Requirement reader
- Faculty Senate ad hoc working group on Academic Dishonesty member
- Board Member, Sacramento State / UC Davis Cancer Center Partnership to Reduce Cancer Disparities
- President's Advisory Group member
- Graduation Initiative Themes ad hoc committee member
- Strategic Planning Council Focus Group Participant on the Future of the University

System Level Contributions

- Co-Chair, General Education Task Force
- Academic Senate of the California State University (ASCSU) Immediate Past Chair
- ASCSU Legislative Specialist
- ASCSU Chair
- Intersegmental Committee of Academic Senates (ICAS) member and Chair
- ASCSU Senator
- ASCSU Executive Committee Member-at-Large
- ASCSU Chair of the Academic Affairs Committee
- Systemwide Budget Advisory Committee member
- Chancellor's General Education Advisory Committee member
- Co-Chair of the Academic Technology Advisory Committee
- Academic Technology Steering Committee member
- Ed.D. Advisory Board member
- ASCSU Academic Preparation and Education Programs Committee liaison to ASCSU Executive Committee
- ASCSU Fiscal and Governmental Affairs Committee liaison to ASCSU Executive Committee
- ASCSU Chair of Conference Planning Team for the 2014 Academic Conference
- ASCSU Liaison to the Academic Council
- ASCSU Liaison to the Alumni Council
- ASCSU Liaison to the California Faculty Association
- ASCSU Liaison to the California State Student Association
- ASCSU Academic Preparation and Education Programs (APEP) committee member and Vice Chair
- Chancellor's Doctoral Incentive Program Selection Committee member
- Chancellor's Doctoral Incentive Program Policy Advisory Committee member
- Chancellor's Doctoral Incentive Program Working Group member
- Chancellor's Doctoral Incentive Program Faculty Director Search Committee member
- CSU Doctorate in Physical Therapy WASC Program Review Group member
- ASCSU representative to Intersegmental Coordinating Council
- ASCSU 50th Anniversary Task Force member

- Faculty Discipline Review Group facilitator for SB1440 (Student Transfer Achievement Reform Act)
- Reviewer, Lower Division Transfer Pattern Project
- ASCSU Legislative Lobbying Day participant
- Intersegmental Committee of Academic Senates Legislative Lobbying Day participant
- CSU Pre-Doctoral Award Selection Committee member
- Trustees' Subcommittee on Honorary Degrees member
- Trustees' Award for Outstanding Achievement Selection Committee member
- CSU California Pre-Doctoral Program Director Search Committee member
- Associate Director of Academic Programs and Policy Search Committee member
- Reviewer, CSU Promising Practices and Course Redesign proposals
- Representative to Intersegmental Meeting on Transfer Pathways
- Editor of ASCSU Faculty to Faculty newsletter
- Wang Awards Selection Committee member
- Hearst Trustee Scholarship Selection Committee member
- Review panelist for Naming of CSU Facilities and Properties
- ASCSU liaison to the Council of Chairs of campus senates
- Member of Chancellor's Work Group to Assess Recommendations of the Sustainable Financial Model Task Force

Service as an Administrator IV

The following is a partial list of opportunities I had to represent the Division of Academic Affairs in my roles as Interim Vice Provost for Student Academic Success.

- Chair, Strategic Planning and Budget Advisory Committee
- Antiracism and Inclusive Campus Action Planning Group member
- Critical Response Team member
- Academic Affairs Leadership Team member
- University Administrative Council member
- Information Technology Advisory Board member
- Enrollment Management Operations Team member
- IT Collaboration and Standards Team member
- Web Content Advisory Team member
- Civitas Student Success Team member
- Platinum Analytics Review Team member
- Smart Planner Steering Committee member
- Strategic Scheduling for Student Success Team member
- Learning Space Services Team member
- Family Friendly Campus Task Force member
- Executive Safety Committee member

- Minor Design Change Committee member
- Classroom Technology Advisory Committee member
- Aquatic Center Advisory Committee member
- Regional Innovation and Entrepreneurship Higher Education Collaborative member
- Admitted Students Day Steering Committee member
- Placer Advisory Committee member
- Placer Center Master Plan Task Force member
- Ramona Master Plan Academic Integration Working Group member
- Carnegie Re-classification Task Force member
- Comprehensive Campaign Committee member
- Graduation Initiative 2025 Allocation Committee member
- “On the Rise” Campaign Ambassador

SERVICE TO THE COMMUNITY

In addition to serving my institution and the CSU, I also am committed to my community. I have volunteered my time and my services to the following non-profit groups:

- Sacramento Food Bank and Family Services
- River City Food Bank
- Sacramento Steps Forward, Point-In-Time Count of homelessness in Sacramento County
- Joshua’s House homeless hospice
- Associated Students Incorporated food pantry at Sacramento State
- St. Francis High School
- Sacramento New Technology High School
- St. Peter’s Lutheran School
- Merryhill School
- Sacramento Children’s Chorus
- River City Theatre Company
- Wilton Volunteer Fire Department
- Sacramento County Horsemen’s Association

Dr. Christine M. Miller

millercm@csus.edu

Statement on Diversity, Equity and Inclusivity

Evidence of my commitment to diversity, equity, inclusion, belonging and social justice can be found throughout my application materials, because in my view, these values are imperative in all decision making domains. I have a clear record of service, teaching and research which shows engagement with issues of ethnic, racial, socio-economic, gender-based, and cultural diversity in various communities.

For example, I was a member of the Fall 2021 cohort of the [CSU's "Equity NOW"](#) programming delivered by USC's Racial Equity Center. In addition, I attended "[Moving Beyond Bias](#)," a day-long seminar for Senior Administrators in February 2020, with follow-up sessions since then, as well as a week-long [Executive Leadership Academy](#) which had as its focus "Leading in a Multicultural and Global Environment." I also was selected by Sacramento State's President to serve as a member of the Action Planning Group devoted to the "Impact of and on the Sacramento Region," one of seven Groups charged with developing goals, strategies and tactics for the campus to pursue as elements of an "[Antiracism and Inclusive Campus Plan](#)." My record chronicles an unwavering commitment to championing diversity, equity and inclusion as core values.

More specifically as it relates to this position, I bring a keen understanding of how policies and practices themselves may specifically undercut diversity and inclusion goals. For instance, the Center for Urban Education at USC developed a "[Protocol for Assessing Equity-Mindedness in State Policy](#)" which is fascinating to apply to policies designed to align with higher education priorities, outcomes, and resource allocations. The protocol provides prompts to evaluate policies, strategic plans, reports and other formal documents to see if they attain an equity focus leading to student success among underserved populations. I routinely use this protocol to evaluate the equity-mindedness of policies and procedures, and the results have been instructive. Many well-intended policies can have unintended consequences, and if those consequences create inequities or make them worse, we have a moral imperative to change them. As Senior Associate Vice President I would constantly ask, consistent with the protocol, "who benefits, who loses, and how do underserved populations fare" as a result of alliances between Sacramento State and its strategic partners?

As concrete examples of my commitments in this area, I wrote an essay on antiracist and equity-minded budgeting in a division of Academic Affairs. In addition, to demonstrate how faculty can adopt antiracist principles in syllabus construction, particularly in the remote learning environment that dominated course delivery during the pandemic, at his request I converted the syllabus for an online class previously taught by Sacramento State's former Provost into an equity-minded syllabus. *Both the essay and this syllabus exemplar are available upon request.*

In sum, my commitments to diversity, equity, inclusion, belongingness and social justice are not just philosophical, they are manifest in concrete actions visible throughout my portfolio of professional accomplishments. I am unequivocally dedicated to continuing this work, and I know CSUS is similarly committed.