

# MISSION VALUES

Northern Virginia Community College provides equitable access to affordable and exceptional higher education and workforce programs, transforming the lives of our students and advancing opportunity in our community.



We are boldly NOVA.



#### Care

... is demonstrated at NOVA through a culture of compassion where success and wellbeing are prioritized in our commitment to developing authentic relationships and providing resources to foster a supportive and thriving community.



#### **Excellence**

... is demonstrated at NOVA through high-quality and cutting-edge programs; innovative, talented and experienced faculty and staff; and strong and effective relationships with employer and university partners — all to ensure our students are ready for graduation, transfer and high-demand careers.



#### Inclusion

... is demonstrated at NOVA through our intentional commitment to welcoming, supporting and engaging diverse people and perspectives so that a sense of belonging is cultivated throughout our College community.



#### Integrity

... is demonstrated at NOVA through adherence to principles and actions that foster accountability, honesty and trustworthiness. Commitment to truth and fairness is ensured by ethical, equitable and professional behavior and by prioritizing the needs of the students and community we serve.



#### Respect

... is demonstrated at NOVA through treating each other with courtesy and dignity, acknowledging and valuing differing ideas and perspectives, affirming the uniqueness of every individual and being mindful of personal boundaries.

# A Letter from the Chair of the College Board

# **Ambassador Joseph Huggins**

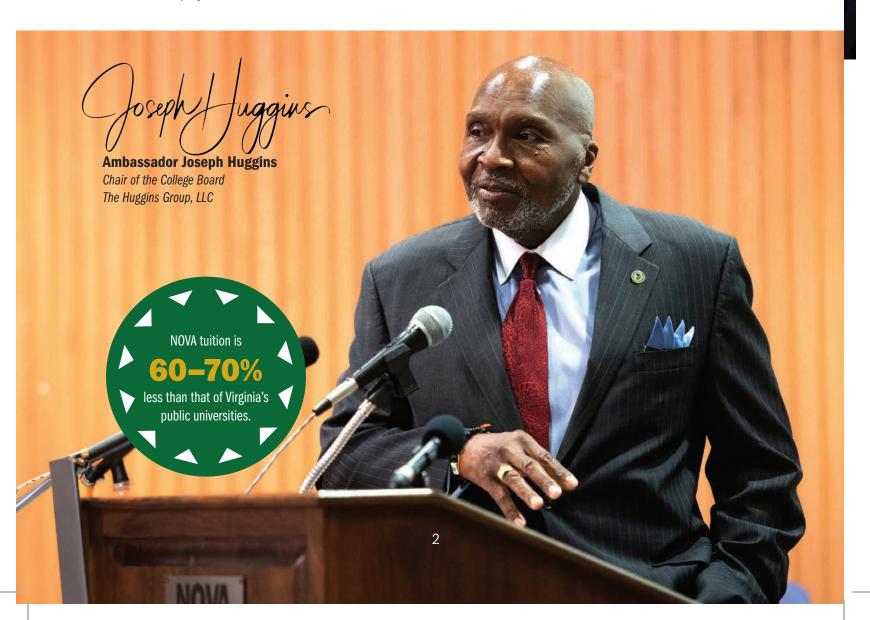
The importance of education cannot be overstated. Indeed, it is key to giving individuals and their families a chance to move away from poverty, toward a life of opportunity and hope. I am truly honored to serve the NOVA community as the new chair of the College Board. My primary goal in this role is to assist the College as it brings that hope to more and more people within our region.

Throughout my diplomatic career, which took me to Europe, Africa and the Middle East, I have seen first-hand the power that education has to utterly transform lives. I have seen innovation happening around the globe, and I see it here at NOVA, where our students come to attain a world-class education.

I look to students around the world for energy and inspiration. NOVA students display incredible determination, and their potential knows no bounds. I am eager to see how our impressive students continue to harness what they have learned here and as they go forward to make their mark on the world.

In addition, I love connecting partners to the College and our students to amazing opportunities. The world is changing each day, and NOVA is not just keeping up but is leading this change. I am thrilled to be a part of an institution that, in its continuous quest for excellence and innovation, fosters a true sense of belonging, opportunity and hope.

I am remarkably proud of the students, faculty and staff of NOVA, and again, it is truly an honor to serve the College and the region.





NOVA is guided by a profound mission: to provide equitable access to affordable and exceptional higher education and workforce programs. We work to transform the lives of our students and advance opportunities for those in our community. Our mission is moved forward every day through the tireless efforts of our faculty and staff, whose work across academic disciplines, career and technical programs, student support services and a host of other functions is the very foundation of the futures our students come here to build.

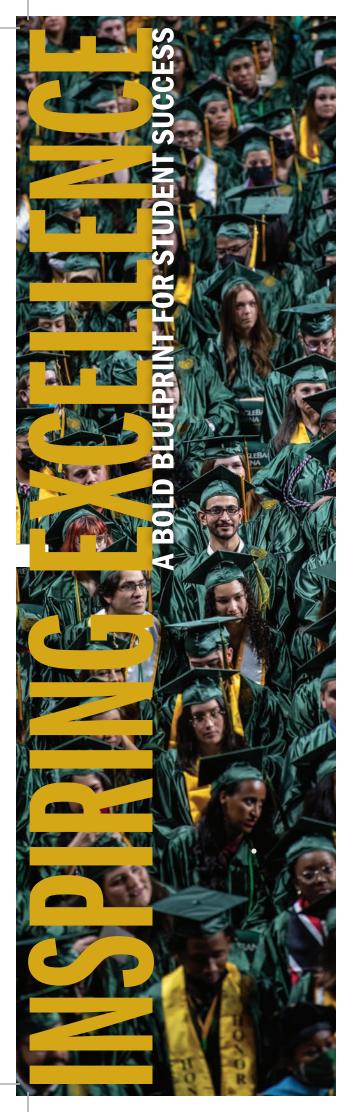
In last year's report, I spoke of the crossroads at which NOVA finds itself. And we are still making our way through that intersection — one characterized by rapid technological advancement and innovative, industry-informed course offerings. And there is no sign of slowing down. More twists and turns lay before us, and yet our charge is to navigate as smoothly as possible, responding and adapting to efficiently meet the diverse needs of 21st-century learners. What grounds NOVA during this time of complex, sweeping change is in fact surprisingly simple: a commitment to our most basic values of care, excellence, inclusion, integrity and respect for our students and each other.

These core tenets of what NOVA does — indeed, who NOVA is — have guided our past and will continue to steer the

institution well into its future. Our values intentionally inform the College's new strategic plan, which we are excited to launch as our roadmap for student success through 2026. Aptly titled "Inspiring Excellence: A Bold Blueprint for Student Success," the plan identifies five areas of focus across the next three years: access, retention, completion, transfer and employment. We have ambitious goals for each of these focus areas, but we know we can accomplish them. In fact, we owe it to our students to do so.

At a community college of more than 70,000 students, there is no single NOVA experience. Some of our students are the first in their families to attend college. Others are juggling a job, or several, while taking courses and raising a family. Some come to NOVA as a stepping stone toward transfer. Some are earning a short-term credential in hopes of advancing their career. All of our students' stories inspire us to drive on.

In this report, we've highlighted only a few of the myriad accomplishments we have seen and experienced over the past year. Pulling together the content that collectively tells the NOVA story has been an exercise in inspiration for those of us lucky enough to work with our NOVA Nighthawks each day. And as you read about what makes our community so special, we hope that you, too, will be inspired.



# The College's strategic priorities speak to every aspect of NOVA's mission and impact:



#### Access

Provide equitable access to high-demand, high-wage programs.



### **Retention**

Ensure timely college-level course success.



## **Completion**

Ensure timely completion for all students.



#### **Transfer**

Promote pathways for transfer success for associate degree recipients.



### **Employment**

Prepare students for high-demand, high-wage careers.

At-A-Glance

### **Our Locations**

Located near Washington, D.C., NOVA serves the counties of Arlington, Fairfax, Loudoun and Prince William, in addition to the cities of Alexandria, Fairfax, Falls Church, Manassas and Manassas Park, across six campuses, the Reston Educational Center and **NOVA Online.** 

- Alexandria **13,990 students**
- Manassas **10,320** students

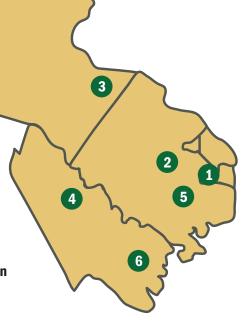
**NOVA Online 26,576 students** 

- Annandale **15,908 students**
- **Medical Education** 2.055 students

**HS Dual Enrollment 16,768 students** 

- Loudoun **16,981 students**
- Woodbridge **10,173** students

**Continuing Education** 2,523 students (across all campuses)



70,000+ **Students** 



38,763 **Grants and scholarships** 

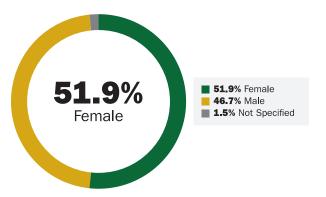


\$72 million+ **Amount awarded** 

### **Race/Ethnicity of Students Enrolled**

### ■ 60% Students of Color **16.9**% Asian **13.7%** Black/African American **23.6%** Hispanic/Latino Students **5.8%** Other **33.2%** White of Color ■ 4.6% Not Specified ■ 2.1% Non-Resident

#### **Gender of Students Enrolled**



# **NOVA Highlighted in**

# White House Report

White House Domestic Policy Council Director Neera Tanden, U.S. Secretary of Education Miguel Cardona and college and university leaders met September 28 for an event highlighting the release of the Department of Education's report, "Strategies for Increasing Diversity and Opportunity in Higher Education." The report bolsters a commitment to advancing diversity and opportunity in higher education. NOVA was the only community college represented in this important discussion.

The report referenced NOVA — specifically, the College's ADVANCE program — in its "Transfer and Community College Partnerships" section, highlighting how "successful transfer programs demonstrate that leadership and providing the necessary resources can significantly increase the number of students transferring from a two-year to a four-year program, increasing educational opportunity for socioeconomically and racially diverse students."

### **ADVANCE** Transfer program

ADVANCE, NOVA's joint admission transfer partnership with Fairfax, Va., neighbor George Mason University (GMU), is a hallmark of the College. This innovative, nationally recognized program boasts a number of prescribed pathways that help associate degree holders seamlessly transition to in-demand bachelor's degree programs. Yet again, ADVANCE saw record-breaking enrollment over the course of the past year:

Fall 2023 cohort boasted

938 students

(5% increase over Fall 2022)

bringing the total enrollment to

4,300+ students

**Currently** 

1.000+

former NOVA students are pursuing their four-year degrees at GMU.

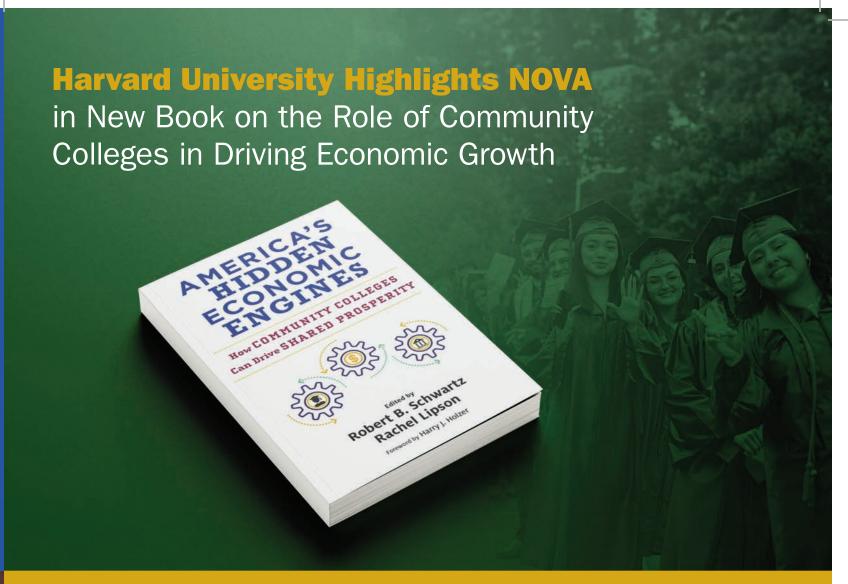
The ADVANCE program was awarded

\$100,000

from the SCHEV Fund for Excellence and Innovation.



From left to right: David Wilson, President, Morgan State University (on left screen); Anne M. Kress, President, Northern Virginia Community College; Gene Block, Chancellor, University of California, Los Angeles; Neera Tanden, White House Domestic Policy Council Director; Miguel Cardona, U.S. Secretary of Education; Javier Reyes, Chancellor, University of Massachusetts, Amherst; Pat McGuire, President, Trinity Washington University (on right screen); and Chris Eisgruber, President, Princeton University.



NOVA excels at partnering with employers to build new degree and non-degree certificate programs that meet in-demand industry needs.

Harvard University's Project on Workforce (HPoW) has released a new book published by Harvard Education Press that features Northern Virginia Community College as an exemplar community college contributing to regional economic growth and opportunity.

Highlighting five case studies of community colleges in Virginia, Mississippi, Ohio, Arizona and Texas, the book, America's Hidden Economic Engines: How Community Colleges Can Drive Shared Prosperity, explores ways in which forward-thinking community colleges are designing and implementing new solutions to both adapt to critical needs in the U.S. economy and create new pathways to opportunity for a diverse range of learners. NOVA excels at partnering with employers to build new degree and non-degree certificate programs that meet in-demand industry needs. The College

utilizes labor market intelligence data to identify "on-ramps" for students to enter the workforce economy more effectively.

In addition to NOVA, four other colleges were highlighted for their ingenuity in meeting different local workforce needs. Promising practices include cultivating innovative leadership teams, growing communities through local businesses, building flexible programs that meet workers where they are and making career advising an integral part of developing educational pathways.

NOVA sits at the forefront of ensuring economic opportunity is shared more broadly. To achieve this, NOVA has embraced a strategy to build more on-ramps to the local economy and transform the Northern Virginia region.

Governor Youngkin, NOVA and Google Announce

# CYBERSECURITY TRAINING PROGRAM

Cybersecurity is a hot topic. Cyberattacks are on the rise, putting critical infrastructures at risk. There are more than 750,000 open cybersecurity jobs nationwide, and more than 60,000 in Virginia alone. It is imperative that these industries have a pipeline of highly skilled workers to fill a growing number of positions. NOVA students are perfectly situated to address this critical need.

In May, Gov. Glenn Youngkin joined Google execs and Virginia education leaders at NOVA to announce a new Google cybersecurity career certificate. Built by security experts at Google, the certificate will help businesses fill critical roles and enable more jobseekers to access the field. The certificate can be completed online in under six months.

Students can take courses with support from VA Ready, an initiative in the Commonwealth to rapidly reskill Virginians for in-demand jobs.

Youngkin also noted that Google provides its certificate for free to community colleges, creating a gateway to opportunity for those seeking careers in one of Virginia's fastest-growing fields.

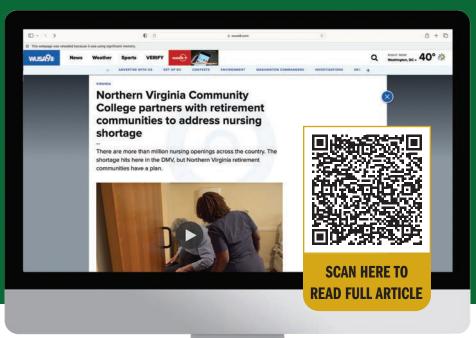
Phil Venables, chief information security officer for Google Cloud, said, "Google has long worked to protect people, businesses and governments by sharing our expertise. However, to address evolving risks, organizations and the workforce must shift their thinking about the cybersecurity skills gap."



From left to right: Anne M. Kress, President of NOVA; Steve Partridge, VP of Strategy, Research and Workforce Innovation at NOVA; Amie Hanbury, Google Learner and IT Specialist for the Navy; Va. Governor Glenn Youngkin; Phil Venables, Chief Information Security Officer for Google; Henry Gage, Google Learner and IT Support Specialist for Cisco; and Rebecca Williams, NOVA Alumna and Google Learner now with the Navy Federal Credit Union.

# **NOVA Launches LPN Program to Address Critical Nursing Shortage**

Officially launched in October 2023, NOVA Workforce's Licensed Practical Nursing Certificate program prepares students to work as licensed practical nurses (LPNs). The program, approved by the Virginia Board of Nursing, is targeted to become the gold standard for excellence in evidence-based practical nursing education in Virginia. Graduates of NOVA's LPN program will have the knowledge, skills and abilities to be successful as healthcare providers and academically prepared to continue their nursing education into advanced nurse training in the future.



#### **NOVA's LPN program is powered by**









## Metallica Scholars Initiative Fuels Students' Career Dreams and Region's Workforce Needs



In August 2022, NOVA received \$50,000 from the All Within My Hands Metallica Scholars Initiative, an effort stewarded by the National Association of Community Colleges. An additional \$25,000 was received in July 2023 to expand resources. In total, NOVA has received \$175,000 over three years.

In year one, the College used the funding to support non-native English-speaking students in the Certified Nurse Aide program. Additional funding in years two and three has allowed NOVA to expand support to students enrolled in select region-critical IT credential programs.

## **Key Funding Sources for Workforce Students**



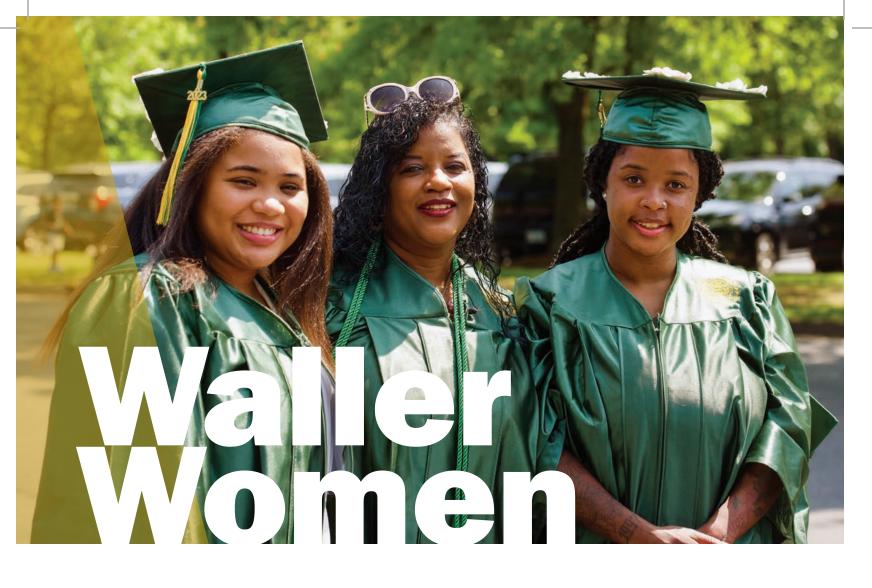
This is last-dollar funding for specific, high-demand programs in five career fields. G3 helps close the funding gap after other student aid is awarded, allowing

even more students to earn meaningful credentials that will help them advance in their career.



Virginia's FastForward (FF) program makes short-term credentials in high-demand, regionally informed industries financially accessible. Students enrolled in FF-designated

courses are responsible for one-third of the program cost, and other funding sources (including G3) can be used to cover their cost.



# **Together, Mom and Daughters Graduate from NOVA**

Mildred Waller remembers her mother saying, "It's never too late unless you don't try." But Mildred thought college was out of reach. She could have never imagined she would be graduating from NOVA alongside two of her daughters, Bobbie Waller and Rayshaia Waller. All three women now have degrees in early childhood education. Mildred also graduated with a degree in psychology.

At 18, Mildred met her husband. They married and had five children. Raising a family was a priority for Mildred, just like it was for her mother. But as the decades passed, she felt her dream of a college education slipping away. Although she made sure her daughters could attend college, Mildred didn't dream she would be able to join them.

On May 15, 2023, Mildred graduated from NOVA with two degrees. She thanks her late mother, who continues to be her role model and inspiration: "Although my mother won't be

here to see some of my dreams come to fruition, I know she is watching!" Mildred graduated from NOVA with two degrees as her mother did. "My mom was 55 when she completed her degrees, and I'm 50."

While she was a student, Mildred worked for CCAMPIS (Child Care Access Means Parents in School) at NOVA. She and the Capital Area Food Bank (CAFB) helped launch a grocery delivery program for NOVA student parents. Mildred calls the food service program a great collaboration between CCAMPIS and the CAFB.

Graduation day was a major celebration for Mildred and her family. She has lost three family members during the pandemic, and the experience of helping her children through isolation and depression redirected Mildred's path. She eventually wants to become a mental health advocate for young adults.

# **NOVA Nighthawk on Future and Family**

Solange Francis, a returning NOVA student, is motivated to complete her education and help others access mental health services. After seeing the devastating financial toll of COVID, Solange decided to return to NOVA to earn her degree. She is a living example of what determination looks like, and she plans to graduate with two degrees in May 2024.

"I started at NOVA in 2012, fresh out of high school. At 19, I got pregnant," said Solange. Although she was determined to continue her education, she hit a financial roadblock.

Fast-forward to 2020. During the lockdown, Solange witnessed the severe financial impact of COVID-19. She saw people standing in welfare lines in droves and couldn't help but ask herself, "What kind of life would I be able to provide my children without a college degree?"

She decided to return to NOVA and invest her government stimulus checks into her education and future. Solange said she is now more mature, dedicated, determined and laser-focused on completing her NOVA journey. She is set to graduate next May with a degree in psychology and another in general studies.

"Although being a student parent is definitely challenging, my children, two girls and one boy — ages 9, 6 and 4 — are my biggest motivators. They are why I am more determined to push through and finish school," she said.

"My dream is to attend a historically black college or university. I want to pursue a dual bachelor's and master's degree in psychology."

Solange's ultimate goal is to become a mental health counselor, providing free mental healthcare for impoverished communities. "It's challenging for Medicaid recipients to access quality mental health services, and that needs to change. I strive to become the very change I want to see, and I will not let anybody or anything stop me from achieving my goal. And when I am successful, I will always be happy to share my journey as a student parent at NOVA with anyone!"



# **Did you know?** 1 in 5 students at NOVA are also parents.



# Christine Schull

## **Early Childhood Faculty Member Earns High-Level Teaching Awards**

Christine Schull, NOVA professor of early childhood education, is the recent recipient of such high-level awards as the State Council of Higher Education for Virginia's (SCHEV) Outstanding Faculty Award and the Association of Community College Trustees' William H. Meardy Faculty Member Award. Schull, who has been educating students for more than 25 years, began working in early learning as an undergrad, then went on to become an elementary school teacher and a research fellow. Later, Schull transitioned to higher education, where she realized she wanted to work more one-on-one with students.

A lifelong advocate for her students, Schull is committed to bringing equity to the field of early childhood education. She

has served in numerous capacities to advance topics related to early childhood education through public discourse. Schull emphasizes the vital role of early childhood educators in maintaining a stable economy. Without them, parents might be forced to choose to remain home instead of entering the workforce.

Upon winning the SCHEV Outstanding Faculty Award, Schull shared her gratitude for the higher education community. "I am stunned and so appreciative to my colleagues, peers and students," she said. "I also want to thank all the teachers who commit their careers to make the lives of so many students better."



Community colleges create pathways for vulnerable students, and our early childhood students are largely working in the field. They are the invisible infrastructure that is holding up our economy,

# **Achievements in Diversity, Equity & Inclusion**

# **Grand Opening of AAPI Intercultural Learning Center**

January marked NOVA's formal ribbon-cutting and grand opening of its newly established AAPI Intercultural Learning Center, made possible by a Department of Education-funded grant awarded to the College in Fall 2021. This revolutionary space on the Annandale Campus serves to raise awareness of Asian American/Pacific Islander (AAPI) art, culture and history while giving NOVA students of all backgrounds and identities a place to connect with one another.

The ribbon-cutting celebrated artists Karpagam Elangovan, Hyun Jung Kim, Jennifer Noda, Curtis Starr, Liang Wei and Nobue Yamabayashi, all of whom contributed their art to the center and represent the rich diversity of the NOVA community and the Northern Virginia Region. The event also included remarks from members of the College Board and a traditional lion dance by Choy Wun Lion Dance Troupe of Fairfax.

Already designated a minority-serving institution (MSI), "NOVA is one of just four higher education institutions in the Commonwealth of Virginia that is an AAPI institution," said NOVA President Anne M. Kress at the center's opening. She continued, "We are the only community college in that small group. The ability of our students to understand different cultures and to respect different cultures is critical to our inclusive excellence."

Other attendees at the opening included Dr. Mei Lan Frame, AANAPISI grant coordinator and head of the AAPI Intercultural Learning Center, and Dr. Nathan Carter, chief diversity, equity and inclusion officer at NOVA.

"Thank you to all who came to this ribbon-cutting," said Dr. Carter. "I am so incredibly proud of the people who worked to make this center a reality."





# NOVA Designated an Emerging Hispanic-Serving Institution

NOVA, designated an Emerging Hispanic-Serving Institution (HSI) by the Hispanic Association of Colleges and Universities (HACU), continues to propel diverse students toward incredible opportunities. Indeed, the College's recent HACU designation underscores NOVA's commitment to serving the unique needs of its Hispanic/Latino students, who currently constitute 23.6% of the student population. The College is tremendously proud of its dedication to inclusive excellence and long-celebrated status as a majority-minority institution.

In an effort to further inclusive excellence in the Northern Virginia region, NOVA debuted a new STEM summer bridge program in Summer 2023. Sponsored by HACU and Dominion Energy, the \$210,000 endeavor is focused on recruiting more Hispanic/Latino students to the College and, in doing so, increasing access to STEM careers for many underserved populations. Students in the summer bridge program earned up to four college credits in a STEM subject at no cost.

# Aspiring to and Achieving Academic Excellence

#### **NOVA Hosts First-Ever VCCS Experiential Learning Conference**

In April, NOVA hosted the inaugural VA Community College Experiential Learning Conference supported by VCCS. The event, which brought together community college students from across the Commonwealth to consider innovative student projects, featured a keynote address by Dr. Wayne Frederick, former president of Howard University.

Projects presented at the conference focused on such experiential learning opportunities as study abroad, undergraduate research, service learning, internships, apprenticeships and leadership programs. In his keynote, Dr. Frederick emphasized how critical these learning opportunities are to student success — both at school and in life. "These experiences can be very, very instructive," he said. "When I encounter a student, I ask them about their mission. When you talk to students about their mission, you realize how much of that ... has to be fulfilled outside of the classroom."



# **High School Dual Enrollment**

NOVA's dual enrollment program, which allows high school students in select Northern Virginia counties to earn college credit by taking college-level courses at their high school, at a NOVA campus or through NOVA Online, has grown significantly in the past year.

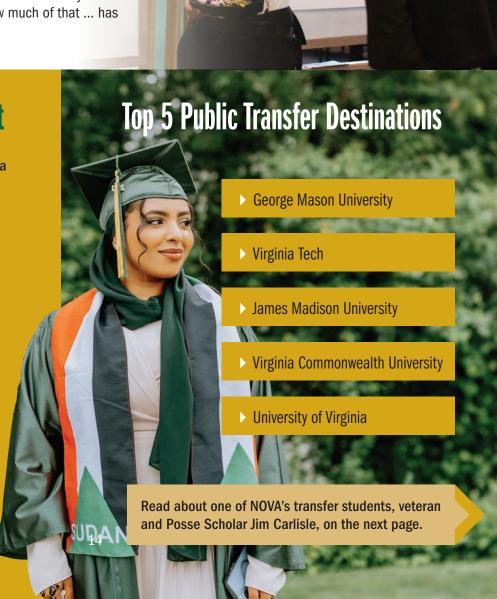
Between the 2021–22 and 2022–23 academic years, NOVA saw a

19.7% increase

in the number of dual enrollment students.

This brings NOVA's total dual enrollment to

**16,768 students** 



# Jim Carlisle From NOVA to UVA

Meet Jim Carlisle, a proud NOVA graduate (and now Cavalier!) with a degree in social sciences. When talking about leaving NOVA, he remarked fondly, "I'll be gone physically, but in spirit I'll always be here." Jim continued, "Graduating NOVA ... is an amazing milestone. I'm really proud of where I am, considering where I've been and where I'm going." This proud Posse Scholar is now at the University of Virginia to earn his bachelor's in psychology, then his master's degree.

Although he's endured some life-altering challenges, Jim will be the first to tell you those challenges shaped the path he was meant to take. "I wouldn't be who I am today unless I went through those things," he said. "Those challenges taught me that I want to do something greater with my life."

Jim's journey before NOVA wasn't easy. He spent all his money getting to California for a fresh start, then ended up in Northern Virginia, completely broke. He had to start over: "I didn't know what I was going to do," he said. "I didn't have a place to live, so I started driving for Lyft." Then, during the pandemic, he found himself alone and going through a divorce.

Jim found where he belonged at NOVA: "I always knew that NOVA was going to be my home. I tried other colleges, and I knew that going back to school was the best thing for me."

Jim had always wanted to help people, but his path forward became crystal clear after he struggled with his own mental health. He shared, "I had a mental breakdown. Not having the resources you need is the most daunting thing ever." That low point became Jim's defining moment, motivating him to pursue a helping profession. Now, Jim says, "I want to create a platform for others. I want to open a wellness center for people to work on their own mental health and not be afraid to reach out ... and not ever feel like they're alone."

After earning his psychology degree from UVA, Jim wants to become a clinical psychologist and eventually establish his own wellness center. Winning the Posse Scholarship has opened the door for him financially and emotionally. "Being a Posse Scholar is one of the most prestigious scholarships. I competed against some of the top minds across the country. For me it was a big accomplishment. It let me know I was worthy."



# **NOVA Foundation**

# Making Student Dreams a Reality

# NOVA's Educational Foundation Raises \$3.675 Million to Help Students Succeed

NOVA and the NOVA Educational Foundation announced in February that they had raised \$3.675 million to launch the Student Success Fund. The Fund provides key, just-in-time emergency grants and scholarships to students who need immediate financial support to continue their education. The Fund will be available to cover costs associated with tuition, fees and books, as well as transportation, food, housing, childcare and unforeseen financial emergencies.

# NOVA Celebrates **\$1.1 Million** Gift for Student Achievement from Long Nguyen and Kimmy Duong

In May, NOVA and the Foundation held a ribbon-cutting to officially rename the Ernst Community Cultural Center's theater and forum on the Annandale Campus. These celebrated community spaces, along with an endowed scholarship, honor Dr. Long Nguyen and Mrs. Kimmy Duong, distinguished philanthropists both in their home country of Vietnam and here in the U.S.

## NOVA Receives \$300K from AWS to Support Data Center Programs

In March, NOVA announced that Amazon Web Services had contributed \$300K to the NOVA Foundation's Information and Engineering Technologies (IET) Fund, which supports in-demand technology programs. The generous gift, representing the largest single private investment in the IET Fund, coincides with the physical expansion of NOVA's groundbreaking Data Center Operations program to a third campus, broadening NOVA's reach into a critical industry in the region and world.



# **Grant Highlights**



NOVA received \$1.5M to provide equitable, impactful engineering scholarships



NOVA received \$900K to create micro-pathways for equitable workforce outcomes for students in the humanities



NOVA named 2023 Leader College, received **\$300K** to increase nursing pathways

## NOVA and NOVA Foundation

# **Board Members**

#### **NOVA College Board**

**Ambassador Joseph Huggins, Chair** 

City of Fairfax, The Huggins Group, LLC

**Margaret Chung, Vice Chair** 

Arlington County, Arlington Career Center

Dr. Raj Chand

Fairfax County, Inova Fair Oaks Hospital

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M. Siddique Sheikh

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U.S. Pakistan International Chamber of Commerce

**John Porter** 

City of Alexandria

**Christopher Wade** 

Fairfax County, Cirrus-ERP

**Carolyn Welch** 

City of Falls Church, Federal Reserve Bank

Ron Gill

City of Manassas Park, Intrado Life & Safety

**Buddy Rizer** 

Loudoun County, Loudoun County Economic Development

**Diana Brown** 

City of Manassas, Fairfax County Public Schools

**Brionna Walker** 

Student Liaison

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Bank of America

Michael Forehand, Vice Chair

Inova

**Debi Alexander** 

Specially Adapted Resource Clubs (SPARC)

**Kristina Bouweiri** 

Reston Limousine

John Clarke

Elm Street Development

**David Farajollahi** 

Federal Government Employee

Anne M. Kress

President, Northern Virginia Community College

**Julia Lafferty** 

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ncgCARE

Jennifer Mulchandani

**Arlington Strategy** 

Rosaelena "Rosie" O'Neil

Georgetown University

**Kelly Persons** 

**NOVA Foundation** 

**John Porter** 

Consultant

**Buddy Rizer** 

Loudoun County Economic Development

**Matt Shank** 

Virginia Foundation of Independent Colleges

**Zuzana Steen** 

Micron Technology

**Joe Teipe** 

Independent Consultant





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