



TEXAS SOUTHERN UNIVERSITY  
3100 CLEBURNE STREET • HOUSTON, TEXAS 77004

713-313-7011

DEPARTMENT OF HUMAN RESOURCES  
OFFICE: 713-313-7521; FAX: 713-313-4347

May 15, 2026

Rodney Smith, EdD  
Via email: [rodney.smith@tsu.edu](mailto:rodney.smith@tsu.edu)

Dear Dr. Smith:

Texas Southern University is pleased to offer you the position of **Senior Vice President & Chief Administrative Officer (CAO)**. Your anticipated start date is **June 1, 2026**. We look forward to utilizing your knowledge, skills, and abilities. Should you choose to accept our offer, your starting annualized salary will be **\$400,000**. In addition, you will receive a recruitment bonus of **\$5,000**, and relocation assistance of **\$25,000**. This position is **exempt** and will have a probationary period of six **months (6)** from the date of hire. Please note, Texas Southern University is an "at-will" employer. All administrators and staff serve the University without a fixed term and do not have vested rights in continued employment.

As **CAO**, you will receive all benefits and perquisites afforded by law to employees of the State of Texas, such as vacation, sick leave, holidays, and other legally available benefits such as insurance, retirement and social security coverage. Please visit the following Employee Retirement System (ERS) website to review some of the benefits that Texas Southern University has to offer <http://www.ers.state.tx.us>.

Once you accept this offer, you will be contacted by the Office of Human Resources/Payroll Services to complete the required new employee documentation. To receive more information about the enrollment process for specific benefits you are eligible to receive as a member of the Texas Southern University team, please call (713) 313-4246.

Please note that this offer of employment is contingent upon the completion of a satisfactory background criminal investigation, employment references, and Texas Southern University Board of Regents approval. Should you agree to accept this offer, please indicate your acceptance by signing this letter and returning it to me at your earliest convenience.

I am delighted by your willingness to take on this role and am looking forward to working with you as we continue to move Texas Southern University forward. The entire President's Office is enthusiastic about you, and we look forward to greeting you. In the meantime, if you have any remaining questions about any aspect of this appointment, please feel free to contact me.

Sincerely,

Ronald McKinley, PhD, MBA, SPHR  
Interim Chief Human Resources Officer

I accept this offer by my written signature below:

\_\_\_\_\_  
Rodney Smith, EdD

\_\_\_\_\_  
Date

## **RODNEY D. SMITH, ED.D.**

Williamsburg, Virginia 23606

### **Education**

**Ed.D. '86 Harvard Graduate School of Education**, Cambridge, Massachusetts  
Administration, Planning and Social Policy (APSP)

**Ed.M., '84 Harvard Graduate School of Education**, Cambridge, Massachusetts  
Administration and Planning with concentration in International Education

**Post-Graduate Studies in Transactional Ecological Psychology**, George Peabody College  
for Teachers, Vanderbilt University, Nashville, Tennessee

**M.A. '76 Fisk University/Meharry Medical College Joint Program**, Nashville, Tennessee  
Clinical/Educational Psychology

**B.A. '74 Saint John's University**, Collegeville, Minnesota  
Psychology Major with Ecology Minor

### **Fellowships**

- **Distinguished Senior Fellow** – Templeton World Charity Foundation
- **Millennium Leadership Institute Fellow** - American Association of State Colleges and Universities
- **Bush Foundation Fellow to Harvard Institute for Education Management (IEM)**
- **Organization of American States (O.A.S.) Research Fellow**

### **Professional Development Experiences**

- **Department of Homeland Security**, Emergency Management Planning, Preparation, Training and Education for Colleges and Universities, NETC, Dept. of Homeland Security, MD
- **Honorary President and Professor**, Dali University, Kunming Province, China United States Sino-American Higher Education Program
- **Institutional Advancement Seminar**, Harvard University, Cambridge, MA.
- **New President's Institute**, Harvard University, Cambridge, MA.
- **Millennium Leadership Institute (MLI)** (Lecturer) American Association of State Colleges and Universities, Washington, D.C.
- **Harvard Institute for Educational Management (IEM)**, Harvard University, MA.

Institutional Leadership Experiences

**Interim Senior Vice President and Chief Administrative Officer**

**Texas Southern University**.....February 2026 - Present

**Academic Solutions, LLC.**

**Principal Consultant,** .....2025 - 2026

**Distinguished Senior Fellow,**

**Templeton World Charity Foundation** .....2022 - 2023

**Inaugural President and Chief Executive Officer**

**University of The Bahamas**.....2014 – 2022

Provided visionary and transformative leadership for a Multi-campus National University System consisting of both urban and rural campuses. The system has a strong liberal arts undergirding, with a value proposition of “Preparing Students for Better Lives in a Global Society.” It is focused upon a vision of creating and building a strong Liberal Arts and Science-based foundation for the continued growth and development of the institution, while increasing its viability as a globally recognized institution of higher learning. Awarding certificates, diplomas, associates, bachelors and master’s degrees, the mission includes devising innovative ways to provide access to education for all eligible students.

- Raised over \$82M over eight years for campus maintenance, infrastructure development, student scholarships, technology enhancements, academic program expansions, study abroad opportunities, and summer bridging initiatives.
- In 2021, Campaign to Rebuild the University of The Bahamas, Northern Campus, which was completely destroyed by Hurricane Dorian.
- In 2020, led two successful Mini-Campaigns. One for the Provision of funds to assist Families displaced by Hurricane Dorian – Dorian Relief Campaign. The other to provide needed technology for students and faculty during the pandemic – COVID-19 Relief Campaign.
- Implemented an institution-wide data management system (Banner).
- University of the Bahamas selected as a winner of the **2020 Ellucian Banner Impact Award** in the student experience category for “transforming the student experience in how data is managed and addressing disaster recovery with Ellucian Banner in the cloud”. The University received a \$25,000 Grant from Ellucian. These funds were used to purchase laptops for students in need.
- In September 2020, closed on a three-year campaign for the donation of approximately 20 acres of adjacent land for campus expansion, value in excess of \$10M.
- Transformed the campus culture through extensive leadership training and development using Lean Kaizen, Six Sigma and MBO.

Rodney D. Smith

- Completed and in the process of implementing, the first University of The Bahamas Strategic Plan 2019-2024 “**Securing a Foundation for the Future**”.
- Initiated the University’s Annual President’s Golf Tournament and Spa Day – for Friend and Fundraising. 2018.
- Held the first President’s Gala Soiree, raised in excess of \$600,000 for Endowed Scholarships to benefit First-Generation College Students, November 2017.
- Initiated and completed a \$2.6M renovation of the Students Services Centre, adding offices for a one-stop-shop for all student services: Student Affairs, Registrar, Financial Aid and Scholarships, Athletics, Admissions, Advisement, Disabilities Services and Business Office. 2017-18.
- Completed \$6M building of the Franklyn R. Wilson Graduate Studies Centre 2017-18.
- Initiated and completed the \$10M GTR Campbell Small Island Sustainability Research Complex with modern classrooms and six (6) new labs., 2017-18.
- Completed negotiations for a residential facility, including a \$95M public-private partnership for a 200-seat cafeteria, 500-seat ballroom, 1,000 beds, spiritual center, faculty housing and fitness facilities.
- Initiated and completed the first \$3M UB – North Residential Hall.
- Secured \$18.1M Bond Funding for facilities construction and renovations, 2017.
- Successfully negotiated with government ministers for building new roads and redirecting traffic around campus at College of The Bahamas prior to Charter Day.
- Completed construction of the new \$2.8M University Entrance, University of The Bahamas, 2016.
- Led teams from the campus and the law Reform Commission of the Office of Attorney General in drafting the University of The Bahamas Bill to create the University’s governance structure, using SACS-COC standards; then led the institution’s transition from College to University of The Bahamas.
- Created the position of Sustainability Coordinator in the Office of the President – leading to a campus re-cycling program, elimination of single-use plastics on campus, and building the campus’ first LEED certified building.
- Implemented an advanced fundraising and marketing division, inclusive of grants management and sponsored research plus graduate studies and research units.
- Re-introduced and increased the number of annual Fulbright Scholars with support from the US State Department.
- Established the U.S. based, University of The Bahamas Foundation (501-C-3) and expanded the Canadian Friends of University of The Bahamas Foundation.
- Expanded new undergraduate and graduate degree programs and co-chaired the National Development Planning Steering Committee.
- Member of The Presidents’ Trust. The Trust is a diverse network of chief executive officers who are committed to advancing the vision, values, and practices that connect

Rodney D. Smith

liberal education with the needs of an increasingly diverse student body, a global workforce, and thriving communities.

- Board of Directors, American Association of State Colleges and Universities (AASCU), Washington D.C. U.S.A. 2019 – 2022. Committee Member, International Education Committee.
- Board Member, National Advisory Council on Education (NACE), Nassau, Bahamas. 2017 – Present.
- Council Member, Bahamas National Trust (BNT), appointed by Cabinet of the Government of the Commonwealth of The Bahamas, 2017 – Present.
- Board Member, National Art Gallery of The Bahamas (NAGB), appointed by Government of the Commonwealth of The Bahamas, Chair of the Hiring and Compensation Committee and member of the Governance Committee, 2017 – Present.
- Board member, National Accreditation and Equivalency Council of the Bahamas, 2016-2017.
- Initiated Institutional Long-Range and Strategic Planning process for University of The Bahamas., 2017-19.
- Assisted in the design and implementation of the regions first Tuition-Free system funded by government grants. 2019.
- Presented before the Cabinet of the Government of The Bahamas on several initiatives to advance Higher Education, including:
  - Government Tertiary Education Grant (Free Tuition);
  - Permanent Residency based Endowment Plan;
  - Restoration and re-establishment of the Grand Bahama Campus, post-hurricane Dorian;
  - Creation of the Bahamas Higher Education Commission;
  - Amalgamation of institutions to create the University of The Bahamas System.
- **Received the 2018 Lighthouse Award for contributions to education.** Saint Augustine's College Alumni Awards. Nassau, Bahamas.
- **Recognized as 2016 Person of the Year** – For Outstanding Work in the establishment of the University of The Bahamas. The Jones Communications International, Ltd. Nassau, Bahamas.

**University Profile:** Established in 1974, as The College of The Bahamas (COB), and Chartered in 2016 as University of The Bahamas (UB), this comprehensive teaching and research institution/System, with a strong liberal arts undergirding, is the national higher education institution of The Commonwealth of The Bahamas. With an enrolment of approximately 5000 students, UB offers master, bachelor and associate degrees, certificates and diplomas, academic upgrading, personal and professional development programs at four locations: two in New Providence, one in Grand Bahama and a field research campus in the island of San Salvador. The first doctoral degree program to be offered in spring 2020. University of The Bahamas (UB) is committed to internalization and cultural diversity. Students represent eighteen other countries, spanning across continents. The majority of international students are from Jamaica,

Rodney D. Smith

followed by the United States, Guyana and Haiti. Others come from Brazil, Cambodia, Canada, Dominica, France, Japan, Kenya, Nauru, Nigeria and Philippines.

**Vice President for Administrative Services  
Chief Administrative and University Planning Officer**

Hampton University.....2008 - 2014

**Responsibilities:** Campus-wide Academic and Non-academic units Assessment, Strategic and Long-Range Planning, Institutional Research, Institutional Effectiveness, Operations Analysis and Research, Internal Auditor, Marketing and Student Recruitment, Academic Clearance and Graduation, Offices of Admissions, Financial Aid and Scholarships, Registrar and University Athletics (NCAA, Division I). Special Projects as assigned by the President and working closely with the Executive Vice President, Provost, Vice Presidents, Chief Information Officer and all academic deans. Taught course in the doctoral program in Educational Management: *Strategy and Strategic Planning*.

- Led the Hampton University Strategic Planning Steering Committee for 2012-2022 and completed the University's third strategic plan: **A Commitment to a Culture of Results, 2012-2022**.
- Appointed co-chair with VP Finance for the Budget Exceptions Committee during the economic recession, resulting in savings to the University with no lay-offs. 2008-2012.
- Led the HU Annual New Student / Freshman Intake Committee for assuring the complete readiness of the campus and all personnel, 2008 – 2012.
- **Led the** HU University-wide Academic Clearance and Graduation (degree-auditing) Standing Committee – Leading campus-wide efforts in improving the degree audit and graduation system, 2008-2012.
- Developed and implemented an on-going HU University-wide managerial/Leadership Development Program for al Academic Deans, Chairs, Directors and Non-academic Supervisors, 2011-2012.
- **Led** and was Primary Contact, Hampton University's NCAA Academic Program Performance Review, summer 2011.
- **Co-Chair**, HU University-wide Admission Standards Debates. 2009-2010. Led and implemented campus-wide debates on student admission and scholarship standards leading to new policies.
- **Chaired**, HU Marketing and Student Recruitment Committee, 2010.
- **Chaired**, HU University-Wide Website Redesign Committee. 2010.
- Conducted HU Management Training sessions for Administrative Services staff focusing on customer relations management. 2010.
- As Chief Administrative Officer assisted in securing Hampton University's NCAA Division I re-certification, 2009.
- Conducted Student Activities Office Audit and provided oversight for the new Chief Student Affairs Officer and select student development staff, 2008.

Rodney D. Smith

- Co-authored a \$780,000 + proposal to improve retention for all HU students and establish an Assessment and Retention Center, implement a student-centered needs assessment system, and improve persistence to graduation for all students.
- Co-authored a \$750,000 + proposal to implement a HU University / Community-wide Mitigation Emergency Management Planning Process and hire a certified Emergency Management Coordinator.
- **Led the** ongoing University-wide Task Force on Institutional Effectiveness and Sustainable Assessment of all Academic and Non-Academic Units.
- Successfully implemented the University’s first sustainable data management and assessment system for all academic and non-academic areas - Tracdat.
- Became the national “go to” expert on using strategic planning with Nuventive’s Tracdat and has presented to standing room only audiences at the annual Nuventive Users’ Conference.
- Special Task Force Leadership Team Member with Executive Vice President and Provost in efforts to increase fundraising from Foundations and increase efficiency grants management and institutional direction.
- Advisory Board member, HU Programs in International Education.
- Member of Board of Trustees, Hampton Roads Academy, 2012-2014.
- Member of Board of Directors, Peninsula Council for Workforce Development, Hampton Roads, Virginia, 2010 – 2014.
- Member of Board of Directors, Virginia Peninsula Chamber of Commerce. 2008 - 2014.
- Member, Urban League of Hampton Roads, Whitney M. Young Awards Committee, 2012.
- Hampton University representative to the Virginia Department of Transportation on redesign of Hampton Roads Bridge Tunnel, 2011-2012.

**Professor of Education, Ph.D. In Education Management, Hampton University**

Taught Strategy and Strategy Planning..... 2011 – 2012

**University Profile:** Hampton University, founded in 1868 as Hampton Institute, a strong Liberals Arts based institution, educating the Heart, Head and Hand, is today a multicultural, historically black institution. It is a selective, private, and non-denominational institution. It is classified as a Master’s College and University (medium programs) by Carnegie Classifications and its highest level of offering is the Doctorate degree – research/scholarship and professional practice. Today, it is a comprehensive teaching and research institution with a strong liberal art undergirding and was recognized by the John Templeton Foundation as one of Americas one hundred “character-building colleges.” The enrollment is in excess of 5,000 students of diverse ethnic backgrounds (mostly of African descent) drawn from 49 states, 35 territories and nations. The endowment stands at \$300,000,000 (Feb. 2021). The institution’s annual operating budget is around \$175,000,000. The faculty numbers 219 (FT) and 97 (PT) with over 850 administrative support staff. The University has launched four atmospheric research satellites and is the site of the world’s eighth and largest Proton Beam Cancer Treatment Center (\$225,000,000) and the country’s only Research Institute for Skin of Color. The

Rodney D. Smith

University is organized into three colleges: The Undergraduate College, the Graduate College, and the College of Education and Continuing Studies. The Undergraduate College has seven schools: Business, Engineering and Technology, Liberal Arts, Journalism and Communications, Nursing, Pharmacy and Science. The University offers 71 baccalaureate, 34 masters and 9 doctoral degree programs and is NCAA Division I in Athletics. Hailed by the John Templeton Foundation as one of Americas one hundred “character-building colleges,” Hampton University maintains a Code of Conduct for all faculty, staff and students.

### **The Registry for College and University Presidents**

**Peabody, Massachusetts**.....2006 - 2012

Served as a consultant to institutions, boards and systems of higher education. Conducted Institutional reviews in preparation for presidential searches, including the University of New Orleans (UNO) Institutional Review, post-hurricane Katrina.

### **President and Chief Executive Officer**

**College of the Bahamas**.....2004 – 2005

- Conducted extensive national planning sessions with political, civic, corporate, union and governmental leaders to design an Adult Learner-focused institutional strategic plan for The College of The Bahamas, 2004-2005.
- Constructed a University Band Shell for campus events and instituted major campus repairs on the main campus at The College of The Bahamas.
- Secured major donations for a 50-acre expansion (\$9 million) to an island campus in Grand Bahama for The College of The Bahamas.
- Negotiated the purchase of a 40,000 square foot (\$4 million) complex, expanding the main campus, and established an additional 36 faculty and deans’ offices, 16 wired graduate seminar rooms, a 36-seat board/conference room, a state-of-the-art University book store with a coffee shop and copier/duplicating services center, all at The College of The Bahamas.
- Made major fundraising presentations to help secure \$9.5 for the building of the \$28M library and Information Centre.
- Chair, Education, Business and Labor National Committee, Bahamas National Multi-Sector Commission on Immigration, 2004-2005.
- Board Member, Bahamas National Antiquities and Museums Board, 2004-2005.

**College Profile:** Contracted by the Bahamas Government to lead the first stages of the transformation of a 4,000-student multi-campus (four campuses) liberal arts college into a multi-campus university system serving traditional and non-traditional age students. The College had six satellite locations: The Law School, College of Nursing and the School of Hospitality and Tourism are separate campuses located in the capital along with the main Oakes Field campus. Extension specialty locations are on other islands.

**President and Chief Executive Officer**

**Ramapo College of New Jersey, Mahwah, NJ.....2001 – 2004**

- Initiated and completed Ramapo College of New Jersey’s first campus community-wide strategic plan entitled **Enhancing Institutional Excellence at Ramapo College**, 2003.
- Broke every enrollment record in the 34-year history of Ramapo College and achieved a first-year record-breaking Freshman to Sophomore retention rate of 97% during this period, 2003.
- Freshman SAT scores increased by more than 80 points from 1090 in fall 2000, to 1170 in fall 2003; with projections of 1195 in fall 2004. Ramapo College was at its highest ever full-time equivalent numbers.
- Collaboratively increased alumni participation by 2% each year and exceeded all alumni giving goals (116% of goal within six months) at Ramapo College.
- Collaboratively achieved on-schedule completion of the following at Ramapo College:
  - A \$34 million student apartment townhouse (22 buildings, 528 beds),
  - A \$24.3 million, 115,000 square foot expansion of the Sports and Recreation Center,
  - A \$23 million eight-story residential building,
  - Renovated and restored the college’s historic \$1.8 million Havemeyer House, and
  - Completed plans for a \$14+ million academic building to house the Center for International Education and Entrepreneurship (CIEE).
- Led implementation of new undergraduate interdisciplinary majors: Bioinformatics, Integrated Sciences at Ramapo College, 2001-2004.
- Collaboratively highlighted the prominence and distinctiveness of Ramapo College and moved the institution’s ranking from #2 to #1 in its category among public comprehensive colleges in the North as noted by *U.S. News & World Report*.
- Oversaw negotiation and signing of a \$3.8 million management contract between Ramapo College and the New Jersey Meadowlands Education Center.
- Hosted annual Distinguished Citizens’ Dinner and Dance / Auction, raising funds for student scholarships at Ramapo College.
- Hosted annual Golf Tournament, raising funds for students’ scholarships at Ramapo College.
- Hosted annual events for scholarship donors to meet with scholarship recipients at Ramapo College.
- Member of the Executive Committee, Ramapo College Foundation. 2001-2004
- Collaboratively drove a 400% increase in fund raising/grant activities by developing/expanding a Grants Administration Department and reorganizing the Ramapo College Foundation.
- Secured a Labor-Health and Human Services Department \$800,000 grant for the Center for International Education and Entrepreneurship at Ramapo College.
- Secured a Veterans Administration - Housing and Urban Development grant for expansion of the Sports and Recreation Center at Ramapo College.

Rodney D. Smith

- Worked with Bill Bradley in cultivating donors for the Bill Bradley Sports and Recreation Center at Ramapo College.
- Commission Member, Strategic Planning Commission for Bergen County, Vision 2020: Steering the Future of Bergen County, New Jersey, 2003.
- Cultivated and lobbied Staffers and Congressional Representatives in Washington, D.C. 2000-2004.
- Board of Directors, New Jersey-Edge and New Jersey-Transfer,
- Committees of the New Jersey Presidents' Council. 2001-2004.
- Board of Trustees, Hackensack University Medical Center Foundation, Hackensack, New Jersey. 2001-2010.
- Board of Directors, Commerce and Industry Association of New Jersey (CIANJ).2001-2010.
- Executive Committee, National Council of Public Liberal Arts Colleges (COPLAC). 2002-2004.
- Co-Chair, Russ Berrie Prize for Making a Difference, Mahwah, New Jersey. 2001-2004.
- Testified before the New Jersey House Senate Appropriations Committee on the Higher Education Budget, 2002.
- Board of Examiners, Credentials Committee, New Jersey Department of Education. 2001-2004.
- Governor appointed chair, New Jersey United Nations Day, 2003.
- Board of Trustees, New Jersey Association of State Colleges and Universities, 2001-2004.
- Chair, Committee on Higher Education and Lifelong Learning, Board of Trustees, Council for Adult and Experiential Learning (CAEL), 2001-2010.
- Senior Advisor on International Higher Education to Maximsnews.com, a Global News Network for the international community, based at the United Nations, 2005-2008.
- Member, Committee on International Education, American Council on Education, 2002-2004.
- Member, Committee on International Education, Committee for the Prevention of Drug and Alcohol Abuse, American Association of State Colleges and Universities, 2001-2004.
  - **Tenured Professor of Education**, (Tenure with Presidency) – Taught a freshman class. Ramapo College of New Jersey.....2001- 2004

### Recognitions:

**Chi Alpha Epsilon Academic Honor Society**, Alpha Chi Chapter, Ramapo College.

**Omicron Delta Kappa**, the National Leadership Honor Society, Ramapo College.

**Delta Mu Delta**, National Honor Society in Business Administration, Ramapo College.

**Distinguished Service Appreciation Award**, Ramapo College Board of Trustees, 2004.

**New Jersey Association of State Colleges and Universities Award for Invaluable**

**Contributions** to the Advancement of New Jersey State Colleges and Universities, 2004.

Rodney D. Smith

**Recognition and Appreciation Award and Resolution**, Department of Education Board of Examiners, State of New Jersey, for invaluable guidance in formulation of Board decisions and policies, 2004.

**Hinandog (meaning devotion in Tagalog) Award** from the Filipino American Student Association of Ramapo College, 2004.

**Appreciation and Heartfelt Gratitude Award**, the Student Body of Ramapo College of New Jersey, 2004.

**Institutional Award for Recognition and Appreciation for support given to the Department of Athletics Intramurals and Recreation**, Ramapo College Athletic Association, 2004.

**Togetherness Award**, Ramapo College Security Department, 2004.

**Caribbean Heritage Committee Award**, Caribbean-American Community, Bergen Community College, New Jersey, 2003.

**College Profile:** Ramapo College of New Jersey is the state’s premier and award-winning Public Liberal Arts College. It is a comprehensive institution with a strong liberal arts foundation that serves 5,685 (Spr. 2018) traditional and non-traditional age students from New Jersey, surrounding states, and from 66 countries. An NCAA Division III institution, the College is widely recognized as “New Jersey’s Premier Public Liberal Arts College.” It is Co-founder of the Council of Public Liberal Arts Colleges (COPLAC) along with Evergreen State within the United States. It is the site of the Governor’s School for International Studies and is a designated Fulbright Center. The college had 21 study abroad programs by 2004 (up from 13 in 2001) and was recognized by the John Templeton Foundation as one of Americas one hundred “character-building colleges.” The College emphasizes interdisciplinary and experiential learning, and international and intercultural understanding. In 2004, the operating budget exceeded \$95,000,000. Today, it exceeds \$160,000,000.

### Other Administrative Experiences

**Vice President for Planning and  
Dean of the Graduate College**.....2000 - 2001  
**Hampton University, Virginia**

**Responsibilities:** Human Resources, strategic planning processes, coordinating the Graduate College Council and training and supervision of the newly appointed chief student affairs officer. Maintained an indirect reporting oversight of the student affairs division while reorganizing and managing the Graduate College and Council.

- **Led** the planning process and produced Hampton University’s second Ten-Year Strategic Plan: **Maintaining the Competitive Edge, 2001-2010.**
- Served as Campus Legislative Coordinator, Council of Independent Colleges in Virginia (CICV), 2000.
- Hampton University Representative, the Educational Foundation of the CICV, 2000.

Rodney D. Smith

- Hampton University Representative, the Virginia Tidewater Consortium for Higher Education, 2000.
- Board of Directors of the Virginia Space Grant Consortium, Aerospace Partnerships in Education, Research and Industry. 1999-2000.
- Hampton University Representative, State Council of Higher Education of Virginia. 1998-2000.
- **Campus Spokesperson** for the Fund-Raising Leadership Team Solicitations Committee for \$200 Million Endowment Campaign. 1999-2001

**Vice President for Administrative Services and  
Director of Strategic Planning**.....1999 - 2000

**Responsibilities:** Financial Aid and Scholarships, Admissions, Registrar, Human Resources, and directing strategic planning processes. Maintained an indirect reporting oversight over the student affairs division.

- **Chair**, University Planning Council, Hampton University, 2000.
- **Chair**, Institutional Planning Support Staff, Hampton University, 2000.
- **Chair**, Facilities Resources Committee, Hampton University, 2000.
- **Chair**, Executive Steering Committee for Hampton University National Collegiate Athletic Association (NCAA), Division I, Two-Year Certification Self-Study, 1998-1999.
- **True Bridge Builder Award**, D.C. Hampton University Parents Club of Washington, D.C. 2001.
- **Distinguished Leadership Award**, Nominated by Hampton University President, 1999.

**Vice President for Student Affairs and  
Academic Dean for freshman and Undecided Majors**.....1996 - 1999

**Responsibilities:** Residential Life, Judicial Affairs, Academic Support and Assessment Center, University Testing Services, Career and Placement Center, Freshman Studies, New and Transfer Student Orientation, Implementation of University Code of Conduct, Student Health Services, Academic Advising Services, Counseling Center, Student Activities and Student Organizations, Pan-Hellenic Organizations, Trio-programs (Student Support Services, Educational Talent Search, Upward Bound), International Student Advisement and Americans with Disabilities Act (ADA) Compliance.

- **Chair**, Student Affairs Council, HU 1993-1999.
- **Chair**, Student Development Leadership Team, HU 1993-1999.
- **Chair**, Task Force for the Implementation of the Code of Conduct, HU, 1993-1994.
- **Chair**, Crisis Management Committee, HU, 1993-1999.
- **Chair**, Student Government and Administrative Council, HU, 1993-1999.
- **Chair**, Task Force on Freshman Registration and Orientation, 1996-1999.
- **Chair**, Committee on Admissions, 1999-2000.

Rodney D. Smith

- Served on Peer Review Panel, Southern Association of Colleges and Schools, Commission on Colleges, 1999.
- SACS Steering Committee, Southern Association of Colleges and Schools, University Self-Study – **Received SACS Institutional Commendation for Student Affairs Division.** HU, 1998.
- **Chair** / Coordinator, Conference on “Abstinence and the African American Youth”, National Association for Equal Opportunity in Higher Education (NAFEO), HU, 1998.
- Hampton University Campus Coordinator, John Templeton Foundation Award for Character Building Colleges and Universities four consecutive years, 1996-2000.
- Member, HU Academic Leadership Team.
- Member, HU Instructional Program Committee.
- **Chair**, HU Faculty and Staff Grievance Committee.
- Member, HU Honors College Council.
- Co-Chair, African-American / Jewish Community Relations Symposia – four consecutive years. 1996-2000.
- **Elected to Editorial Board**, Journal of the National Association of Student Affairs Professionals.
- **National Conference Chair**, 1995, National Association of Student Affairs Professionals.
- **Presidential Award for Outstanding Service**, National Association of Student Affairs Professionals.
- Named **Most Outstanding Chief Student Affairs Officer at a Four-Year Institution**, Virginian Association of Student Development Administrators, 1995.

### Dean of Students and

**Assistant Professor**..... 1993 – 1996

**Responsibilities:** Residential Life, Judicial Affairs, Academic Support and Assessment Center, University Testing Services, Career and Placement Center, Freshman Studies, New and Transfer Student Orientation, Implementation of University Code of Conduct, Student Health Services, Academic Advising Services, Counseling Center, Student Activities and Student Organizations, Pan-Hellenic organizations, Trio-programs (Student Support Services, Educational Talent Search, and Upward Bound), and Americans with Disabilities Act (ADA) Compliance.

- Hampton University Principal Investigator for three Aetna Foundation Retention Grants (\$250,000 +).
- Hampton University Principal investigator for the Third Black Colleges Retention Initiative funded by the Pew Charitable Trust and managed by the Southern Education Foundation (\$314,000).
- Established the Academic and Psychological Counseling unit.

Rodney D. Smith

- Implemented, in collaboration with volunteer faculty, a “Significant other support group” for first-generation college students on academic probation.

**Assistant Professor, Educational Research** - Techniques and Problems

The Graduate College, Hampton University, Hampton, Virginia.....1992 - 1993

Taught graduate course in Educational Research while providing thesis supervision for ten students.

**Director, Academic Support and Assessment Center and**

**ADA Section 504 Compliance Coordinator**..... 1992 - 1993

- Created the HU Faculty Development Advisors Program – nationally recognized by Educational Leadership Magazine and the Pew Charitable Trust.
- Restructured and created the University’s first stand-alone Counseling Center.
- Implemented Hampton University’s first Supplemental Instruction Program.
- Expanded and restructured the Hampton University’s Big Brother / Big Sister Program.
- Used Title III funding to design and implement a new HU tutoring / mentoring program.

**Interim Principal and Educational Consultant**

Sunland Lutheran School, Grand Bahama, Bahamas..... 1989 – 1990

Ran school for one year and implemented new academic and fundraising initiatives.

**Psychologist and Educational Consultant**

The Antoni Clinic, Grand Bahama, Bahamas .....1986 – 1992

Conducted private psychological counseling practice and worked with oil companies on the island, providing crisis interventions and career counselling and advisement.

**Program Coordinator**

Harvard Institute for Educational Management..... 1984

Coordinated and provided support to all IEM faculty. Coordinated case studies and reading materials for all IEM participants, while arranging all IEM social activities.

**Teaching Fellow, Professor Susan Johnson, Organizational Effectiveness and Advanced Supervision**

Harvard Graduate School of Education, Harvard University, Cambridge.....1984 – 1986

**Director, School Psychological Services**

and Senior School Psychologist

Ministry of Education, Bahamas Government, Nassau, Bahamas... ..... 1976 - 1986

- Pioneered School Psychological Services for over 60,000 children.

Rodney D. Smith

- Conducted human relations development training for over 2,000 educators and community nurses.
- Founding member of the College of The Bahamas while serving on the Bahamas Association for Manpower, Training and Development (BAMTAD) Board.
- Senior member of the National Curriculum Development Committee.
- St. John's University / College of Saint Benedict Off-Shore Program, Lecturer  
Nova University Off-Shore Program, .....1976 – 1981  
Human Relations Development Training for Educators;  
Educational Psychology; Statistics for Social Sciences;

### Select Presentations

Smith, Rodney D., Inaugural Ellucian Live 2020 International President's Panel. June 22, 2020.

Smith, Rodney D., Global Leaders Panel Discussion, Ellucian Banner, Washington, D.C. January, 2020.

Smith, Rodney D. "President's Inaugural Address – Building a University for the Future." Delivered at the University of The Bahamas' Charter Day, November 10, 2016. Thomas A. Robinson National Stadium, Nassau Bahamas, 2016.

Smith, Rodney D. "Addressing Educational Needs in an Archipelagic Island Nation – Why Assessing the Bahamas through International Standards is Erroneous." Presidents Forum, Heads of Government Meeting, Panama City, Panama, 2015.

Smith, Rodney D., "Building a Stronger Team". Staff Development Seminar for Dominion Physical Therapy and Associates, Inc. February, 2012.

Smith, Rodney D., and Boyd, Angela. "Student Enrollment, Retention and Graduation: Trends and Best Practices". 2012 Winter Educational Staff Institute, Hampton University, January 2012.

Smith, Rodney D., and Haysbert, JoAnn. "The Presidential Interview: An Agenda for Success." On the Road to the Presidency- Annual Executive Leadership Summit. Hampton University, November 2- 4, 2011.

Smith, Rodney D; Murphy, Pollie; Gibbons, Regina; Baker, Spencer. "Using Technology to Make Life Easier: TracDat and Class Climate." Spring 2011 Faculty Institute, Hampton University.

Smith, Rodney D. (March 2011) "Effective Leadership", Opening Speaker for Leadership Institute, Hampton Roads Academy, Hampton, Virginia.

Rodney D. Smith

Smith, Rodney D. (October, 2010) "Faculty Productivity: Facts and Statistics", HU Strategic Administrative Leadership Training (SALT) Retreat for deans, directors and chairpersons. Virginia Beach, Virginia.

Smith, Rodney D. (August, 2010) "Strategic Planning and Enrollment Management", Administrative Retreat, Hampton University, Hilton Head, South Carolina.

Smith, Rodney D. (July, 2010) "Using TracDat to Report and Evaluate Progress of the University's Strategic Plan." 2010 Nuventive Users Conference, Sponsored by Microsoft and Datatel, Pittsburgh, PA.

Smith, Rodney D., (2008) "Transformational Leadership – From Servant Leadership to Community Organizer." Presentation to the Five-Year MBA students of Hampton University.

Smith, Rodney D., (2007) the New 21<sup>st</sup> Century Doctorate of Education at Eastern Kentucky University. Presentation to the faculty of the Educational Leadership and Policy Studies Program, Eastern Kentucky University.

Smith, Rodney D., (2007) Three Challenges facing The Desert Community College District. Presentation to select Palm Desert Community College faculty and staff, Palm Desert, California.

Smith, Rodney D., (2006) The Role of Student Services in Promoting Student Success. Presentation to select faculty, students and staff at Purdue University - Calumet Campus.

Smith, Rodney D., (2004) "Higher Education – A Twenty-First Century Context." Presentation to the Greater Montvale Business Association, Inc., New Jersey.

Smith, Rodney D., (2004) "Transitioning from the Presidency," Presentation/Lecture Millennium Leadership Institute, American Association of State Colleges and Universities, Washington, D.C.

Smith, Rodney D., (2003) "American Higher Education Systems". Presentation to the faculty, staff and students of Dali University, Kunming Province, China.

Smith, Rodney D., (2003) "A Comparison between the Higher Education Systems in America and China." Presentation at the Fourth Annual International Education Conference in Beijing, People's Republic of China.

Smith, Rodney D. (2003) "China: Yesterday, Today and Tomorrow". Presentation as discussion paper at Ramapo College of New Jersey.

Rodney D. Smith

Smith, Rodney D., (2003) "Competing Equities and Changing Dimensions Versus the Historic Struggles Against Race and Gender Discrimination," Presentation to the Third Annual Diversity Issues in Higher Education Conference, National Conference for Community and Justice at the University of Medicine and Dentistry of New Jersey.

Smith, Rodney D., (2002) "International Education Initiatives Post 9/11," Presentation to the Faculty Network Symposium, New York University.

Smith, Rodney D., (2001) "Team-Building in Presidential Leadership," Presentation/Lecture Executive Leadership Institute, Hampton University, Hampton, VA.

Smith, Rodney D., (2001) "Transitioning to the Presidency – What a Difference a Year Makes," Presentation/Lecture to the Millennium Leadership Institute, American Association of State Colleges and Universities, Washington, D.C.

Smith, Rodney D., (2000) "The Disparity between African American Males and Females entering Colleges and Universities." Interview on National Public Radio (NPR), Washington, D.C.

Smith, Rodney D., (2000) "The Role of the Public Liberal Arts College in American Higher Education." Presentation before select faculty, staff and students of The Evergreen State College, Olympia, Washington.

Smith, Rodney D., (2000) Hampton University Strategic Planning Process. 2000 - 2001 Action Plan, Presentation to the Hampton University Board of Trustees, Sullivan and Cromwell, New York.

Smith, Rodney D., (2000) "Challenges Facing Higher Education During the Next Decade." Presentation, The Evergreen State College, Olympia, Washington. 2000.

Smith, Rodney D., (1997) "Successful Retention Practices for Minority Science and Math Students" Presentation to the Tri-State Physics Consortium, Hampton University, 1997.

Smith, Rodney D., (1996) "Emergency Preparedness and Crisis Management on the College Campus." Presentation to Chief Student Affairs Officers of Virginia, 1996.

Smith, Rodney D., (1995) "Implementing an Institution wide Code of Conduct," Presentation at the Annual Conference of the Virginia Association of Student Personnel Administrators, Wintergreen, Virginia, 1995.

Smith, Rodney D., (1995) "Retention Initiatives." Presentation at the Annual Conference of the National Association of Student Affairs Professionals, 1995.

Rodney D. Smith

Smith, Rodney D., (1994) "Effective Student Affairs Administration," Presentation to the Virginia State University Administrative Interchange Program.

Smith, Rodney D., (1987) "Educational Planning for National Development," Presentation at Conference on Local Government, Bahamas.

Smith, Rodney D., (1983) "Complexities of Cross-Cultural Research," Presentation at International Education Conference, Harvard Graduate School of Education, Cambridge, Mass.

### Select Publications

To be released in 2025:

- Smith, Rodney D. The Pendulum Effect – Shifts in Government Administration – Pre and Post-Independence 2025
- Smith, Rodney D. The Armstrong and Harvey Years – Administration of Hampton University – A Compilation of Essays by Administrators. 2025

Smith, Rodney D. "Education for the 21<sup>st</sup> Century – A New Norm – Flexible Learning Pathways". Templeton World Charity Foundation, 2023.

(<https://www.templetonworldcharity.org/blog/education-21st-century-new-norm-flexible-learning-pathways>)

Smith, Rodney D., Reichard, Gary; Lovitt, Bob. The University of New Orleans: Institutional Review. November 2011, University of Louisiana System.

Smith, Rodney D., (2006) "The Global Workforce Transition" – Parts 1 & 2. MaximsNews.com  
<http://www.maximsnews.com/1006rodneysmith10august.htm>.

Smith, Rodney D., (1999) "Reality Check." Off to College, A Guide for College Bound Students.

Smith, Rodney D., (1997) "Hampton University Extends FDA Initiative." Academic Success, Pew Charitable Trusts publication.

Smith, Rodney D., (1996) "Hampton's Angels Help Students Focus on Success." Academic Success, Pew Charitable Trusts publication.

Smith, Rodney D., (1996) "Academic Counseling as It Impacts Student Retention." Recruitment and Retention in Higher Education, Vol. 10, No. 9.

Smith, Rodney D., (1994) "What They Do Not Tell You about Freshman Year." Off To College, A Guide for College Bound Students.

Smith, Rodney D., and Others, Co-authored. (1985) "Development Indicators for Use in UNICEF Street Children Programs – Brazil," The Harvard Study Group.