

**CECILIA M. MCCORMICK, J.D.**  
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**PROFESSIONAL EXPERIENCE:**

**THOMAS JEFFERSON UNIVERSITY – Philadelphia, PA** February 2013 – Present  
(Academic Health Center – 19,000 employees/8,500 students)  
**Associate Provost, Strategic and Academic Initiatives (VP Level)**  
**Reporting to Provost, Dean of the Medical College and Enterprise Executive Vice President**

- Serves as a key member of the Provost and CAO team to lead the academic initiatives under the Enterprise Strategic Plan with dotted line responsibility to the COO.
- Designated as the academic lead for the merger of two universities including the stages of research and analysis, due diligence, letter of intent and integration process doubling the enrollment and moving from a health sciences to a comprehensive university focused on professional education through multidisciplinary learning in health, design, business, textiles, infused with the liberal arts.
- Led the creation of academic initiatives to strategically position the academic health center for alignment with new regulatory and competitive environment.
- Instituted a business-oriented perspective in framing initiatives that informs program analysis, resource allocation, and approval process for academic programs.
- Directs and manages the process of developing, refining, and monitoring progress and outcomes on the implementation of over 50 academic initiatives across the enterprise including academic departments, institutes, hospital units, and clinical practices.
- Provides strategic, integrated policy analysis and consultation across the institution and to academic and executive leadership to assess and analyze new programs that complement and support the overall education and research mission of the University.
- Established the Institute of Emerging Health Professions and launched 6 programs in the inaugural year, created numerous dual degrees and enhanced degree programs, co-curricular programming and initiatives focused on workforce development especially for underserved populations under the Health Science Pipeline Program.
- Developed internal and external funding opportunities to support academic initiatives.
- Established strategic plan for institution-wide diversity and inclusion efforts with focus on faculty and student recruitment and retention.
- Oversight for over 50 academic initiatives with across colleges and disciplines.

**Chief of Staff, Academic and Student Services, Office of Academic Affairs, (VP level)**

**Reporting to the Senior Vice President of Academic Affairs**

- Oversight of academic operations including academic and student affairs, student life and engagement, wellness center, academic finance, strategic planning, institutional research, admissions, enrollment services, marketing, faculty and student affairs, and library services with nine direct reports.
- Led the Jefferson Center for Interprofessional Education and Clinical Skills Center.
- Reorganized the department of academic affairs, formalized the faculty contract process, established service lines and functions, clarified roles, performed gap analysis of services, reviewed compensation and the established of goals/metrics to assess performance and increase efficiency.
- Completed facilities upgrades to admissions office, wellness center including the swimming pool, student center, center for teaching and learning, laboratories, and residence halls.
- Established new office of institutional research, created new enrollment management strategy and process, conducted review of the continuing and professional studies program, launched a new physician assistant program and developed a clinical placement management system.

- Developed and implemented restructuring plan for faculty affairs, student affairs, student life programming, leadership activities, wellness programs and community engagement, multicultural affairs and residence life.
- Led planning and strategy for enrollment management effort including tuition discounting, admissions and financial aid processes, strategic pricing, marketing, communication and social media strategies yielding increased enrollment over budgeted target for the Jefferson schools/colleges.
- Created a review process and developed new policies related to academic programming and operations and student affairs including Title IX.
- Served as a key member of the Middle States Steering Committee, Research Administration Reorganization Team, Faculty Advisory Committee on Research Administration, Huron Steering Committee for Cost Reduction and Revenue Enhancement, iSCORE Values Team, Global Health Initiatives Committee, Center for Teaching and Learning Committee, CoreSpace Planning, Jefferson Operational Excellence Initiative, Education Strategy and Academic Pillar for Strategic Blueprint, Chair, Health Sciences Pipeline Program, Liaison to the Scientific and Academic Committee of Board of Trustees.

### **JOHNS HOPKINS UNIVERSITY – Baltimore, MD**

**May 2011 – February 2013**

(Academic Medical Center – 60,000 employees/21,000 students)

#### **Chief of Staff and Deputy to the COO and Senior Vice President for Finance and Administration**

- Principal representative for chief operating officer of complex research university with a University Budget totaling \$4.2B and University Administration Budget of \$141M and oversight for Human Resources, Campus Safety and Security, Campus Services and Facilities, Real Estate, Finance and Treasury, Audit and Compliance, Budget and Planning, Investments, University Administration Business Office, Purchasing and Office of Change Management.
- Liaison to the Office of the Provost and Office of General Counsel for support of strategic initiatives.
- Managed daily communications and management of initiatives with senior leadership and across the schools and divisions to drive leadership discussions and decision-making.
- Monitored progress on yearly and long term university and divisional goals and priorities.
- Researched, evaluated, developed and incubated strategic initiatives to further the academic mission.
- Coordinated, planned and facilitated the work of five Trustee Committees and two subcommittees throughout yearly board governance cycle.

#### **Selected Committees and Special Initiatives**

- Financial Risk/Liquidity Assessment Team
- Chair, Evaluation team for Department of Professional and Continuing Studies
- Co-Chair Middle States Steering Committee
- Co-Chair Enrollment Planning – Optimal Enrollment Analysis
- Co-Chair for Student Life, Residential Housing and Economic Development Team
- Homewood Community Partnership Implementation Team
- University/Health System Financing Team
- Business Continuity Planning Management Team
- Student Life Pedestrian/Cyclist Safety Committee
- Benefits Advisory Review Committee
- Economic Inclusion Task Force
- Faculty Child Care and Development Center Committee
- Campus Neighborhood Security Group
- Crisis Management Executive Team

**WIDENER UNIVERSITY – Chester, PA****September 2004 – March 2011**

***Executive Director, Office of the President (COS); Director of the Presidential Service Corps – Bonner Leaders Program; Assistant Secretary to the Board of Trustees; Assistant Professor of Business Law, Faculty Member School of Law***

- Served as a member of executive team with oversight of eight direct reports and directed decision making and processes in conjunction with strategic plan, \$240M budget process and assessment criteria for the university's four campuses in two states and 7,000 students.
- Served as advisor to the President, senior team and internal constituents on broad array of matters i.e., student life, athletics, judicial affairs, contract negotiation, risk assessment, compliance, crisis management, process improvement, international travel, and special initiatives. Acted as a primary liaison to outside counsel to the university.
- Implemented communications and public relations plan to assure contact/response with all internal and external stakeholders. Write and/or edit all communications emanating from the president's office.
- Resolved issues regarding faculty, students, parents, alumni, employees, community members and government officials in concert with administration and outside counsel.
- Executed yearly special events and programming calendar including convocation, opening reception, commencement, campus visits from dignitaries, government officials, potential donors and business partner.
- Directed agendas for the executive team and senior leadership team. Held management retreats throughout the year with informational, operational, and strategic content. Managed professional development training for the senior team.

**As assistant secretary to the Board of Trustees:**

- Planned, executed and facilitated the agenda for the Board of Trustees.
- Established governance practices and policies in compliance with university mission, government regulations, and higher education best practices.
- Communicated effectively and fostered strong board relationships yielding 100% donor participation rate and trust in the management team.
- Restructured committees and created a committee on civic engagement to support the mission.
- Chosen by the Association of Governing Boards (AGB) as a "Highly Effective Board".

**As director of the Presidential Service Corps – Bonner Leaders Program**

- Developed and implemented program to recruit and retain high achieving freshmen students to serve as ambassadors who advanced the university's civic engagement mission through community service, community development and community based research.
- Built relationships with faculty, students, and volunteers to create and sustain community based learning and service through the integration of curricular and co-curricular programming.
- Established and fostered partnerships regionally, nationally and globally with individuals, community organizations, government, corporations and foundations to further university priorities i.e., civic engagement opportunities and community/economic development projects.
- Launched the Bonner Foundation Leaders Program at the university providing "access to education; opportunity to serve" and developed funding for the programming from internal and external sources.

**As manager of Institutional Research:**

- Established and managed the Office of Institutional Research by raising the importance of data integrity and providing decision-support research and analysis to facilitate the University's planning process and associated accreditation, benchmarking, and institutional assessment.

**As a faculty member:**

- Developed and taught courses as a faculty member in the School of Business, School of Law, and Legal Education Institute.
- Delivered leadership training to Bonner students, guest lectured in the School of Engineering, University College, Doctoral Program in Higher Education, and the Osher Academy.

**Selected Committees and Special Initiatives:**

- Member, Vision 2015 Strategic Planning Steering Committee
- Co-Chair, Vision 2015 Strategic Planning Committees
- Member, Oskin Leadership Institute Planning Committee
- Member, Civic Engagement Council
- Executive Team, Crisis Management Committee
- Member, Campaign Steering Committee
- Chair, Performance Management Council
- Compliance Officer, Whistleblower Policy
- Member, Enrollment Management Committee (2004-Present)
- Member, Magazine Advisory Board
- Compensation Task Force
- Commencement Committee
- Faculty Advisor, Student Government Organization
- Faculty Advisor, Annual Regional Student Leadership Development Conference
- Team Leader, Alternative Spring Break, Corpus Christi, Texas
- Team Leader, Student International Service Trip to Bolivia
- Team Leader, Student International Service Trip to Jamaica
- External Reviewer, Saint Joseph's University, Program Review Team, President's Office
- Middle States Association Accreditation Evaluation Team – Fairleigh Dickinson
- Middle States Association Accreditation Evaluation Team – Pace University

**WIDENER UNIVERSITY SCHOOL OF LAW****October 2000 – September 2004**

*Dean and Director of the Legal Education Institute; Assistant Professor and Faculty- Legal Education Institute and School of Law; Assistant Dean of School of Law*

*(Interim Director /Associate Director of Admissions October 2000 – October 2001)*

- Managed the Legal Education Institute (self-contained unit) for traditional and non-traditional students, degree completion candidates and continuing education programs.
- Led staff of eight direct reports for recruitment, admissions, enrollment services scheduling, course and curriculum development, student success and retention, student affairs, academic and career advising, budget planning and oversight, fundraising and bench and bar relations.
- Recruited and developed faculty (50 members – full time and part time).
- Created and executed marketing plan for both new and existing programs.
- Instituted academic improvements including curricula development, implementation of a writing requirement, created new programs, spearheaded program review, developed hybrid courses in legal education, legal technology courses, and established continuing education courses.
- Yielded a dramatic increase in enrollment in the school and obtained successful re-approval of ABA accreditation with a graduate job placement rate of 94% or higher each year.
- Recruited new members to the advisory board and launched a public relations campaign to the government, bench and bar.
- Developed and taught courses in internet legal research, family law, real estate, property, and estate law in the Paralegal School as well as property law, wills and trusts, and Delaware bar preparation courses for the School of Law.

**Selected Committees and Special Initiatives:**

Chair, ABA Accreditation Committee – Law Center

Chair, Legal Education Institute Advisory Board

Member, University Academic Council

University Strategic Planning Committee – Financial Goals Team

University Task Force on Separate Accreditation of Two Campus Law School

Chair, Technology Law Committee

School of Law Representative, University Academic Council

**WIDENER UNIVERSITY, SCHOOL OF BUSINESS**

May 1996 – October 2000

*Associate Dean School of Business Administration, Dean of Academic Affairs; Assistant Professor of Law, Department of Law and Accounting*

- Developed enrollment and marketing strategies to recruit students to an AACSB accredited business school and matriculated 500 undergraduate day students, 625 graduate students and 650 non-traditional students.
- Managed academic support services related to admissions, student orientation; exploratory studies program, course scheduling; faculty assignments: career counseling; disability services; academic advising; student retention; housing; and facilities management.
- Designed courses and programming relevant to business.
- Created communication and publication plans for students, alumni and other constituents.
- Played an instrumental role in achieving AACSB accreditation (November 1997) through the development of a strategic plan containing a new mission statement, outcome assessment processes and faculty development programs.
- Developed and taught courses in the areas of management, business law, contract law, labor and employment law, and real estate at the graduate and undergraduate levels.

**Selected Committees and Special Initiatives:**

Executive Committee, School of Business Administration  
 School of Business Advisory Board – ex-officio member  
 Co-Chair, School of Business Building Committee  
 Department Member, Accounting, Law and Taxation Department  
 AACSB Accreditation Steering Committee  
 School of Business Elected Representative, University Faculty Grants and Awards Committee  
 School of Business Representative, University Academic Council  
 School of Business Representative, Freshmen Programs Committee  
 Assistant Deans Committee for Academic and Student Affairs Policies  
 Editor, School of Business Alumni Magazine and Newsletter  
 Faculty Judicial Officer for Judicial Board, University Office of Student Affairs  
 Faculty Coach, Football Team  
 Faculty Advisor, Kappa Sigma Fraternity  
 Faculty Advisor, School of Business Student Association  
 Chair, School of Business Annual Networking/Fundraising Banquet  
 Coordinator, High School Speaker Series Recruitment Program  
 Administrator, Annual Nobel Laureate in Economics Lecture

**OTHER PROFESSIONAL EXPERIENCE:**

**THE VANGUARD GROUP – Malvern, PA** **November 1999 – October, 2000**  
**Project Manager/Regulatory Division - Retirement Resource Center (One year appointment).**

**PECO ENERGY COMPANY – Philadelphia, PA** **October 1998 – November 1999**  
**Assistant General Counsel – Regulatory Group (One year appointment)**

**VILLANOVA UNIVERSITY – Villanova, PA** **July 1992 – August, 1996**  
**Adjunct Professor** - Courses in legal research and writing, real estate, and family law

**SERENI AND LUNARDI LAW OFFICE – Broomall, PA** **June 1992 – August 1999**  
**Attorney**

- Practiced as attorney in general practice firm dedicated to the areas of estate planning and administration, real estate, domestic relations, adoption law, grandparent advocacy, municipal law, and plaintiff's personal injury law. Hired as solicitors for nine government entities.

- Established excellent client relationships, advocate to school boards, township officials, state legislature and judiciary at the local and state level, managed high volume caseload, exceeded revenue targets, played significant administrative role for hiring and firing staff, firm networking events, marketing and communications.

**PETER J. ROHANA, JR., ESQUIRE - LAW OFFICE – Lima, PA August 1982 – June 1992**  
*Paralegal, Law Clerk, and Attorney*

- Solicitors for the largest first class township in the Commonwealth of Pennsylvania.

**WANG LABORATORIES, INC – Philadelphia, PA January, 1982 – November, 1984**  
*Sales and Marketing-Support Representative* for computer and software sales

## **EDUCATION:**

**Widener University School of Law, Wilmington, DE**

Juris Doctorate

–Admitted to and license in good standing with the Pennsylvania Bar

**Widener University – Main Campus, Chester, PA**

Post Baccalaureate Paralegal Certificate with Honors - Estate Specialization

**Saint Joseph's University, Philadelphia, PA**

Bachelors of Science - Management-Marketing

## ***Additional Certification and Management Training:***

**Jefferson School of Population Health**

Population Health Academy Certificate (2015)

**Harvard University - Institute for Educational Management (IEM)**

Certificate Program (2007)

**Society of College and University Planning – (SCUP)**

Certificate in University Planning (2009)

**American Council on Education (ACE)** (Office of Women in Higher Education - OWHE)

Summer Leadership Institute – Washington D.C. (Summer 2009)

Stephen Covey 7 Habits Training – (2008-2009)

Tierney Communications – Media Training (2007)

Leadership Philadelphia – Core Program Certificate (2007)

Intentional Design – Meeting Design Training (2006-2008)

Pennsylvania Bar - License to Practice Law (Active Status) (1991- Present)

## **Professional and Civic Affiliations**

### **Professional:**

Society for College and University Planning (SCUP) (2007-Present)

Association of Governing Boards (AGB) (2005-Present)

NACUBO/EACUBO (2001-Present)

Education Advisory Board (EAB) (2008-Present)

Provost's Roundtable (2014-Present)

Pennsylvania Bar Association (PBA) (1991-Present)

Delaware County Bar Association (DCBA) (1991-Present)

Arbitrator, Delaware County Court of Common Pleas (1991-Present)

Board Member, Widener School of Law Alumni Board (1991-1993) (2000-Present)

Moot Court Judge, Widener University School of Law Moot Court Competition

Saint Joseph's University Law Alumni Association (1991-Present)

**Civic:**

City Team Ministries, Team Leader – Hope Café and other programs (2007-Present)  
 MS Society, Fundraiser and Team – MS 150 Bike Ride (2013-Present)  
 Steering Committee, American Heart Association - Heart Walk (2014-Present)  
 Team Leader, Cradles to Crayons Volunteer Event (2014-Present)  
 Board Member, American Red Cross, Delaware County Chapter (2010-Present)  
 Chair, Red Tie Affair – Regional Fundraising Gala  
 Leadership Philadelphia Fellow (2007-Present)  
 Team Leader for Corporate Sponsorship for March of Dimes – March for Babies (2007-Present)

**Honors and Distinctions**

American Red Cross – Clara Barton Award (2011)  
 The Bonner Foundation 20<sup>th</sup> Anniversary Founder's Award (2010)  
 The Bonner Foundation Scholars Award (2010)  
 Student Organizations Advisor of the Year Award (2007-2008)  
 Widener University Ten Year Service Award (2006)  
 Widener University School of Law Dedicated Teaching Award (2006)  
 Omicron Delta Kappa Honor Society (2005- Present)  
 Widener University School of Business Distinguished Undergraduate Teaching Award (1998)  
 Widener University Law Center Dean Arthur Weeks Dedicated Service Award (2000)

**Selected Presentations:**

**Cape Institute Continuing Legal Education Conference** (April 2015) Panel Member:  
*Sexual Assault on College Campuses; the Latest on Title IX.*

**Neumann University: Center for Leadership** (November 2014-April 2015) Presenter:  
 Sharpening the Saw Program

**Johns Hopkins University Anchor Institutions Conference** (January 2012) Co-Presenter  
 with Annette Anderson of Johns Hopkins University School of Education, *Public Education:  
 The Role of the University.*

**Leadership Philadelphia Core Class** (October 2010) *The Role of Higher Education in the  
 Philadelphia Region; Education, Community Development, and Economic Impact.*

**Coalition of Urban and Metropolitan Universities (CUMU) Annual National Conference**  
 (October 2009), Co- Presenter with Joseph Baker of Widener University; *Effectiveness of  
 Partnerships to Achieve Economic Development.*

**Society of College and University Planning National Conference – Values and Vision  
 Create the Future** (July 2009) Co-Presenter with Joseph Baker of Widener University,  
*Promoting Institutional Progress: Integrating Academic Priorities and Processes through  
 Strategic Planning.*

**American Association of State Colleges and Universities, American Democracy Project -  
 National Meeting**, (June 2009), Co-Presenter with Widener University students, *Using  
 International Experiences to Further Civic Engagement.*

**Pennsylvania Bar Institute, 2009 Non-Profit Institute**, (May 2009), Panel Member, *Non-  
 Profit Leadership, Governance and Ethics.*

**Osher Lifetime Learning Institute**, (September- November 2008), Higher Education Series,  
*Board Governance.*

**Widener University Regional Student Leadership Conference** (November 2008), *Power of  
 the Spoken Word: Giving Power Presentations.*

**Society of College and University Planning**, (February 2008); *An Integrated Plan for the  
 University.*

**Leadership Philadelphia, Class of 2008 Opening Presentation**, (September 2007): *Pay-It-  
 Forward – A Gift of Education.*

**Widener University Alumni Board – Annual Meeting**, (September 2008), *Partnering for  
 Community Growth.*