

**Martha Dunagin Saunders, Ph.D., APR**  
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### **EDUCATION**

Ph.D. (Communication Theory & Research), Florida State University, 1990  
MA (Journalism) Grady School of Journalism, University of Georgia, 1979  
BA (French), University of Southern Mississippi, 1969

#### Leadership Development Experiences

Oxford Conclave on Global Ethics, 2006  
U.S. Department of Defense Joint Civilian Orientation Conference, 2002  
Harvard Institute for Management and Leadership in Education, 2001

### **ADMINISTRATIVE POSITIONS & ACCOMPLISHMENTS**

**President (May 21, 2007 – June 30, 2012)**

**Professor of Communication (May 2007 – present)**

**University of Southern Mississippi (six teaching/research campuses)**

- Administrative Initiatives:
  - Strategic plan with clear, measurable indicators
  - Master plan for Hattiesburg campus
  - Master plan for Gulf Coast Research Lab
  - Master plan for new campus on Gulf Coast
  - Climate Action Plan (toward carbon neutrality by 2040)
  - Revised budget model
  - Increased reserve funds
- Facilities (Approximately \$300 million)
  - Century Park Phase II Residence Facilities/approximately \$55 million
  - Trent Lott National Center of Excellence for Economic Development and Entrepreneurship/\$25.8 million
  - Century Park Residence Facilities (LEED gold certified) \$47.6 million
  - Centennial Gateway/\$208,000
  - Fencing (Hattiesburg campus)/\$625,000
  - College of Business building/\$33 million
  - College Hall renovation/\$6.5 million
  - The Accelerator (National Formulation Science Laboratory)/\$27 million
  - Science & Technology Building (Gulf Park campus) \$10.7 million
  - Parking garage (1200 spaces) \$14.4 million
  - Stadium end zone renovation (luxury seats and club seating)\$31.8 million
  - Softball field renovation/\$1.7 million
  - Baseball Field renovation/\$643,000
  - Tennis courts/\$2.22 million
  - Post-Hurricane Katrina restoration (Gulf Park campus)/\$12 million
  - Reed Green Coliseum improvements/\$8.8 million
  - Baseball suites and press box/\$3.7 million

- School of Nursing building/\$28 million
- Academics:
  - Record enrollment (past 4 years)
  - Record freshman recruitment (past 4 years)
  - Increased average freshman ACT scores
  - Increased annual degrees awarded (over 5-yr avg)
  - Increased professional accreditations
  - Increased external research funding to record high.
  - Increased student satisfaction inventory results on all measures
  - Established National Center for Spectator Sports Safety & Security
  - Established Lake Thoreau Environmental Center
  - Re-established College of Nursing and began CSRN program
  - Established polymer science engineering program
- Connection with Community:
  - Increased student volunteer hours
  - Established position to lead university economic development efforts
  - New business partnerships including Stion Corporation & GE Aviation
- Visibility & Development
  - Record high private donations
  - Increased annual total media mentions.
  - Increased annual national media hits (excluding athletics) by 800%.
  - Increased number of endowed funds
  - Increased total gifts and commitments to Athletic Foundation
- Recognitions
  - 50 Top Business Women in Mississippi, Class of 2012
  - National Stevie Award for Women in Business, 2011
  - Silver Anvil Award, Public Relations Society of America, 2011 for campaign to enrich the brand of a research university.
  - Top Green Campus, Princeton Review
  - Top 20 Most Popular Universities, U.S. News & World Report, 2011
  - Carnegie Community Engagement Classification, 2011
  - Alumni Hall of Fame, University of Southern Mississippi 2010
  - The Hub Award (City of Hattiesburg) 2010
  - Chi Omega Fraternity, Roselyn Dabbs Outstanding Alumna 2008
  - Woman of Excellence Award, Diabetes Foundation of MS, Inc. 2008

**Chancellor (2005-2007)**

**University of Wisconsin-Whitewater**

**Whitewater, Wisconsin**

- Capital Projects: Construction of new College of Business & Economics building, \$42 million, to be completed Summer 2009; University Center reconstruction, \$20 million, to be completed Summer 2008; Construction of new LEEDS certified 450 bed apartment-style residence halls, \$35 million, to be

- completed Summer 2009 (Phase I) and Summer 2010 (Phase II); MultiSport Athletic Complex, \$7.2 million, Phases I & II to be completed 2007; Bookstore remodeling, \$2.4 million, to be completed Summer 2008; All-agency project to update, replace and resize utilities, \$3 million, to be completed Fall 2007.
- Planning: Developed unique campus strategic plan built on substantial campus, community and alumni input. Revised financial review process to strengthen accountability and oversight.
  - Development: Secured \$2.2 million in private funding (2006) for naming of new College of Business Education building. Reviewed federal funding priorities for the UW System (currently funded at \$700 million) as a member of the University of Wisconsin System Federal Relations Council. Currently in quiet phase of \$50 million capital campaign.
  - Accreditations: Completed successful Higher Learning Commission of the North Central Association of Colleges and Schools re-accreditation review with “ample evidence that the institution satisfies the five criteria....”
  - Athletics: Oversaw continued development of nationally ranked athletic program housing three national championships in two years. Appointed to NCAA Chancellors/Presidents Advisory Group (Wisconsin Intercollegiate Athletic Conference Representative.)
  - Community Relations: As an elected member of the Downtown Revitalization Board, provided strong support for the city of Whitewater’s successful bid to become a Main Street community. Developed strategies for town/campus communications and effective problem-solving.
  - Alumni Relations: Developed plan for keeping university connected with alumni which includes e-mail for life. Expanded staffing for alumni relations.
  - Diversity: Developed first ever campus diversity plan. Oversaw increase in graduation rates for multicultural students of 5.6%. Winner (2006) State of Wisconsin’s Ann Lydecker Educational Diversity Award.
  - Programming: Developed Student Ambassador Program. Launched three new undergraduate online programs.

**Vice President for Academic Affairs, (2002 – 2005).**

**Columbus State University, University System of Georgia**

- Development: Leadership Team, \$100 million capital campaign launched October 2002. Direct involvement: 8 named professorships; 26 named scholarships; naming of TSYS Department of Computer Science (\$3 million); naming of Saunders Center for Music Studies (\$3 million); endowment for faculty professional development (\$ 1 million); Kresge Grant for capital projects (\$ 1 million); Knight Grant for teacher retention (\$375,000); Goizueta Foundation grant for the recruitment and retention of Hispanic students (\$500,000).
- Created CSU Centers of Excellence to oversee 30+ public-private partnerships including the Coca-Cola Space Science Center; Oxbow Meadows Environmental Learning Center; Columbus Regional Mathematics Collaborative; Command College for Law Enforcement Professionals; and Georgia Intellectual Capital Partnerships (ICAAP) programs in computer science and nursing.
- Attained initial AACSB accreditation for D. Abbott Turner College of Business.

- Designed and implemented a plan for recruitment and retention of minority faculty leading to a 25% increase in two years.
- Secured collections for Bo Bartlett Gallery to be housed on downtown arts campus.
- Established CSU campus in Oxford, England. Negotiated enrollment agreements with Greyfriar's College and Corpus Christi College of Oxford University. Led in the acquisition of a privately funded \$2.5 million residential facility for students in Oxford.
- Wrote collaborative grant (with Muscogee County School System) leading to establishment of Early College (scheduled opening 2006).
- Established CSU Center for Quality Teaching and Learning.
- Developed and implemented award winning comprehensive media program ("Change Your Mind...At CSU") including television, radio and print advertisements and collateral materials contributing to average enrollment increases of 9%.
- Developed specialized recruitment plan for Schwob School of Music.
- Designed and implemented a faculty salary competitiveness program to increase faculty salaries to national averages (currently in year two of a 5-year plan).
- Designed and implemented a model for employment of part-time faculty consisting of increased salary, specialized orientations and part-time faculty handbook.
- Expanded International Education from 11 to 27 individual programs.
- Won University System of Georgia 2004 Best Practices Award for Internationalizing Programs.
- Initiated a Global Perspectives graduation requirement.
- Designed, implemented, and secured funding for CSU's First Year Experience including a University Advising Center, Freshman Convocation, Learning Communities and residence hall initiatives leading to increased student retention by 7% over two years.
- Designed and implemented plan for increased graduation rate as a member of the Chancellor's Task Force for Graduation Rate.
- Developed and implemented an enrollment plan targeting Hispanic students.
- Created advisor position for university athletes.
- Decentralized budgeting authority to college deans.
- Established Artist-in-Residence Program.
- Led SACS re-accreditation review.
- Led university strategic planning process for 2005-2010.
- Developed plan for recruitment and preparation of a new generation of Super Teachers in Mathematics and the Sciences.

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

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

**University of West Florida**

- Led the successful merger of two colleges (College of Science & College of Arts & Social Sciences) and coordinated programming at Fort Walton Beach campus.

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

**Director of University Honors Program**

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

**University of West Florida**

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

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

**University of West Florida**

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

## UNIVERSITY TEACHING EXPERIENCE

**Professor of Communication**, University of Southern Mississippi, 2007- present.  
**Professor of Communication**, University of Wisconsin-Whitewater, 2005-2007.  
**Professor of Communication**, Columbus State University, 2002 – 2005.  
**Professor of Communication, Associate Professor, Assistant Professor, Instructor**, University of West Florida, 1984 – 2002.

## COURSES TAUGHT

Undergraduate: Public Relations Strategies, International Public Relations, Feature Writing, Magazine Writing, Newspaper Reporting, Principles of Public Relations, Communication Research Methods, Public Relations Management, Writing for Public Relations, International Public Relations, Honors International Summer Experience.  
Graduate: Case Studies in Communication, Special Topics in Public Administration, Content Analysis Research Methods, Crisis Communication, Introduction to Graduate Studies, International Public Relations.

## TEACHING & SERVICE AWARDS

University of West Florida Distinguished Service Award, 1996.  
Florida Teaching Incentive Program (TIP) Award, 1994.  
Invited faculty, The Florida State University's London Study Center, Fall Semesters 1992 and 1993.  
Outstanding Undergraduate Teaching and Advising Award, University of West Florida, 1992.  
Distinguished Teaching Award, University of West Florida, 1992.  
Golden Apple Award for Teaching Excellence, Escambia County [FL] Foundation for Excellence, 1991.

## SCHOLARLY & PROFESSIONAL ACTIVITIES

### Books & Parts of Books

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

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

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

## Articles

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **Television Documentaries**

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

### **Major Communication Campaigns**

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

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

### **Published Speeches**

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

Saunders, Martha (1994, January 15). Learn to Listen. Vital Speeches of the Day, 11-12. *Reprinted in Readers Digest, December 1994.*

*Critiqued in The Executive Speaker, January 1995.*

*Adopted for learner support materials by City University of Hong Kong, Language Institute.*

*Anthologized in Weaver, R.L. (1997), Essentials of Public Speaking, Scottsdale, AZ: Gorsuch Scarisbrick, Publishers.*

*Anthologized in Brooks, B., Kennedy, G., Moen, D. & Ranly, D. (1996, 2002, and 2005) workbook for news reporting and writing (5<sup>th</sup> ed): The Missouri Group;*

*Anthologized in Personal Excellence (December 1996).*

*Anthologized in Carlin, D.P. & Payne, J. (1998) Public Speaking Today, NTC Publishing.*



### **OTHER WORK EXPERIENCE**

**Language Arts Teacher**, Gulf Breeze High School, Gulf Breeze, FL (1984-86).

**Language Arts Teacher**, Brookwood High School, Snellville, GA. (1981-1984).

**Advertising/public relations consultant & feature writer**, Atlanta, GA (1971-1981).

**Account Associate**, W.B. Donor Advertising Agency, Baltimore, MD (1970-71).

### **CURRENT AFFILIATIONS**

**Southern Association of Colleges & Schools (SACS) Commission on Colleges:**

Executive Council of Board of Trustees (through 2013).

**Public Relations Society of America:** Accredited member (APR).

**Rotary International.**

**United Methodist Church**