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PROFESSIONAL SUMMARY

Practitioner and scholar in higher education with over twenty years of experience in administration and leadership. Competencies include Student Affairs administration and teaching, human resource management, policy analysis, strategic planning, assessment and the theory-based application of student-centered advising, retention and completion practices. Actively engaged in curriculum design and teaching to support the learning and professional development of traditional, non-traditional and international students in higher education. On-going research of student veterans in higher education has been nationally recognized and published in peer reviewed academic journals and online forums.

Areas of specialization and interest include:

- International Higher Education
- Higher Education Policy & Governance
- Student Affairs Administration
- Adult Learners
- Community College Leadership
- Veterans in Higher Education

EDUCATION

The George Washington University, Washington, DC 2013
Doctor of Education
Higher Education Administration
Dissertation: *“Millennial Combat Veterans: How Identity Shapes Experience in College”*

University of Massachusetts, Amherst, MA 1995
Master of Education
Higher Education Administration

University of Massachusetts, Amherst, MA 1991
Bachelor of Science
Hospitality Management & Administration

TEACHING

University of Massachusetts, Amherst, MA September 2013 - Present
Lecturer, College of Education

- College Impact on Students
- College Student Development Theory
- International Policy in Higher Education
- Principles and Practices of Student Affairs
- Student Life Research

Adjunct Instructor, Higher Education Leadership & Management Certificate Program

- Foundations of Higher Education (online)
- Community Colleges in America (online)

Distinguished Teacher Nominee, 2017

ADMINISTRATIVE EXPERIENCE

University of Massachusetts, Amherst, MA

Graduate Program Director, College of Education

May 2018 – Present

- Acts as an advocate for graduate students: Remains aware of and refers graduate students to resources on campus for matters such as mental or physical illness, financial or personal emergencies, bullying, etc.
- Acts as the Graduate School's representative to programs: Promotes relevant Graduate School professional development opportunities and graduate student life activities directly to students, advisors, and programs.
- Plans and oversees the college's annual Graduate Student Orientation.
- Works with the Graduate School and individual programs to streamline and clarify guidelines and policies.
- Makes recommendations with the input of the Dean, Associate Deans, Department Chairs, and the College's Academic Matters Committee to the Graduate School regarding admission, scholarships, statute of limitation extensions, graduation, and termination from graduate study.
- Consults with Department Chairs and Department Administrators regarding fellowships, readmission, leaves of absence, withdrawals, travel grants, externships, Graduate Mentor Awards, Graduate Faculty Status requests, review of student status overrides for full-time or half-time status, and oversight of registration for dissertation credits.
- Ensures a consultative process occurs with the relevant parties prior to taking any action that might affect contractual or other commitments to a graduate student, such as dismissal from an assistantship or reduction in promised funding.
- Oversees the notification of the Graduate School concerning the completion of degree milestones and ensures that departmental degree requirements are met and recommends the award of degrees and certificates.
- Oversees, reviews, and approves all assistantships, changes in appointments, and Personnel Action Forms (PAFs) for students.

Co-Principle Investigator, University Support & Workforce Development Project, Center for International Education.

January 2015 – September 2019

- Works with the Center for International Education (CIE) team on the development of curriculum and programmatic components of the Master of Educational Leadership (MELM) at Shahid Rabbani Education University in Afghanistan;
- Provides virtual and in-person coaching and mentoring of SREU faculty to improve their in-class pedagogical delivery and student assessment practices;
- Provides virtual and in-person coaching and mentoring to administrative and academic leaders at SREU to improve the administration of the MELM program;
- Serves as a liaison between the University Support and Workforce Development Program and US based community colleges for the purposes of developing a Best Practices Study Program in Afghanistan;
- Provide technical and logistical support and conduct orientations for US community colleges partnering with new associate degree programs in Afghanistan;
- Serve as Principle Investigator for executive dialogue sessions with senior U.S. educational leadership and Pakistani participants for the Pakistan Community College Project (PACC);

- Facilitate various PACC seminar component lectures, including the recruitment of U.S. mentors for participants;
- Develop and execute PACC participant itineraries for campus site visits, seminars and classroom observations.

Consulting

Student Veterans in Higher Education

September 2013 – Present

- Conceptualizes, develops and provides professional and co-curricular opportunities to faculty, staff and students at colleges and universities to build awareness and support for the enrollment, retention and successful outcomes of student veterans in higher education.
- Conducts on-going research of veterans in higher education, maintains appropriate scholarly collaborations and prepares findings for publication.
- Maintains active memberships in higher education professional organizations and provides posters, workshops and papers at regional and national conference venues.

Greenfield Community College, Greenfield, MA

January 2006 – August 2013

Dean of Student Services

- Provided leadership to the daily operations of all facets of Student Services, including establishing priorities and facilitating innovation and on-going staff development, oversight of annual program audits and execution of Title IX administration and Massachusetts statewide Code of Conduct investigations, ensuring compliance with College, state, and federal laws, policies and regulations for all programs and services.
- Provided direct oversight and leadership to the administration, assessment and planning activities for all of Student Services including: Admissions & Testing, Registrar, Financial Aid, Student Development & Activities, Health & Wellness, and the Educational Support areas of academic advising, counseling, disability and veteran services.
- Actively participated in college-wide recruitment, enrollment and advising activities for all students, including non-traditional students in transition from state supported Adult Basic Education programs to college in Franklin, Hampshire and Hampden counties. Acted as a visiting instructor for GCC 101 and HUD 115, courses designed to provide adult learners with an overview of the transition to higher education and critical college success strategies.
- Facilitated the development, outreach and oversight of community-based, student-learning-centered collaborations and student transition programs. Developed and led activities and programs that strengthened collaborative relationships with local community and relevant regional and state agencies and organizations.
- Developed and managed annual budgets and performed periodic cost and productivity analysis for all Student Services units and provided information necessary to inform the overall operating budget for the institution.
- Actively participated in the recruitment, supervision and evaluation of Student Services personnel, and interpreted and implemented collective bargaining agreements in compliance with institutional and state guidelines.

- Participated in Student Services and college-wide assessment and strategic planning in support of the vision and mission of the institution and embodiment of the Greenfield Community College Principles of Education.
- Fostered on-going collaboration with Academic Affairs and units across the College to design, implement, and evaluate student curriculum and programming rooted in best practices, supporting holistic student development, academic achievement and fostering a positive learning environment for all students.
- Served on the President's Staff and participated in college-wide duties, shared governance and institutional initiatives to build and strengthen relationships inside the institution and within the community.

GBI Marketing, Bernardston, MA

July 1999 - September 2005

Executive Vice President, Sales & Marketing

- Worked in conjunction with the President and CEO to provide the oversight and governance of the day-to-day operations of the organization to include: customer service, order processing and fulfillment, customer billing, accounts payable, budget creation and analysis, and human resources for a staff of 35 full-time employees.
- Directly responsible for the supervision and administration of both the National and New England Sales regions to include: daily oversight of eleven sales personnel, quality assurance and problem solving, customer complaints, order fulfillment, and both the immediate and long-range planning for the National and New England territories.
- Responsible for the yearly evaluation, documentation, and reporting of all company donations. Acted as a conduit for on-going relationships with the local community and civic engagement activities and facilitated the design, development, and maintenance of two company websites.

American University, Washington, DC

April 1996 - June 1999

Associate Director of Financial Aid

- Managed the administration and quality control of federal, state, and institutional financial aid programs totaling \$85,000,000 to facilitate an effective enrollment services plan for both student recruitment and retention, as directed by the President and Board of Trustees for undergraduate and graduate level students.
- Maintained a working knowledge of federal and institutional financial aid program guidelines and requirements to assure compliance with all regulations necessary for participation in Title IV, state, and institutional student aid programs, representing 4200 financial aid recipients.
- Provided leadership to a staff of seven full-time employees, including three Assistant Directors, three Counselors, and one Customer Service Representative. Assisted with the planning and implementation of staff development training to ensure a comprehensive knowledge of division policies and procedures for better client services throughout the department.

- Actively managed the *Community Studies Program*, offering need and merit-based scholarships to multicultural, non-traditional students to promote campus diversity, student retention and community-based collaborations.

University of Massachusetts, Amherst, MA

May 1991 - March 1996

Assistant Director of Financial Aid

- Provided counseling for students and parents on all issues related to financing a college education. Performed related needs analysis and packaging of federal, state, and institutional financial aid. Worked in conjunction with the University Registrar, Bursar, Admissions, and Dean of Students offices to facilitate the successful recruitment and retention of both undergraduate and graduate level students.
- Directly responsible for the implementation and management of the Federal Pell Grant Program, serving more than 4,000 students and representing over \$6,000,000 in federal funding.
- Conducted student/parent financial aid information sessions for University recruitment and retention programs. Responsible for the delivery, management, and quality control of financial aid awards and appropriate advising for Continuing Education students participating in consortium agreements with other colleges and universities and non-traditional students participating in the **University Without Walls** program.
- Recruited, trained, supervised, and evaluated a full-time staff of three.

TECHNOLOGY PROFICIENCY

Significant experience with web-based, Windows and Mac operating platforms. Proficient with Microsoft Word, Excel, PowerPoint, Publisher, and Outlook. Experience with Blackboard and Moodle LMS course design and implementation. Working knowledge of multiple integrated student services database applications.

INSTITUTIONAL MEMBERSHIPS

- American Educational Research Association
- Association for the Study of Higher Education
- National Association of Student Personnel Administrators
- American Association of Colleges and Universities

PROFESSIONAL AFFILIATIONS & MEMBERSHIPS

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| ▪ Comparative and International Education Society | 2017 - 2020 |
| ▪ Journal of Veteran Studies, Editorial Board Member | 2016 - Present |
| ▪ Community Foundation of Western MA, Education Committee | 2016 - Present |
| ▪ Safe Passage Board of Directors | 2016 - Present |
| ▪ Dean's Leadership Council, College of Education, UMass | 2008 - 2018 |
| ▪ Greenfield Savings Bank, Board of Directors | 2008 - Present |
| ▪ NASPA Research & Publications Deputy, Veteran Knowledge Community | 2014 |
| ▪ NASPA Annual Conference, Program Reviewer | 2014 |
| ▪ ASHE Division 10 – Student Environments – Proposal Reviewer | 2014 |
| ▪ Academic Program Outside Evaluator, Marlboro College | 2010 |
| ▪ AACC Future Leaders Institute, Participating Fellow | 2010 |
| ▪ MA Community College Leadership Academy, Participating Fellow | 2007 |
| ▪ NEASC Self Study Committee Co-Chair | 2008 - 2010 |

- Baystate Health Systems FMC, Board of Overseers 2009/2010
- Greenfield Community College Foundation Board of Directors 2001 - 2006

REVIEWS & PUBLICATIONS

Mussawy, S.A.J., Hedayet, M. Aslami, H., & Hammond, S. (2020). [Review of the film *Midnight traveler* 2019, by H. Fazili, E. Mahdavian & S. Kim]. *Comparative Education Review*, 64(3), 554 – 556. <https://doi.org/10.1086/709687>

Howard, L.C. and **Hammond, S.** (2019). Researcher vulnerability: implications for educational research and practice, *International Journal of Qualitative Studies in Education*, DOI: [10.1080/09518398.2019.1597205](https://doi.org/10.1080/09518398.2019.1597205).

George Mwangi, C.A., **Hammond, S.** et al (2018). *Paradoxes in international higher education: A critical discourse analysis of higher education journals*. *Higher Education*, 76(6), 1091-1107. DOI: [10.1007/s10734-018-0259-9](https://doi.org/10.1007/s10734-018-0259-9)

Hammond, S. (2017), Student Veterans in Higher Education: A Conversation Six Decades in the Making. *New Directions for Institutional Research*, 2016: 11–21. DOI:10.1002/ir.20191

Vacchi, D., **Hammond, S.** and Diamond, A. (2017), Conceptual Models of Student Veteran College Experiences. *New Directions for Institutional Research*, 2016: 23–41. DOI:10.1002/ir.20192

Hammond, S. (2015). Complex perceptions of identity: The experiences of combat veterans in community college. *Community College Journal of Research and Practice*. DOI: 10.1080/10668926.2015.1017891

Hammond, S. and Cass, D. (2015). Bridging the gap: Technology and veteran success. *Online Learning*, v19, 1, January. <http://onlinelearningconsortium.org/read/online-learning-journal/>.

Minnis, S. and **Hammond, S.** (2014). Million records project leaves questions unanswered about veterans' educational success. White Paper. *Military Experience and the Arts*. <http://militaryexperience.org/2014/05/27/million-records-project-leaves-questions-unanswered-about-veterans-educational-success/>.

Minnis, S. and **Hammond, S.** (2014). Million records project leaves questions unanswered about veterans' educational success. White Paper. *National Association of Student Personnel Administrators, Veterans' Knowledge Community*. <http://www.naspa.org/constituent-groups/posts/vkc-white-papers>.

SELECTED PRESENTATIONS, WORKSHOPS, AND POSTERS

George-Mwangi, C., **Hammond, S.**, Sutton, S. & Xinquan, J. *Examining Equality and Mutuality in International Academic Partnerships*. Panel presentation at the annual meeting of NAFSA: Association of International Educators, Washington, DC. May 2019.

Berger, J., Evans, D., **Hammond, S.**, Hedayet, M. & Mussawy, S.J. *Thirteen Years of Higher Education Development in Afghanistan: The Challenge of Sustainability*. Panel presentation at the annual meeting of the Comparative and International Education Society, San Francisco, CA. April 2019.

Anzar, U., Berger, J., & **Hammond, S.** Providing Safe Learning Spaces and Equitable University to Job Market Transition in Post-Conflict Environments: Does Afghanistan Have Something to Teach Us? Panel presentation at the annual meeting of the Comparative and International Education Society, Mexico City, Mexico. March 2018.

Howard, L. & **Hammond, S.** *Researcher vulnerability: Implications for educational research and practice.* Roundtable presented at the annual meeting of the American Educational Research Association, San Antonio, TX. April 2017.

George Mwangi, C.A., **Hammond, S.**, Kommers, & Thoma, H.S. *Paradoxes in international higher education: A critical discourse analysis of higher education journals.* Paper presented at the annual meeting of the Comparative and International Education Society, Atlanta, GA. March 2017.

Hammond, S. *Millennial Combat Veterans: Voices of Student Veterans and Recommendations for Practice.* Paper presented at the American Association of Community Colleges Annual Conference, Washington, DC. April 2014.

Hammond, S. *Millennial combat veterans: How identity shapes experience in college.* Paper presented at the annual meeting of the National Association of Student Personnel Administrators Region I, Rockport, ME. November 2013.

Cass, D., Diamond, A., **Hammond, S.**, & Vacchi, D. *Supporting the Success of Student Veterans During the First Year on Campus.* Research Paper Symposia. Association for the Study of Higher Education Annual Conference, St. Louis, MO. November 2013.

Hammond, S. *Millennial Combat Veterans: The Voices of Student Veterans and Recommendations for Practice.* Professional Development workshop. Berkshire Community College, Pittsfield, MA. November 2013.

Hammond, S. *Millennial Combat Veterans: The Voices of Student Veterans and Recommendations for Practice.* Paper Presentation. Conference for Student Success, University of Massachusetts, Amherst, MA. October 2013.

Dugas, C. & **Hammond, S.** *Millennial Combat Veterans: Recommendations for Practice in Higher Education.* Research Presentation. Massachusetts Community College Advising Association Annual Conference, Danvers, MA. June 2013.

Hammond, S. *Millennial Combat Veterans: How Identity Shapes Experience in College.* Poster Presentation. American Educational Research Association Annual Conference, San Francisco, CA. April 2013.

Hammond, S. *Hidden Barriers: Meeting the Needs of Contemporary Veterans in Higher Education.* Research Paper Presentation. The George Washington University Educational Symposium for Research and Innovation (ESRI), Washington, DC. March 2011.

Hammond, S. *From Combat to Campus: Supporting Student Veterans.* Research Paper Presentation. The George Washington University Educational Symposium for Research and Innovation (ESRI), Washington, DC. March 2010.

Hammond, S. & Zic, J. *Admission & Financial Aid in Higher Education: A Collaborative Approach to Recruitment*. Professional Presentation. National Association of Student Financial Aid Administrators Annual Conference, Chicago, IL. July 1998.

Hammond, S. *Financing a College Education*. Professional Presentation. T.C. Williams High School, Alexandria, VA. November 1997.

Hammond, S. & Rasco, C. *America Reads Challenge*. Panel Presentation. Eastern Association of Financial Aid Administrators Annual Conference, Portland, ME. May 1997.

Hammond, S. *Financing a College Education*. Professional Presentation. Hispanic Association of Colleges and Universities Alcanza Parent Seminar, Washington, DC. January 1997.

Hammond, S. *Financing a College Education*. Professional Presentation. Black Student Fund Annual Financial Aid Workshop, Trinity College, Washington, DC. November 1996.