

SUSAN T. KATER, Ph.D.

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## EDUCATION

**Ph.D., Higher Education**, University of Arizona, Tucson, AZ. Major: Community College Studies, Minor: Organization and Administration. Dissertation: *Shared governance in the community college: The rights, roles and responsibilities of unionized community college faculty*. Dissertation Chair: John S. Levin

**M.S., Exercise Physiology**, University of Arizona, Tucson, AZ

**B.S., Education**, Baylor University, Waco, TX. Major: Secondary Education. Teaching Fields: Physical Education and Biology

## PUBLICATIONS

### SCHOLARLY BOOKS AND MONOGRAPHS

Eddy, P. L., Kater, S. T., & Gillett-Karam, R. (In press). Theories supporting board reform. In R. Gillett-Karam & P. L. Eddy (Eds.), *Reflections on boards of trustees. New Directions for Community Colleges*. John Wiley & Sons, Inc.

Kater, S. T., Cloud, R. C., & Fossey, R. (In press). Best practices in college governance. In R. Gillett-Karam & P. L. Eddy (Eds.), *Reflections on boards of trustees. New Directions for Community Colleges*. John Wiley & Sons, Inc.

Kater, S. T. & Burke, D. (In press). Getting to shared governance: New perspectives for implementing governance. In R. Gillett-Karam & P. L. Eddy, (Eds.), *Reflections on boards of trustees. New Directions for Community Colleges*. John Wiley & Sons, Inc.

Kisker C.B., Kater S.T. (2021) Contemporary challenges and opportunities in US community college governance. In Peters M.A., & Heraud R. (Eds.), *Encyclopedia of educational innovation*. Springer. [https://doi.org/10.1007/978-981-13-2262-4\\_231-1](https://doi.org/10.1007/978-981-13-2262-4_231-1)

Hellmich, D. & Kater, S. T. (Eds.). (2019, Spring). Ethical decision making in community colleges. *New Directions for Community Colleges*, 185. Jossey-Bass. doi: 10.1002/cc.20307.

Levin, J. S., & Kater, S. T. (Eds.). (2018). *Understanding community colleges* (2<sup>nd</sup> ed.). Routledge.

Levin, J. S., & Kater, S. T. (Eds.). (2013). *Understanding community colleges*. Routledge.

Levin, J., Kater, S., & Wagoner, R. (2011). *Community college faculty: At work in the new economy* (Revised edition). Palgrave.

Cloud, R., & Kater, S. (Eds.). (2008, Spring). Governance in the community college. *New Directions for Community Colleges*, 141. Jossey-Bass.

Levin, J., Kater, S., & Wagoner, R. (2006). *Community college faculty: At work in the new economy*. Palgrave.

Kater, S. (2003). *Shared governance in the community college: The rights, roles and responsibilities of unionized community college faculty*. Doctoral dissertation, University of Arizona, Tucson, AZ. (UMI No. TX5-778-862).

Kater, S., & Lucius, C. (1997). As clear as mud: The difference between assessing institutional effectiveness and student academic achievement. *A Collection of Papers on Self-Study and Institutional Improvement*. North Central Association of Colleges and Schools.

#### **BOOK CHAPTERS**

Levin, J. S., Kater, S. T., & López Damián, A. I. (2018). *The future is probabl[e]y: The same but different*. In J. S. Levin & S. T. Kater (Eds.), *Understanding community colleges* (2<sup>nd</sup> ed., pp. 265-281). Routledge.

Kater, S., T. & Kisker, C. B. (2018). Redefining shared responsibility: Governance in the 21st century community college. In J. S. Levin & S. T. Kater (Eds.), *Understanding community colleges* (2<sup>nd</sup> ed., pp. 227-245). Routledge.

Kater, S. T., & Levin, J.S. (2012). *Introduction*. In J. S. Levin & S. T. Kater (Eds.). *Understanding community colleges* (pp. xi-xviii). Routledge.

Kisker, C. B., & Kater, S. T. (2013). Deconstructing governance and expectations for the community college. In J. S. Levin & S. T. Kater (Eds.), *Understanding community colleges* (pp. 153-169). Routledge.

Wagoner, R., Levin, J., & Kater, S. (2010). Reconstructing U.S. community college faculty: Mobilising professional expertise. In T. Seddon, L. Henriksson, & B. Niemeyer (Eds.), *Learning and work and the politics of working life: Global transformations and collective identities in teaching, nursing and social work*, pp. 87-106. Routledge.

## REFEREED JOURNALS

- Kater, S. T. (2017, July). Community college faculty conceptualizations of shared governance: Shared understandings of a sociopolitical reality. *Community College Review* 45(3), 234-257. doi: 10.1177/0091552117700490.
- Kater, S., Soza, R., & Young, L. (2016, September/October). E-Learning, the digital divide, and student success at community colleges. *EDUCAUSE Review*, 51(5), 58-59.
- Kater, S. (2016, March). Forward. *Community College Journal of Research and Practice*, 40(3), 176-7.
- Kater, S., & Levin, J. (2005, January). Shared governance in the community college. *Community College Journal of Research and Practice*, 29(1), 1-23.

## BOOK REVIEWS

- Kater, S. T. (2017, July). John Dewey and the future of community college education. *Community College Journal of Research and Practice*, 41(10), 691-693. doi:10.1080/10668926.2016.1251179
- Kater, S. T. (2017, February 10). Review of Unrelenting change, innovation, and risk: Forging the next generation of community colleges. *Community College Review*. doi:10.1080/10668926.2017.1282241
- Kater, S. T. (2014, July). Review of the book *Confessions of a community college administrator*. *Community College Review*, 42(3), 262-264.

## PEER REVIEWED & INVITED PRESENTATIONS

- Spaid, R., Kater, S. T., Gillet-Karam, R., Schurleff, C., Peck, E., Wilson, C., & Kater, L. (April, 2022). Barriers to equity: *Where is the social justice in food insecurity for community college students?* [Scholarly paper]. Council for the Study of Community Colleges National Conference. Tempe, AZ.
- Kater, S. T. (2021, June). *Revisioning shared governance in community colleges*. [Paper presentation]. AAUP Shared Governance National Conference. Virtual.
- Kater, S. T., & Kisker, C. B. (2021, April). *Toward a more effective conceptualization of participatory governance*. [Paper presentation]. Council for the Study of Community Colleges National Conference. Virtual.
- Kater, S. T. & Thirolf, K. (2021, April). *Advancing the scholarship on community college faculty: Identifying new research questions and considering new theoretical approaches*.

- [Roundtable]. Council for the Study of Community Colleges National Conference. Virtual.
- Kater, S. T., & Miller, M. (2021, April). *Shared governance in the community college: What can we and should we expect?* [Roundtable]. Council for the Study of Community Colleges National Conference, Virtual.
- Wilson, C., Kater, S. T., Hall, D. (2020, March). *Innovative solutions for hunger relief*. Invited presentation. League for Innovation in the Community College Innovations Conference. Seattle, WA.
- Hellmich, D., & Kater, S. T. (Accepted for 2020, April). *Ethical decision-making in community colleges: Decisions that aren't always right versus wrong*. Symposium accepted for the CSCC Annual Conference. Tempe, AZ. [COVID-19 cancelled conference]
- Kater, S. T., & Harbour, C. P., Genna, I., & Bush, V. B. (Accepted for 2020, April). *Recommitting to shared governance in community colleges*. Roundtable presentation accepted for the AERA Annual Conference. San Francisco, CA. [COVID-19 cancelled conference]
- Kater, S., Barber, B., Baber, L, & Rodriguez, S. (Accepted for 2020, April). *Early career advice: academic and practitioner tracks*. Invited presentation for the Council for the Study of Community Colleges Annual Conference, Tempe, AZ. [COVID-19 cancelled conference]
- Kater, S. T. (2019, July). *Community college faculty conceptualizations of shared governance: Sociopolitical realities*. Paper presentation at the International Council of Professors of Educational Leadership Annual Conference, Aliso Viejo, CA.
- Anderson, J., & Kater, S. (2019, May). *"They told me to come back tomorrow": Ethical leadership and student success*. Paper presentation at the Arizona Professors of Educational Leadership Annual Conference, Flagstaff, AZ.
- Cohen, A. M., McNair, D., Fincher, M., & Kater, S. T. (2019, March). *Homelessness and hungry college students*. Symposium conducted at the Council for the Study of Community Colleges Annual Conference, San Diego, CA.
- Eddy, P. L., & Kater, S. T. (2019, March). *Eeny, meeny, miny, moe: Administrative, academic, or scholar/practitioner career paths*. Invited presentation at the Council for the Study of Community Colleges Annual Conference, San Diego, CA.
- Garza Mitchell, R. & Kater, S. T. (2019, March). *Trustee perspectives: The mission of the community college*. Roundtable discussion at the Council for the Study of Community Colleges Annual Conference, San Diego, CA.

- Eddy, P. L., Amey, M. J., Lester, J., Bower, B. L., Zhang, Y., Kater, S., & Harbour, C. (2018, April). *Sexual harassment and the role of the Council for the Study of Community Colleges*. Symposium conducted at the Council for the Study of Community Colleges Annual Conference, Dallas, TX.
- Kater, S. T. (2017, April). *Community college faculty conceptualizations of shared governance*. Paper presented at the Council for the Study of Community Colleges Annual Conference, Fort Worth, TX.
- Kater, S. T., & Barber, B. (2017, April). *Community college practitioners: Continuing the conversation – getting the most from CSCC and the annual conference*. Invited presentation at the Council for the Study of Community Colleges Annual Meeting, Fort Worth, TX.
- Kater, S. T., & Barber, B. (2017, April). *Views from the field: What research topics and problems of practice are important to community college administrators and faculty members?* Roundtable presentation at the Council for the Study of Community Colleges Annual Conference, Fort Worth, TX.
- Twombly, S. B., Cox, R. D., Toth, C., Kater, S. T., & Thirolf, K. (2016, April). *Honoring the (often) invisible: Community college faculty in an era of reform*. Symposium presentation at the American Educational Research Association Annual Conference, Washington, D.C.
- Kater, S. T., Harbour, C. P., Laanan, F., & Zamani-Gallaher, E. M. (2016, March). *The community college completion agenda: Implications for policy and practice*. Invited presentation at the Council for the Study of Community Colleges Annual Conference, Plano, TX.
- Kater, S., Hellmich, D., Mullin, C., & Treat, T. (2016, March). *Courageous conversation: Connecting research to impact policy and practice*. Presidential Session at the Council for the Study of Community Colleges Annual Conference, Plano, TX.
- Kater, S. T., Cloud, R. C., Ebbers, L., Vargas, J. (2015, April). *Community college leadership: What you need, what we are teaching*. Presentation at the American Association for Community Colleges Annual Conference, San Antonio, TX.
- Kater, S. T., & Genna, I. (2015, April). *Shared governance: From theory to practice*. Presentation at the Council for the Study of Community Colleges Annual Conference, Fort Worth, TX.
- Kater, S. T., Wood, J. L., Harbour, C., Genna, I., & Hardy, D. (2014, November). *The community college conscience: The social contract*. Invited presentation at the Association for the Study of Higher Education Annual Conference, Washington, D.C.

- Harbour, C., Kater, S., & Wood, L. (2014, April). *Trends in research: Governance & ethical decision making*. Presentation at the American Association for Community Colleges Annual Conference, Washington, D.C.
- Kater, S. (2013, April). *Scholar's roundtable sessions for graduate students and new professionals*. Council for the Study of Community Colleges Annual Conference, San Francisco, CA.
- Kater, S. (2013, March). *Deconstructing governance*. Shared governance presentation to Gulf Coast State College Leadership, Panama City, FL.
- Levin, J. S., Kater, S. T., Hagedorn, L., Zhang, L., Palmer, J., Marrs, M. (2012, April). *Scholarly understandings of community colleges*. Symposium. Council for the Study of Community Colleges Annual Conference, Orlando, FL.
- Wagoner, R. L., Levin, J. S., & Kater, S. (2007, September). *Community college faculty in the new economy: Reconstructions, contradictions and consequences, rethinking politics in adult education work: Disturbing work and living contradiction in an 'illegible regime of power.'* Symposium. European Educational Research Association Annual Conference, Ghent, Belgium.
- Kater, S., & Giovannini, E. (2006, April). *Leadership via integration of the performance evaluation with coaching and professional development*. Invited presentation at The Chair Academy Annual International Conference, Tucson, AZ.
- Levin, J., Kater, S., Wagoner, R. & Cheslock, J. (2004, November). *Community college faculty in the new economy II*. Paper presented at the Association for the Study of Higher Education Annual Conference, Kansas City, MO.
- Levin, J. S., Wagoner, R., & Kater, S. (2004, May). *Neo-liberalism, economic globalization, and community college faculty*. Paper presented at the Canadian Society for the Study of Higher Education Annual Conference, The University of Manitoba, Winnipeg, Canada.
- Giovannini, E., & Kater, S. (2004, March). *Revolutionary leadership*. Presentation at The Chair Academy Annual International Conference, Reston, VA.
- Levin, J. S., Kater, S., Roe, C., & Wagoner, R. (2003). *Not professionals?: Community college faculty in the new economy*. Symposium presentation at the American Educational Research Association Annual Conference, Chicago, IL.
- Kater, S. (2003, April). *Shared governance in the community college*. Paper presented at the American Educational Research Association Annual Conference, Chicago, IL.

- Kater, S., & Levin, J. (2002, April). *Shared governance: Rights and roles of faculty in community colleges*. Paper presented at the American Educational Research Association Annual Conference, New Orleans, LA.
- Kater, S. (2001, April). *Shared governance in the community college*. Paper presented at the American Educational Research Association Annual Conference, Chicago, IL.
- Kater, S., & Levin, J. (2001, April). *Shared governance: The contractual rights and roles of faculty in community colleges*. Paper presented at the American Educational Research Association Annual Conference, Seattle, WA.
- Kater, S., & Levin, J. (2000, April). *How do we count the ways?: The formal responsibilities, rights and roles of faculty in community colleges*. Paper presented at the Council for the Study of Community Colleges Annual Conference, Washington, D.C.
- Kater, S. & Zawicki, P. (1999, April). *Get the ball rolling*. Paper presented at the North Central Association Annual Conference, Chicago, IL.
- Kater, S., (1997, June). *As clear as mud: Institutional effectiveness versus student academic achievement assessment*. Paper presented at the Consortium for Community College Development Summer Conference, Phoenix, AZ.
- Kater, S., & Lucius, C. (1997, April). *The difference between assessing institutional effectiveness and student academic achievement*. Paper presented at the North Central Association Annual Conference, Chicago, IL.
- Kater, S., Starkey, J., & St. John, E.P. (1993, January). *The influence of prices on persistence by adult students in two-year community colleges: A sequential analysis using NPSAS-87*. Paper presented at the Southwest Educational Research Association Annual Conference, Austin, TX.

## **GRANTS AND DEVELOPMENT ACTIVITIES**

- \$1,600,000 Garcia Family Foundation grant. League for Innovation in the Community College. *Community Colleges and Communities: Collective Impact Workforce Development with Wraparound Services*. S. Kater, Project Manager.
- \$30,000 Hunger Free America/Albertsons grant. League for Innovation in the Community College. *SNAP Outreach and Awareness on Community College Campuses Program*. S. Kater, Project Manager.
- \$3,000,000 IES Transformative Research in the Education Sciences grant. League for Innovation in the Community College. (Submitted, under review). *Addressing student needs: Community colleges as rapid innovation labs*. S. Kater, PI.

\$5,000 Idaho State University Small Grant (2021-2022). Community College Trustees – Mission, Values, and Decision-Making in Uncertain Times. Project co-developed with Dr. Regina Garza Mitchell (PI) and Dr. Carrie Kisker. Funding will be utilized to support 1-2 ISU student to help with coding and analysis.

\$1.26M Wal-Mart Foundation grant, *Innovative Solutions for Hunger Relief and Student Success*. Conceptualized and co-authored with League for Innovation in the Community College. (2019-2021).

\$2.76M Title V grant to enhance academic support services as part of HSI designation (2009). Managed staffing and project as Director of Research, Planning, & Effectiveness with oversight of grants and development.

## PROFESSIONAL EXPERIENCE

### **Project Manager, Community Colleges and Communities: Collective Impact - Workforce Development with Wraparound Services**

League for Innovation in the Community College. Chandler, AZ.

Consult in the development and management of the League for Innovation's *Innovative Solutions for Hunger Relief and Student Success* \$1.3M Garcia Family Foundation grant to support low-income, first-generation community college students in Arizona in completing credentials and entering the workforce by focusing on wraparound services.

### **Researcher, Project Firstline**

League for Innovation in the Community College, Chandler, AZ

Responsible for project evaluation of Project Firstline, a partnership between the CDC, League for Innovation, the American Hospital Association via Health Research & Educational Trust.

Project Firstline focuses on strengthening the alignment of infection control practice across education, experiential learning, and workplace settings in health care and allied fields.

### **Project Manager, Innovative Solutions for Hunger Relief and Student Success**

League for Innovation in the Community College. Chandler, AZ.

Consult in the development and management of the League for Innovation's *Innovative Solutions for Hunger Relief and Student Success* \$1.26M Walmart Foundation grant to evaluate and propose solutions for student hunger and food insecurity at rural community colleges; coordinate activities with colleges and Hope Center for College, Community, and Justice; contribute to data analysis and reporting.

### **Associate Professor, School Psychology and Educational Leadership**

Idaho State University. Pocatello, ID.

Responsibilities include teaching courses, recruitment and advising of graduate students for master's and doctoral programs; maintain a record of scholarly productivity through peer-reviewed publications and presentations; provide service to the profession, community, department, college, and university, serve on dissertation committees.



**Assistant Clinical Faculty, Educational Leadership, Community College/Higher Education,** Northern Arizona University. Flagstaff, AZ.

Responsible for coordination of the NAU/Maricopa Community Colleges master's cohort program including recruiting and supporting adjunct faculty, teaching in the program, operational coordination; serve on dissertation committees.

**Associate Vice Chancellor, Institutional Strategy, Research, & Effectiveness,** Maricopa Community Colleges. Tempe, AZ.

Responsible for developing districtwide strategic plan in collaboration with ten colleges, corporate college, and skill centers; districtwide institutional research, institutional effectiveness, broad based and interrelated higher education research, manage institutional research staff and budgets; analyzes and disseminates results of institutional effectiveness research; maintains liaison with national, regional, state and local agencies.

**Special Assistant to the Chancellor,** Maricopa Community Colleges. Tempe, AZ.

Responsible for supporting the Chancellor in all matters, oversees special programs and events, higher education policy research, directs complex and sensitive community relation issues, and serves as the liaison to the external community on behalf of the Office of the Chancellor; supervisory responsibility for Marketing and Public Relations, MCTV, and Board relations; assists in preparation and monitoring of Chancellor's office budget.

**Executive Director,** Maricopa Skill Center. Phoenix, AZ.

Responsible for planning, directing, and administering operations of the Maricopa Skill Center, an offsite employment training unit of GateWay Community College providing competency-based vocational skills training; manage \$9.6 million annual budget, \$20M capital bond planning facilities project, fundraising and development, manage additional off-site cosmetology training center partnership with West-MEC, a public career and technical education high school district.

**Title III Evaluator,** Edmonds Community College, Lynnwood, WA.

Responsible for annual evaluation of Title III grant to develop and implement a collegewide institutional effectiveness plan, including evaluation and recommendation of project outcomes.

**Director Institutional Research, Planning, & Effectiveness,** GateWay Community College, Phoenix, AZ.

Responsible for directing the planning, implementation, administration and evaluation of collegewide institutional effectiveness, assessment and planning programs; managing special projects for college president including facilities master planning, policy development and operational planning; participating in the development of college budget; developing and disseminating the college's strategic plan; supporting development and evaluation of grants including external Title III, Title V, (achieved Hispanic Serving Institute status) grants.

**Adjunct Faculty/Guest Lecturer.**

Teach online higher education doctoral and master's courses, develop curriculum, University of Phoenix, Old Dominion University; invited guest lecturer for universities including; National American University, Western Michigan University, Ball State University.

**Coordinator Institutional Effectiveness Assessment & Testing, Job Placement, GateWay Community College, Phoenix, AZ.**

Responsible for assessing educational program and faculty needs in terms of institutional effectiveness and student outcomes; coordinating institutional effectiveness program, including student outcomes assessment and related faculty/staff development; responsible for collecting, compiling, and analyzing data. Office of Assessment and Testing; developing and interpreting assessment policies and procedures; Responsible for Job Placement, including hiring of staff, management of programs, and data related to placement rates.

### **GRADUATE TEACHING EXPERIENCE**

Finance in Higher Education  
Higher Education Law  
Community Colleges: Issues and Trends  
Change Strategies  
Assessment and Accountability in Higher Education  
College Teaching  
Higher Education in the U.S.  
Strategic Enrollment Management  
Professional Development  
The Community College  
Economics of Education  
Social Contexts and Contemporary Issues  
Contemporary Policy Analysis and Development  
Adult and Continuing Education  
Community College Politics and Policy Development  
Educational Leadership  
Evaluation and Assessment Methods  
Planning, Evaluation, & Assessment in Higher Education  
Master's Seminar

### **PROFESSIONAL MEMBERSHIPS**

Association for the Study of Higher Education  
American Educational Research Association  
Council for the Study of Community Colleges  
International Council of Professors of Educational Leadership

## SERVICE

*The Review of Higher Education* – Editorial Board Member (2016-2022)

*New Directions for Community Colleges* – Editorial Board Member (Current)

*Community College Review* – Editorial Board Member (2016-Current)

Council for the Study of Community Colleges (CSCC) – Conference Proposal Reviewer (2021, 2020, 2019, 2018, 2017, 2016, 2015, 2014, 2013, 2012, 2011, 2010, 2009, 2008, 2007, 2006 conferences)

CSCC – Session Chair, COVID-19, Impact on Community Colleges (2021)

AERA – Conference Proposal Reviewer (2022, 2021, 2020, 2019, 2018, 2017, 2016, 2015)

ASHE – Conference Proposal Reviewer (2018, 2017, 2016, 2015)

CSCC – Annual Conference Planning Co-Chair (2019-2020)

CSCC – Conference Site Selection Committee (Current)

CSCC – New Member Mentor (2013-Current)

Center for the Study of Community Colleges – Board Member (2017 – Current)

ASHE – Conference Proposal Reviewer (2016)

CSCC – Board Member (2007-2016)

*Community College Review* – Consulting Editor (2011-2016)

CSCC – Past-President (2016)

CSCC – President (2015)

CSCC – President-Elect (2014)

CSCC – Secretary (2011-2014)

The Chair Academy – Editorial Board Member (2004-2012)