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Educational Background

Ed.D. Indiana University, Higher Education Administration
Concentrations: Business Administration and Psychology
M.S. Indiana University, Higher Education and Student Affairs
B.S. University of Arkansas at Pine Bluff, Agronomy and Chemistry

Administrative Experience

September 1, 2012 - Present

- **Independent Higher Education Consultant**
- **Senior Consultant, Association of Governing Boards (AGB)**
- **Senior Fellow, American Association of State Colleges & Universities (AASCU)**
- **Center Scholar, Center for Postsecondary Research, IU School of Education**

Drawing on more than four decades of leadership in the academy—including three chancellorships—I provide consulting services to colleges and universities in the areas of governance and leadership, student retention, accreditation, executive coaching, and diversity and inclusion.

September 2013 - August 2014

- **Co-principal Investigator, Leading to Completion (L2C)**

Funded by the Lumina Foundation for Education, the primary objective of this planning project was to assist public, bachelor's degree granting minority serving higher institutions, MSIs, in contributing to the national degree attainment goal. Focusing on the executive leadership of MSIs, our mission was to establish the processes and protocols to engage participants in a sustained effort to improve student degree completion rates.

August 1, 2007 – 2012 (retired)

- **Chancellor, North Carolina Central University**

North Carolina Central University (NCCU) is a constituent campus of the University of North Carolina system with an enrollment of more than 8,000 students. The university offers more than 70 bachelors' and masters' degrees, and also the juris doctorate and the new Ph.D. in integrated biosciences. An urban campus with an operating budget in excess of \$210 million, the university was the first state-supported liberal arts college established for African-Americans. It is a leader in liberal arts, teacher education, business, law, biotechnology and biomedical research, among other disciplines. *U.S. News & World Report* rated the university the No. 1 public historically black college for two years in a row. The Southern Regional Education Board recognized NCCU as one of only 15 master's level institutions across the country that attains an average graduation rate, given a high proportion of low-wealth and less well-prepared students. For two years, the NCCU School of Law was rated the Best Value Law School by *National Jurist* magazine.

Highlights of Accomplishments

- Raised the standards for undergraduate admissions and progression. The average GPA of freshmen in 2007 was 2.7. By 2012, it was 3.2.
- Created *University College* to enhance student retention through intrusive advising and mentoring programs.
- Established the Centennial Scholars program to enhance the retention and graduation of black male students.
- Expanded K-12 and community college outreach.
- Managed the development and implementation of a strategic plan for the university.
- Guided the establishment of the first and only Ph.D. program to be offered on campus in 50 years.
- Initiated and completed a comprehensive academic program review, which led to the merging or discontinuation of more than a dozen academic programs.
- Achieved specialized accreditation in six programs including membership in the Association of American Law Schools (AALS). NCCU was only the third law school at a historically black university to join the association.
- Increased by 50 percent the credit hours offered online.
- Oversaw the transition of the campus to wireless connectivity.
- Transitioned from NCAA Division II to Division I and membership in the Mid-Eastern Athletic Conference.
- Created the Division of Research and Economic Development and received the largest sponsored research grants in the university's history. In five years, more than \$100 million flowed to NCCU researchers.
- Realigned the budget to cope with \$60 million in permanent cuts and reversions occurring during the five years as chancellor.

- Managed the development and adoption of a campus master plan and the investment of \$75 million in construction and renovation of facilities.
- Transformed the campus landscape to create a green and beautiful space in which to work and study.
- Initiated the Quality Service Initiative (QSI), which garnered the 2012 Excellence in HR Practices Award from CUPA-HR, the trade association for human resources professionals in higher education.
- Gained national recognition for these accomplishments.

August 1, 1998 – 2007

- **Vice President for Institutional Development and Student Affairs and Professor of Higher Education Administration, Indiana University**

A member of the Indiana University executive leadership team, the vice president for institutional development and student affairs had responsibility for a combination of duties on the Bloomington campus and system-wide that transcended administrative, academic, and campus boundaries. Areas of responsibility included university planning, institutional research and effectiveness, enrollment management, regional accreditation, student affairs, academic support services, K-12 outreach initiatives, student retention, strategic faculty hiring, chancellor searches and reviews, honors programs, and diversity and equity. In September 2001, *Time* magazine named IU's Bloomington campus the No. 1 student-centered research University of the Year. Many of the programs cited by *Time* were under my administration. Some key initiatives included providing leadership for Indiana University's Mission Differentiation Project (MDP); creation of a university-wide office of university planning, institutional research and accountability; creation of the university-wide Hoosier Presidential Scholars scholarship program, designed to attract the best Indiana high school graduates to IU; and the creation of IU's Business Diversity Program to increase the involvement of female and minority-owned businesses in procurement activities. Indiana University enrolled approximately 100,000 students on eight campuses and had an annual budget in excess of \$2 billion.

Highlights of Accomplishments

- Restructured the Bloomington campus Honors Division into an Honors College, hired a senior scholar as dean and assisted in securing a \$10 million gift to endow the newly established International Experiences Program. The Honors College on the Bloomington campus enrolled approximately 3,500 students.
- Created a university-wide office of planning, institutional research and accountability and hired a national leader to serve as director.
- Implemented a Mission Differentiation Project designed to strategically focus on the mission of each of Indiana University's eight campuses.
- Developed a \$10 million endowed Hoosier Presidential Scholars Program to keep outstanding high school graduates in the state of Indiana. Funding

was provided from a \$26 million gift to Indiana University from the Lilly Endowment.

- Worked university-wide with academic leaders to design and implement academic initiatives to enhance student retention and graduation.
- Worked with Indiana University President Myles Brand and IU trustees to create a multi-year tuition “set-aside program” to institutionalize retention initiatives previously funded by the Lilly Endowment. The tuition program generated approximately \$7 million annually in base funds.
- Provided university-wide oversight for Lilly Endowment grants to support retention, K-12 outreach, career development and scholarships exceeding \$20 million.
- Served as liaison between the Lumina Foundation and Indiana University for grants exceeding \$7.5 million in support of retention and a wide array of other initiatives.
- Secured a \$3 million NSF grant (in collaboration with Purdue University) to increase minority enrollment in science, math and engineering at selected Indiana colleges and universities; secured a \$1 million grant from the U.S. Department of Education to implement a statewide distance learning-based Upward Bound Program; and secured a \$500,000 grant from the Charles Stewart Mott Foundation to promote interracial communications among students at six universities around the country.
- Launched the \$5 million Jimmy Ross Endowment Fund for University-wide Diversity Initiatives.
- Successfully coordinated searches for chancellors at Indiana University South Bend, Indiana University Southeast and Indiana University Kokomo. Played an active role in a half-dozen other senior level searches throughout the university, including the Bloomington campus chancellor, several deans, the men’s basketball coach and the director of athletics.
- Coordinated the planning effort that led to the establishment of the division of student life and diversity at Indiana University-Purdue University, Indianapolis.
- Played a key leadership role in the planning, construction and dedication of the \$26 million Neal-Marshall Black Culture Center – Lee Norvelle Theatre Drama Center on the Bloomington campus.
- Collaborated with Faculty Colloquium on Excellence in Teaching (FACET) program leaders to infuse diversity into the curriculum at all Indiana University and Purdue University campuses. Restructured the Enhancing Minority Attainment Annual Conference to support the FACET diversity project.
- Strengthened the connection between Indiana University alumni of color and the university by establishing Latino and Asian American alumni clubs and improving the infrastructure of the Neal-Marshall Alumni Club.

- Facilitated the hiring of more than 60 faculty of color and senior women through the Strategic Hiring and Support Program on the Bloomington campus.
- Established the Ghana, West Africa Program as a means to promote international study by African American students.
- Established a university-wide-mini grant program to support diversity education.
- Created the Council for the Advancement and Support of Education (CASE) award-winning exhibit, "African Americans at Indiana University: 1838 – 2002."
- Created a national award winning program, "Conversations on Race."

August 1, 1994 – July 31, 1998

- **Chancellor and Professor of Education, University of Michigan, Flint**

The University of Michigan at Flint is the urban campus of the University of Michigan and serves a large industrial region of the state. The campus offers its urban and rural commuter students a full spectrum of undergraduate and master's degree programs. The chancellor serves as the chief executive officer of the campus and has responsibility for all aspects of the university, including academic programs, personnel, budgets and planning. The campus enrolled over 6,500 students and had a budget of approximately \$60 million.

Highlights of Accomplishments

- Secured over \$75 million in gifts of cash and land in a four-year period.
- Developed and implemented a comprehensive academic plan designed to improve academic quality, responsiveness to students and community outreach.
- Instituted a comprehensive enrollment management program that resulted in a six percent increase in enrollment.
- Resolved a campus budget deficit and reversed a four-year enrollment decline.
- Realigned the university administrative structure to improve efficiency and community outreach by establishing the School of Education and Human Services and the School of Health Professions. Reduced reliance on contingency funds for ongoing campus operations.
- Instituted a number of internal initiatives designed to improve communications, collegiality and faculty/staff involvement in budget development and planning.
- Established a University Outreach Center with state, federal and private foundation support.
- Formed strategic alliances with the K-12 school system, the City of Flint, health care entities, small businesses and nonprofit agencies to improve education and a host of quality-of-life issues.
- Established instructional outreach centers in three severely underserved areas in mid-Michigan – Saginaw, Port Huron and Lapeer.

August 1, 1987 – July 31, 1994

- **Chancellor and Professor of Education, University of Indiana East, Richmond, Indiana**

Served as chancellor at Indiana University East, one of eight campuses in the Indiana University system. The campus offers associate and baccalaureate degrees in education, nursing, social work, business, the liberal arts and engineering technology. Selected graduate courses were offered in education, nursing and engineering technology. The chancellor serves as the campus chief executive officer and has responsibility for all aspects of campus operations, including budget and planning, academic programs, external relations and development, and student and alumni affairs. Indiana University East is a commuter campus serving east central Indiana and western Ohio. During my tenure, the campus was the fastest-growing college in the state of Indiana.

Highlights of Accomplishments

- Implemented a strategic planning process involving all sectors of the university community.
- Led a successful lobbying effort that resulted in an increase of 43 percent in the state appropriation for the campus over a four-year period.
- Expanded support for faculty research, professional development and service.
- Increased individual and corporate gifts fourfold over a five-year period.
- Secured over \$15 million in bonding authority for library and classroom facilities.
- Implemented a minority enhancement program designed to increase the academic preparation of African-American students prior to college.
- Expanded campus outreach and increased headcount enrollment 52 percent and credit hours by 84 percent over a five-year period.
- Achieved university reaccreditation by the North Central Association for a 10-year period.
- Founded the Whitewater Regional Economic Development Council (the council was financed by the Indiana Department of Commerce, area counties and local industries).
- Successfully lobbied for Higher Education Commission approval and implementation of several new baccalaureate degree programs.
- Co-founded the Workforce Development Alliance in Richmond, Indiana (the Alliance was supported by the Lilly Endowment and other foundations).

Other Leadership Positions

May 1984 – June 1987	Vice President for Student Services Sinclair Community College Dayton, Ohio
July 1978 – April 1984	Associate Dean for Academic Affairs Assistant Professor of Education (tenured) Indiana University Northwest Gary, Indiana
July 1977 – June 1978	Associate Director, Center for Human Development and Education Services, Assistant Professor of Education University of Arkansas at Pine Bluff Pine Bluff, Arkansas
July 1973 – June 1977	Associate Dean for Student Development and Assistant Professor of Education Earlham College, Richmond, Indiana
July 1971 – June 1973	Lecturer and Counselor, Lehman College City University of New York

Selected Professional Boards, Affiliations and Activities

- Member, Board of Directors, John Gardner Institute for Excellence in Undergraduate Education, 2015-present
- Member, Board of Directors, Charles Stewart Mott Foundation, 2007 –present
- Member, Institute for Higher Education Policy (IHEP) Brain Trust, May 2013 – present
- Member, Center for Minority Serving Institutions Advisory Board, Graduate School of Education, University of Pennsylvania, May 2013 – present
- Member, Howard Hughes Medical Institute, STEM Advisory Committee, August 2012 – 2014
- American Council on Education Blue Ribbon Commission on Accreditation, 2011-2012
- Member, Board of Directors, American Association of State Colleges & Universities, 2010 – 2012
- Member, Board of Governors, Center on Philanthropy, Indiana University, 2004 – 2007
- Member, National Advisory Board, National Survey of Student Engagement (NSSE), 2004 – 2010
- Founding Advisory Board Member, Millennium Leadership Initiative, American Association of State Colleges & Universities, 1999 –present
- Member, National Collegiate Athletic Association (NCAA) Sports Wagering

- Task Force, 2004 – 2005
- President, North Central Association, July 1, 2003 – June 30, 2004 (K–12 plus higher education)
- Consultant-evaluator, Higher Learning Commission, North Central Association of Schools & Colleges, 1987 – 2004
- Board of Trustees, Higher Learning Commission, North Central Association, 1994 – 2004
- Consultant/Evaluator, Western Association of Colleges & Schools, 2002 – 2003
- Member, Interregional Accreditation Committee for the Western Governors University, 1996 – 2003
- Chair, Board of Trustees, Higher Learning Commission, North Central Association, 2000 – 2001
- Consultant, Ministry of Education, United Arab Emirates, April 2000
- Chair, Commission for Leadership Development, American Council on Education, 1996 – 98
- Consultant-evaluator, Middle States Association, 1994 – 1996
- Member, Accreditation Review Council of the Commission on Institutions of Higher Education, North Central Association of Colleges and Schools, 1992 – 1994
- Indiana’s Liaison to the American Association for State Colleges and Universities, 1989 – 1994
- American Council on Education, Committee on Self-Regulation, 1988 – 1992
- Executive Committee, ACE Council of Fellows, American Council on Education, 1984 – 87
- Editorial Board, Negro Educational Review, 1982 – 1996
- Higher education missions to the United Arab Emirates, Ghana, Japan, Russia, Namibia, South Africa, United Kingdom, Spain, and China
- Traveled throughout parts of Africa under the auspices of Africare and the Mott Foundation

Selected Consultancies

- Arkansas State University, Jonesboro, Arkansas
- Central State University, Wilberforce, Ohio
- Claflin University, Orangeburg, South Carolina
- Graduate Center, City University of New York, New York
- Kentucky State University, Frankfort, Kentucky
- Kresge Foundation, White House Initiative on HBCUs, Troy, Michigan
- Lehman College, City University of New York, New York
- Lilly Endowment, Indianapolis, Indiana
- Lumina Foundation, Indianapolis, Indiana
- Martin University, Indianapolis, Indiana
- National Collegiate Athletic Association, Indianapolis, Indiana
- Southern Education Foundation, Atlanta, Georgia
- University of Alabama at Birmingham, Birmingham, Alabama
- University of Iowa, Iowa City, Iowa
- University of Minnesota, Minneapolis, Minnesota
- United Negro College Fund, Washington, DC

- Wilberforce University, Wilberforce, Ohio

Partial List of Civic and Community Activities

- North Carolina Campus Compact, 2008 –2012
- Board of Directors, Indiana African American History Museum, 2003 – 2007
- Board of Trustees, Mott Children’s Health Center, 1995 – 1998
- Board of Directors, Downtown Development Association, Flint, Michigan, 1995 – 1998
- Hurley Medical Center, Cancer Advisory Committee, 1995 – 1998
- Board of Directors, FOCUS Council, Flint, Michigan, 1994 – 1998
- Greater Flint Educational Consortium, 1994 – 1998
- Board of Directors, First Bank of Richmond, Richmond, Indiana, 1991 – 1994
- Board of Directors, Reid Hospital and Health Care Services, Richmond, Indiana, 1990 – 1994

Academic Recognition

Charles Johnson Foundation Fellow, Liberal Arts in Higher Education Seminar,
 1998 ACE Fellow, American Council on Education, 1981-82
 Ford Fellow, Columbia University, 1971-73
 Lilly Endowment Intern in Higher Education, 1976-77

Honorary Degrees

Doctor of Laws, 1993, Earlham College, Richmond, Indiana
 Doctor of Humane Letters, 2001, University of Arkansas at Pine Bluff

Selected Honors and Recognitions

- American Association of Blacks in Higher Education Delaney Distinguished Leadership Award, February 2013
- Southern Region Alpha Phi Alpha Outstanding Leadership Award, February 2013
- 2007 Robert Shaffer Distinguished Alumnus Award presented at the Joint ACPA/NASPA meeting in Orlando, Florida, April 2, 2007
- Center for Leadership Development Minority Business and Professional Achievers Recognition, “Man of the Year” Accomplished Achievement Award, March 29, 2007
- Champions of Diversity Award, *Minority Business Magazine*, January 22, 2007
- Dr. Martin Luther King Jr. Legacy Award, City of Bloomington, January 15, 2007
- North Central Association of Colleges and Schools, Honorary Membership in recognition of valued service as vice president and president of the Association, 2005
- Certificate of Appreciation, Indianapolis Professional Association, December, 2005
- Bloomington Black Business and Professional Association, Inc. Award, April 22, 2005

- Dr. Benjamin Hooks Award for Meritorious Achievement, Gary Branch of NAACP, 2004
- Legacy of Leadership Award, Northwest Indiana Chapter, Indiana University Neal –Marshall Alumni Club, 2004
- Distinguished Alumni Award, School of Education, Indiana University, 1999
- U.S. Congressional Recognition, 1998
- Distinguished Alumni Service Award, Indiana University, 1996 (highest award bestowed by the university)
- The President’s Medal, University of Michigan, 1996
- State of Indiana, Sagamore of the Wabash, 1994 (highest civilian award bestowed by the governor)
- Benton Mural Medal, Indiana University, 1994
- Outstanding Service Award, NASPA, 1990
- Outstanding Service Award, I-MAEOPP, 1990
- Distinguished Service Award, Negro Educational Review, 1990
- Distinguished Alumni Award, National Association for Equal Opportunity in Higher Education, 1986
- Distinguished Service Award, National Alliance for Business, 1984
- IU Dons Outstanding Citizen Award, 1982
- Wall Street Journal Student Achievement Award, 1968
- Rockefeller Student Leadership Award, 1968

Partial List of Publications, Blogs, and Podcasts

Nelms, Charlie, Blog on “The Huffington Post,” Sept. 2012 to December 2017:
www.huffingtonpost.com/charlie-nelms-edd/

Nelms, Charlie, Podcasts on HBCU Lifestyles and HBCU Nation, Sept. 2014 to present:
<http://charlienelms.com/in-the-news/#hbcu-nation>

Nelms, Charlie, Bimonthly column on HBCU Lifestyles:
<http://hbculifestyle.com/author/charlienelms/>

Nelms, Charlie, “From Cotton Fields to University Leadership,” Memoir, Indiana University Press, Anticipated Publication, fall 2019

Nelms, Charlie, “Having My Say: Reflections of a Black Baby Boomer,” Amazon, August, 2018

Nelms, Charlie, “The Future of Historically Black Colleges and Universities: A Call to Action,” 2010.

Nelms, Charlie, “HBCU Reconstruction,” *Presidency*, v.13 n1, pp. 14–19 winter 2009.

Nelms, Charlie, “Achieving Higher Levels of Access and Success in Postsecondary Education,” Commemorative invitational essay, Chicago, Illinois, October 2006.

Nelms, Charlie, *Lessons Taught, Lessons Learned*, Bookmasters, Mansfield, Ohio, March 2004.

Nelms, Charlie, “Art, Diversity and Censorship: Who Decides?” *Southern Indiana*

Review, fall 2003.

PBS (Public Broadcasting System) Special, video, "Ten Steps to College with the Greenes," August 2003.

Nelms, Charlie, "The Prerequisites for Academic Leadership," *Black Men and the Culture of Education: Perspective from Leading African American Scholars*, Lee Jones, (ed.), Stylus Publishing, LLC, Sterling, Virginia, April 2002.

Nelms, Charlie, "Serving the Common Good in a Diverse Society," *Synthesis 2001*, an Annual Publication of the Higher Learning Commission, Chicago, Illinois.

Nelms, Charlie, "From Cotton Picker to University CEO," *On the Inside Looking Out: Observations from African American Administrators in Predominantly White Colleges and Universities*, William B. Harvey (ed.), SUNY Press: Albany, New York, spring 1995.