PROGRAM BOOK

2026 Public Policy Colloquium

Washington Marriott Capitol Hill

February 9–11, 2026

ASEE

ABOUT THE COLLOQUIUM 2026

The theme of the 2026 ASEE Public Policy Colloquium (PPC) is **Navigating and Embracing Uncertainty at the Policy Frontier**. We will hear perspectives from campus and Congressional leaders about the importance of building relationships that strengthen engineering programs and address state workforce needs. Top of mind for many is the rapid evolution of artificial intelligence (AI)—how we are deploying this technology at our institutions and facing the complex implications of its use. As we consider how to build the AI-ready workforce, a panel will examine the needed infrastructure, curriculum, and partnerships. Experts will also lead us through discussion on how to tackle various international issues, including the critical role played by international students, global partnerships, and cross-border educational initiatives in engineering education and research during these turbulent times. As federal funding levels decline and remain somewhat uncertain, experts from three states will share strategies for securing state funding for research and education. In addition, representatives from the Association of Public and Land-Grant Universities (APLU) and Association of American Universities (AAU) return to guide us through the rapidly changing landscape of research funding levels, decreased international enrollments, and challenges to academic freedom. Finally, we will hear strategies and best practices on how best to navigate through the changing political landscape. In addition to these technical sessions, there will be plenty of time to network and meet new colleagues during multiple breaks and receptions. On February 11th, attendees will come together to advocate for critical funding and policy priorities through in-person visits with members of Congress and their staffs on Capitol Hill.

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SCHEDULE

MONDAY, FEBRUARY 9, 2026

3:00 p.m. – 6:00 p.m. *Burnham Ballroom Foyer*	**Registration**
3:30 p.m. – 5:30 p.m. *Kingsman Park*	**Deans Forum: New, Recent, and Curious** *Description:* New, recent, and curious deans will have an opportunity to meet one another and learn more about ASEE and specifically the Public Policy Colloquium (PPC) and the Engineering Deans Council (EDC). Focus will be on the PPC, including past as well as current topics such as Building the AI-Ready Workforce: Infrastructure, Curriculum, and Partnership; Navigating International Issues in Engineering Education and Research; Strategies for Securing State Funding for Research/Education; Higher Education and the Federal Government: Perspectives from the APLU and AAU; and Leading Through Uncertainty: Navigating the Changing Political Landscape in Engineering Education. Preparation will begin for the colloquium as well as for the meetings with state members of Congress and their staffs. *Speaker:* **Amy S. Fleischer** *Boise State University* Chair *ASEE Engineering Deans Council* *Organizers:* **Kemper Lewis** *University at Buffalo, SUNY* **Anthony Marchese** *The University of Rhode Island* **Kim LaScola Needy** *University of Arkansas*
6:00 p.m. – 7:30 p.m. *Ciel Social Club, Rooftop*	**Opening Reception** *Speaker:* **Amy S. Fleischer** *Boise State University* Chair *ASEE Engineering Deans Council*

SCHEDULE

TUESDAY, FEBRUARY 10, 2026

7:00 a.m. – 5:00 p.m. *Burnham Ballroom Foyer*	**Registration**
7:30 a.m. – 8:00 a.m. *Burnham Ballroom*	**Breakfast**
8:00 a.m. – 9:00 a.m. *Burnham Ballroom*	**Session 1: From Campus to Congress: Building Relationships That Strengthen Engineering Programs and State Workforces** *Description:* This session brings together academic and Congressional leaders for a bipartisan discussion on how engineering schools can partner effectively with policymakers to advance workforce development, innovation, and economic competitiveness. The session offers engineering deans practical strategies for building sustained relationships with state and federal leaders, aligning programs with workforce needs, and strengthening advocacy for engineering education and research. *Speakers:* **Kevin Howell, J.D.** Chancellor *North Carolina State University* **Deborah Ross, J.D.** US House of Representatives *North Carolina 2nd District* **David Rouzer** US House of Representatives *North Carolina 7th District* *Organizers:* **Jim Pfaendtner** *North Carolina State University* **Kemper Lewis** *University at Buffalo, SUNY* **Randy Collins** *Western Carolina University*

SCHEDULE

9:00 a.m. – 9:15 a.m. *Burnham Ballroom*	**Welcome and Introduction** *Speakers:* **Kim LaScola Needy** *University of Arkansas* Chair *ASEE PPC* **Brian Novoselich** CEO and Executive Director *ASEE Headquarters*
9:15 a.m. – 10:15 a.m. *Burnham Ballroom*	**Session 2: Building the AI-Ready Workforce: Infrastructure, Curriculum, and Partnership** *Description:* This panel discussion will explore the integration of artificial intelligence (AI) broadly from campus to industrial systems. Topics include student-facing tools and interoperable AI agents, digital twins, and emerging quantum capabilities. Panelists will discuss governance, infrastructure, and workforce-aligned curricula that prepare students for AI-intensive careers in federal and state agencies. The conversation will provide an opportunity to examine how interdisciplinary collaboration can position universities with industry to strengthen national AI capacity and accelerate high-impact research and education. *Speakers:* **Dr. Joseph Glover** Interim Provost and Executive Vice President for Academic Affairs *University of Florida* **Dr. Chase Rainwater** Professor and Department Head *University of Arkansas* **Dr. Ashley Shields** Senior Manager *Idaho National Laboratory* *Organizers:* **Rudolph Buccheit** *University of Kentucky* **Suzanna Long** *University of Idaho* **Cole Smith** *Clemson University*

SCHEDULE

10:15 a.m. – 10:45 a.m. *Burnham Ballroom Foyer*	**Networking and Refreshment Break** **Sponsored by McAllister & Quinn**
10:45 a.m. – 12:00 p.m. *Burnham Ballroom*	**Session 3: Navigating International Issues in Engineering Education and Research** *Description:* International students, global partnerships, and cross-border educational initiatives have long been essential to the vitality of engineering education, research, and the STEM workforce in the United States. Today, shifting US policies and views related to visas, immigration, and international engagement—as well as evolving geopolitical dynamics—are reshaping enrollment patterns, research collaborations, and the talent pipeline. This session brings together leaders in international education, policy, and global partnerships to discuss emerging trends, examine their impacts on engineering programs and research enterprises, and explore how universities can strategically adapt in this changing landscape. *Speakers:* **Stephanie Harrington** Director of Constituent Relations *ABET* **Sylvia Jons** Director for International Partnerships *Institute of International Education* **Jill Welch** Executive Director *US for Success Coalition* *Organizers:* **Oscar Barton** *Morgan State University* **Randy Collins** *Western Carolina University*

SCHEDULE

12:00 p.m. – 1:00 p.m. *Burnham Ballroom*	**Networking Lunch, sponsored by Florida International University** **Navigating Artificial Intelligence Ethics in Engineering Education** *Description:* Rapid advances in artificial intelligence (AI) are transforming engineering disciplines, professional practice, and higher education. AI-assisted tools now influence core activities such as writing, coding, problem-solving, design, and modeling. At the same time, real-world developments—including the appointment of the first AI government official in Albania—demonstrate the accelerating integration of AI into social and institutional systems. However, alongside these opportunities, significant ethical considerations persist. These include concerns regarding data provenance and intellectual property, algorithmic bias and inequity in training datasets, transparency and accountability in automated decision-making, and the environmental impact of large-scale data centers. For colleges of engineering, these issues raise critical questions: How do we prepare students to responsibly leverage AI while cultivating an understanding of its ethical implications and limitations? In what situations should the use of generative AI be discouraged or prohibited in coursework? How do we support faculty in clearly communicating expectations and navigating these tools in their teaching and professional work? This session will explore emerging strategies, policies, and frameworks for ethical AI integration in engineering education, with a focus on balancing innovation, academic integrity, and social responsibility. The conversation will center on preparing future engineers to be both technically proficient and ethically grounded in an AI-driven world. *Speaker:* **Dr. Monica E. Cardella** Professor and Chair of the Multidisciplinary Engineering and Computing Education, Systems, and Management Department *Florida International University*

SCHEDULE

1:00 p.m. – 2:15 p.m. *Burnham Ballroom*	**Session 4: Strategies for Securing State Funding for Research/Education** *Description:* Engineering colleges are often the engines of state economic development, yet securing dedicated state legislative appropriations for research and educational infrastructure remains a complex, high-stakes challenge. This session is designed for deans looking to move beyond reliance on federal grants by mastering the legislative and budgetary processes at the state level. We will explore how to strategically align your college's research enterprise and educational initiatives with critical state priorities to justify and secure substantial, recurring funding. *Speakers:* **Dr. Willie E. May** Vice President for Research and Economic Development *Morgan State University* **Dr. Beena Sukumaran** Dean, College of Engineering and Computing *Miami University* **Dr. Larry J. Weber** Professor and Chair *University of Iowa* *Organizers:* **Oscar Barton** *Morgan State University* **Ann McKenna** *University of Iowa* **Dr. Beena Sukumaran** *Miami University*

SCHEDULE

2:15 p.m. – 3:30 p.m. *Burnham Ballroom*	**Session 5: Higher Education and the Federal Government: Perspectives from the APLU and the AAU** *Description:* Representatives from the Association of Public and Land-Grant Universities (APLU) and Association of American Universities (AAU) will provide an overview of their higher education advocacy work at the federal level, with topics including research funding, international enrollments, and academic freedom. *Speakers:* **Deborah Altenburg** Vice President for Research Policy and Advocacy *APLU* **Tobin Smith** Senior Vice President for Government Relations and Public Policy *AAU* *Organizers:* **W. Samuel Easterling** *Iowa State University* **Kemper Lewis** *University at Buffalo, SUNY*
3:30 p.m. – 4:00 p.m. *Burnham Ballroom Foyer*	**Networking and Refreshment Break, sponsored by McAllister & Quinn**

4:00 p.m. – 5:15 p.m. *Burnham Ballroom*	**Session 6: Leading Through Uncertainty: Navigating the Changing Political Landscape in Engineering Education** *Description:* The political landscape surrounding higher education is shifting rapidly. Engineering deans are confronting new and often ambiguous federal and state guidelines that affect faculty hiring; student recruitment; research agendas; diversity, equity, and inclusion (DEI) initiatives; and morale. This interactive session provides a structured, peer-led environment for deans and senior academic leaders to discuss strategies for "Leading Through Uncertainty." Participants will explore how national trends are influencing college policy, budgets, and culture, while sharing adaptive leadership practices to sustain institutional excellence and inclusion. A post-session summary document will be created by the organizers, compiling key challenges, adaptive strategies, and policy recommendations. This document will be shared with ASEE's Public Policy Committee and session participants. *Speaker:* **Dr. Gregory Washington** President *George Mason University* *Organizers:* **Stephanie Adams** *The University of Texas at Dallas* **Pamela McCauley** *Widener University* **Ann McKenna** *University of Iowa*

6:00 p.m. – 7:30 p.m. *Ciel Social Club, Rooftop*	**Closing Reception** *Description:* Pathways Matter More Than Pipelines: Reframing the Engineering Workforce Ecosystem Engineering workforce challenges are often framed through the metaphor of a pipeline, emphasizing throughput rather than connectivity. This closing reflection reframes the engineering workforce as an ecosystem of pathways, arguing that talent is widely distributed while opportunity depends on the strength of alignment, mobility, and access across engineering education. The remarks highlight the role of policy and academic leadership in building resilient and inclusive engineering systems. *Speaker:* **Agnieszka Miguel** ASEE President-Elect *Seattle University* *Organizer:* **Gül E. Kremer** *University of Dayton* Vice-Chair *ASEE PPC*

WEDNESDAY, FEBRUARY 11, 2026

7:00 a.m. – 7:30 a.m. *Burnham Ballroom*	**Breakfast**
Remainder of the day	**Group Meetings with Members of Congress and Staff**

THANK YOU, SPONSORS

ASEE & the Engineering Deans Council Public Policy Colloquium planning committee would like to thank the generous contributions from our sponsors.

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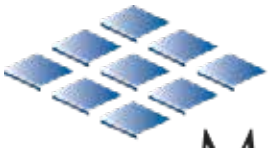

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SPEAKERS

Deborah Altenburg

Deborah Altenburg is Vice President for Research Policy and Advocacy at the Association of Public and Land-Grant Universities (APLU). She leads the Office of Research Policy as well as research policy work with the Office of Congressional and Governmental Affairs, ensuring integration and cohesiveness of APLU research advocacy.

Altenburg was previously Assistant Vice Chancellor for Federal Relations for The State University of New York (SUNY). She also served as Director of Federal Relations for Rensselaer Polytechnic Institute (RPI). During her RPI tenure, she served terms as President of the Science Coalition and Board Member for the National Association of Independent Colleges and Universities (NAICU).

Altenburg began her career working for her hometown Congressman, US Representative Sherwood Boehlert, then Chairman of the House Science Committee. She rose to be Legislative Director.

Altenburg received her Bachelor of Engineering in Biomedical Engineering from Vanderbilt University.

Monica E. Cardella

Dr. Monica E. Cardella is a Professor of Engineering and Computing Education and Chair of the Multidisciplinary Engineering and Computing Education, Systems, and Management Department at Florida International University, with additional appointments in FIU's STEM Transformation Institute and the Department of Mechanical and Materials Engineering.

A Fellow of the American Society for Engineering Education (ASEE) and recipient of ASEE's Lifetime Achievement Award in the Pre-College Engineering Education Division, Cardella is internationally recognized for leadership in advancing equitable and human-centered STEM learning.

Her research examines engineering design; mathematical and computational thinking; and the ways families, educators, and learners engage with engineering ideas across formal and informal environments. She has led multi-institutional research and development partnerships with the National Society of Black Engineers, Imagination Station of Lafayette, TERC, and numerous universities, K–12 schools, and community organizations. She is the recipient of the NSF CAREER Award and the *Journal of Engineering Education* Wickenden Award for best paper.

Amy S. Fleischer

Dr. Amy S. Fleischer is Dean of the College of Engineering at Boise State University and serves as Chair of the American Society for Engineering Education (ASEE) Engineering Deans Council.

Prior to Boise State, Fleischer served as Dean of Engineering at the California Polytechnic State University in San Luis Obispo. In addition, she was on the faculty at Villanova University for 18 years. As an internationally recognized research expert in thermal management of electronics systems, Fleischer has led work on 42 research grants and published more than 100 peer-reviewed publications and two books. She is a fellow of the American Society of Mechanical Engineers (ASME) and has won numerous teaching and research awards.

Joseph Glover

Dr. Joseph Glover is University of Florida (UF) Interim Provost and Executive Vice President for Academic Affairs. He previously served as Provost at UF as well as the University of Arizona. Other UF leadership roles have included Associate Provost for Academic Affairs, Interim and Associate Dean of the College of Liberal Arts and Sciences, and Chair of the Mathematics Department.

As Provost, Glover conceptualized and spearheaded UF's embrace of AI in education. He also led planning and implementation of UF's Preeminence Plan to recruit all-star faculty. Under his leadership, UF launched UF Online, the Pathway to Campus Enrollment, and the UF Innovation Academy.

Glover has taught at the University of California, Berkeley and University of Rochester. He held a National Science Foundation (NSF) postdoctoral fellowship at University of California, San Diego as well as a fellowship at the Université de Grenoble II.

SPEAKERS

Stephanie Harrington

Stephanie Harrington has spent over 25 years in STEM education as an expert in academic and professional society environments. She is currently Director of Constituent Relations at ABET, previously serving as Director of Marketing and Development at the American Society for Engineering Education (ASEE). In addition to working with STEM education programs at professional organizations, she has been on the faculty at Catholic University of America and is currently an adjunct faculty member at Northern Virginia Community College.

With a background as a structural engineer, Harrington brings professional practice expertise to her roles in advancing education. She holds a bachelor's degree in civil engineering from the University of Virginia and a master's degree in civil engineering from the University of Texas at Arlington.

Kevin Howell

Kevin Howell is North Carolina State University's 15th Chancellor, leading the largest university in North Carolina. Howell previously served as Chief of External Affairs for University of North Carolina (UNC) Health and School of Medicine. He developed and implemented strategies shaping public policy and legislation for a health care system with 19 hospitals, more than 900 clinics, 3,000 physicians, and 40,000 employees.

Howell has a long record of service to North Carolina, the University of North Carolina System, and North Carolina State University. Prior to UNC Health, Howell was North Carolina State University's Vice Chancellor for External Affairs, Partnerships, and Economic Development, and Assistant to the Chancellor for External Affairs. He also served as Senior Vice President for External Affairs with the UNC System.

Howell received his bachelor's degree in political science from NC State and earned his law degree from the University of North Carolina-Chapel Hill.

Sylvia Jons

Sylvia Jons serves as Director of the Center for International Partnerships at the Institute of International Education (IIE) and is a senior leader in international higher education. She leads global partnership strategy and institutional collaboration initiatives that advance international engagement and mobility across higher education systems worldwide.

With experience spanning the Global Fulbright Program, Brazil Scientific Mobility Program, Whitaker Biomedical Program, and IIE's Centennial Fellowship, Jons is recognized for building high-impact, sustainable international partnerships and navigating complex global environments. She works closely with academic, governmental, and organizational leaders to align global opportunities with institutional and national priorities. Jons serves as Secretariat of the National Academy of International Education and on the Executive Committee of the IIE Global E3 Consortium.

She holds a BA and MA from the University of Nebraska–Lincoln and an Executive MBA from the University of Iowa.

Willie E. May

Dr. Willie E. May is Vice President for Research and Economic Development at Morgan State University. He previously served as the US Under Secretary of Commerce for Standards and Technology, overseeing the National Institute of Standards and Technology and National Technical Information Service. His research in trace organic analytical chemistry and the physico-chemical properties of organic compounds is documented in over 100 peer-reviewed publications.

May is Immediate Past President of the American Association for the Advancement of Science and a member of the National Science Board, and serves on the advisory board of the College of Computer, Math, and Natural Sciences at the University of Maryland, College Park.

May has received recognition as the government's "Top Chemist" by *Chemical and Engineering News*. He is an Honorary Fellow of the American Chemical Society and American Association for the Advancement of Science.

SPEAKERS

Agnieszka Miguel

Dr. Agnieszka Miguel is Professor and Chair of the Department of Electrical and Computer Engineering at Seattle University as well as President-Elect of the American Society for Engineering Education (ASEE). Her professional interests involve image processing, machine learning, and engineering education, especially active learning, diversity, retention, and recruitment.

Over more than a decade as Chair at Seattle University, she has focused on building strong student-centered programs, supporting faculty development, and leading collaborative initiatives that advance academic excellence, diversity, and community engagement.

As President-Elect of ASEE, Miguel collaborates with colleagues nationwide to advance student success, inclusive pedagogy, and faculty leadership in engineering education. She is also an ASEE Fellow. Miguel previously served on the board of the Electrical and Computer Engineering Department Head Association (ECEDHA), where she secured NSF funding to support women and underrepresented groups preparing for academic careers.

Brian J. Novoselich

Dr. Brian J. Novoselich is the CEO and Executive Director of the American Society for Engineering Education (ASEE), having recently retired from the US Army after 30 years of active-duty service.

Novoselich taught for over 16 years in the Department of Civil and Mechanical Engineering at the United States Military Academy at West Point, earning the academic rank of Professor of Engineering Education. He served in administrative positions such as Director of Strategic Plans and Assessment for the Superintendent, Director of Strategic Effects, and Director of West Point's Center for Innovation and Engineering. His Army career included operational and combat deployments to Bosnia, Kosovo, Iraq, and Afghanistan.

Novoselich has served in various leadership roles within the ASEE Finance Committee, Mechanical Engineering Division, Engineering Leadership Development Division, and Military and Veterans Division. He is a licensed professional engineer in the Commonwealth of Virginia.

Chase Rainwater

Dr. Chase Rainwater is Professor and Department Head of Industrial Engineering at the University of Arkansas. He is also a Co-Director of the Arkansas Security Research and Education Institute. His research interests span supply chain logistics, national security, large-scale algorithm design, machine learning, and food safety.

Rainwater has secured more than $20 million in research funding from government agencies, industry, and foundations. He was recognized as a Fellow of both the Institute of Industrial and Systems Engineers and the University of Arkansas Teaching Academy, and has received multiple awards for teaching, research, and service. Rainwater led the University of Arkansas AI Task Force and currently serves as the University's Provost Fellow for AI. He is also a member of the Southeastern Conference's AI Consortium.

Rainwater holds a PhD in Industrial and Systems Engineering from the University of Florida and a BS in Industrial Engineering from the University of Arkansas.

Deborah Ross

Deborah Ross is a civil rights advocate, clean energy champion, and lawyer representing North Carolina's 2nd Congressional District. She serves on the House Judiciary Committee and House Committee on Space, Science, and Technology. She is a member of the House Democrats' leadership team, serving as a Chief Deputy Whip and on the Steering and Policy Committee.

Ross has become a leading voice on issues ranging from women's health and health care access to immigration reform and clean energy technology, including bolstering North Carolina's offshore wind energy potential. She is spearheading critical legislation to protect legal immigration options.

Prior to public office, Ross worked as a civil rights lawyer, helping pass the South's first anti-racial profiling law.

SPEAKERS

David Rouzer

David Rouzer represents North Carolina's 7th Congressional District. He serves on the House Agriculture Committee; the House Space, Science, and Technology Committee; and the House Transportation and Infrastructure Committee, where he is Chairman of the Subcommittee on Highways and Transit.

Prior to Congress, Rouzer was Assistant to the Dean and Director of Commodity Relations for the College of Agriculture and Life Sciences at North Carolina State University. He held a senior-level appointment at United States Department of Agriculture (USDA) Rural Development and helped manage a program-level budget of more than $1.2 billion and loan portfolio of more than $5 billion in investments in rural America.

Ashley Shields

Dr. Ashley Shields leads the Computational Data Science Department at Idaho National Laboratory, where she advances the future of nuclear energy through artificial intelligence, near real-time data analysis, and digital twin applications. As the data science lead for the first digital twin of a nuclear reactor, she is pioneering AI-driven computational approaches that enable nuclear reactor automation and intelligent system monitoring. Her research portfolio encompasses critical applications in nuclear nonproliferation, digital twin development for aqueous separations, and advanced machine learning capabilities for next-generation nuclear systems. Her interdisciplinary expertise in AI and physical sciences supports the modernization and enhanced safety of nuclear infrastructure, positioning AI as a transformative tool for nuclear energy innovation.

Tobin Smith

Tobin Smith is Senior Vice President for Government Relations and Public Policy at the Association of American Universities (AAU). He oversees AAU's government relations activities and advocacy efforts, matters relating to higher education and science and innovation policy, and international activities. Smith previously worked as a federal relations representative for the University of Michigan and MIT. He began his career on Capitol Hill as a legislative assistant to US Representative Bob Traxler of Michigan.

Smith is coauthor of *Beyond Sputnik: US Science Policy in the 21st Century*. He is a member of the Council of Experts for the NSF-sponsored Center for Advancing Research Impact in Society and Co-Chair of the Engaging Scientists and Engineers in Policy Coalition. He is an honorific fellow of the American Association for the Advancement of Science and officer for its Societal Impacts of Science and Engineering section.

Gregory Washington

As George Mason President, Dr. Gregory Washington leads Virginia's largest and most diverse public university, a top-tier research institution ranked among the top 30 public universities nationally by the *Wall Street Journal* and one that has rapidly emerged as a national leader in upward mobility for students of all backgrounds.

Washington took on the role of President in 2020 after serving for nine years as dean of the engineering school at the University of California, Irvine.

An accomplished researcher, Washington specializes in dynamic systems, with an emphasis in the modeling and control of smart material structures and systems. He has conducted research for such organizations as the National Science Foundation, NASA, and General Motors. In 2023, Washington was inducted into the National Academy of Engineering.

Washington, a first-generation college graduate, earned his bachelor's, master's, and doctoral degrees in mechanical engineering at North Carolina State University.

SPEAKERS

Larry J. Weber

Dr. Larry Weber is Professor of Civil and Environmental Engineering and the Edwin B. Green Chair in Hydraulics at the University of Iowa (UI). He holds BS, MS, and PhD degrees in civil and environmental engineering from the University of Iowa.

Weber serves as director of IIHR—Hydroscience & Engineering, a century-old fluids-focused UI research center. He co-founded the university's Iowa Flood Center and currently serves as its Interim Director. For more than a decade, Weber led the Iowa Watershed Approach, a statewide research project to enhance Iowa's flood resilience and water quality.

Weber serves the state of Iowa as a member of the Water Resources Coordinating Council. He also sits on numerous state and federal agency committees related to water resources planning. Weber frequently presents to legislative committees and community groups on water resources related topics.

Jill Welch

Jill Welch is Executive Director of the US for Success Coalition, a multi-sector network of more than 50 leading organizations working to bolster US security and competitiveness through a coordinated national effort to attract and retain talented international students. She is a public policy leader with more than two decades of results advocating on issues including immigration, democracy, education, foreign relations, national security, and the economy. Recognized as one of the nation's foremost experts on international education policy, she has testified before Congress and has been quoted frequently in such media outlets as the *New York Times*, *Washington Post*, and *Politico*. Welch has also held leadership positions at the United States Institute of Peace, the Presidents' Alliance, and NAFSA: Association of International Educators. She earned a Master of Public Administration degree from American University and a BA in political science and French from Berry College.