

**THE UNIVERSITY OF MICHIGAN**  
*Regents Communication*

**ACTION REQUEST**

**Subject: Report of Faculty Retirement**

**Action Requested: Adoption of Retirement Memoir**

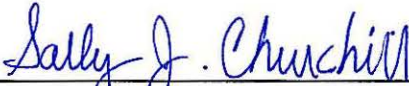
**Richard L. Alfred, Ed.D.**, associate professor of education in the School of Education, retired from active faculty status on May 31, 2011.

Professor Alfred received his B.A. degree from Allegheny College in 1966, and his M.Ed. and Ed.D. degrees from The Pennsylvania State University in 1968 and 1972, respectively. From 1972-74, he was director of educational development and research in the Metropolitan Community College District in Kansas City, Missouri. He then joined New York City Community College, where he served as executive assistant to the president and director of educational planning, research and development (1974-77) and as vice president of finance, planning, and management (1977-81). He joined the University of Michigan faculty as an associate professor in 1981.

Professor Alfred taught courses in organizational strategy, leadership, and financial management and effectiveness in colleges and universities with a particular focus on community colleges. He is the founding director of the Center for Community College Development and the author of more than 150 publications on the topics of organizational strategy, governance, institutional effectiveness, planning and assessment, and change management in colleges and universities. He is a nationally and internationally recognized writer, researcher, speaker, and consultant on the topic of community college education.

The Regents now salute this distinguished faculty member by naming **Richard L. Alfred** **associate professor emeritus of education**.

**Requested by:**

  
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**Sally J. Churchill, J.D.**  
**Vice President and Secretary of the University**

**June 2011**