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Career Summary

Seasoned leader in higher education with broad base of experiences focused on student and institutional success. Provided leadership for initiatives including wellness, diversity and inclusion, enrollment management and retention, athletics, Title IX and other compliance, construction and campus planning, student learning, complex budget management, and advancement. Career spans a regional comprehensive university, a large research land grant university, a small Catholic women's college, and community colleges.

Education

University of Pennsylvania, Philadelphia, Pennsylvania, 2006 (Private Research, enrollment 22,000)

Doctor of Education, Higher Education Management

Dissertation: *Symbolic Communication of College Presidents During Major Institutional Change*

Bowling Green State University, Bowling Green, Ohio, 1995 (Large Public Research, enrollment 19,000)

Master of Arts, College Student Personnel

Thesis: *Alienation of African American Students at Bowling Green*

Ohio Northern University, Ada, Ohio, 1992 (Private United Methodist, enrollment 3,000)

Bachelor of Arts, English/Writing

Senior Essay: *The Literature of Toni Morrison*

Honor Societies: Omicron Delta Kappa, Sigma Tau Delta, and Mortar Board

Professional Experience Overview

Executive Vice President

Hawkeye Community College, Waterloo, Iowa, August 2020 - present

Consultant/Interim Vice President for Student Affairs

Hawkeye Community College, Waterloo, Iowa, 2020 – August 2020

Vice President for Student Affairs

Bloomsburg University, Bloomsburg, Pennsylvania, 2011 – 2020

Dean of Students

Iowa State University, Ames, Iowa, 2007 – 2011

Director (Dean) of Enrollment Services/Registrar

Lorain County Community College, Elyria, Ohio, 2001 – 2006

Director of Student Affairs and Services

Ohio College of Podiatric Medicine, Cleveland, Ohio, 2000 – 2001

Director of Student Activities

Ursuline College, Pepper Pike, Ohio, 1995 – 2000

Assistant Director of Campus Programming

Ursuline College, Pepper Pike, Ohio, 1994 – 1995

Career Highlights

Academic Affairs and Student Learning

- Assisted President in leadership of Academic Affairs during 6-month vacancy of Provost role
- Led successful Middle States Commission on Higher Education accreditation process; accreditation affirmed without recommendations or monitoring
- Aligned Academic and Student Affairs, including creating transcribed co-curricular learning experiences and assessment of student learning outcomes

Strategic Planning

- Successfully created and implemented inclusive strategic plans at three institutions

Fundraising

- Provided leadership for almost \$18 million in gifts to Athletics, including institution record \$10 million gift to name athletics complex
- Provided leadership during campaign that raised \$62 million, exceeding its \$50 million goal

Strategic Enrollment Management

- Created Division of Strategic Enrollment Management
- Streamline enrollment processes to eliminate barriers to enrollment
- Spearheaded strategies to increase yield; launched successful enrollment and retention initiatives

Budget Management

- Effectively manage and provide strategy for complex enterprise of nearly \$84 million, including setting fees and projecting expenses for auxiliary enterprises and for major construction
- Successfully developed and implemented strategy to create self-supporting Wellness Center
- Transition Recreation Services to an auxiliary enterprise

Construction and Campus Planning

- Successfully completed a \$61.4 million suite-style residence hall with bookstore, two dining venues, integrative learning space, and university mailroom
- Key architect in campus master plan; led creation of housing revitalization plan
- Completed a \$52.8 million, 160,000 square foot recreational facility renovation and expansion

Diversity and Inclusion

- Created Center for Diversity and Inclusion
- Created and led Inclusion and Civility Task Force; spearheaded multiple diversity initiatives

Program Development

- Created a Division of Student Affairs after thorough assessment of college-wide functions and needs
- Created Center for Leadership and Engagement, Wellness Center, launched programmatic initiatives
- Re-envisioned Fraternity and Sorority Life and began implementing targeted improvements
- Created care team model considered a national best practice

Compliance

- Successfully led and stewarded strategy to address Title IX complaint regarding Athletics
- Led efforts for sexual misconduct compliance
- Led efforts for ADA compliance for housing accommodations and for Athletics facilities

State System Experience

- Served as Pennsylvania State System Representative on the Advisory Council for Joint State Government Commission for Student Suicide in Higher Education; report led to the creation of Act 110 of 2018, Suicide Prevention in Institutions of Higher Education
- Served on negotiation team for State System-wide collective bargaining agreement
- Provided leadership in developing State System policies on Program Review and Health Centers

Crisis Leadership

- Provided institutional leadership for COVID-19 response; successfully responded to a variety of major crises, including missing students, student deaths, shootings, protests, flooding, and union strikes

Economic Development

- Participate in leadership conversations to align academic offerings with business and industry needs

Experience and Accomplishments

Hawkeye Community College, Waterloo, Iowa

Executive Vice President, August 2020 - present

Consultant/Interim Vice President for Student Affairs, January 2020 – August 2020

Hawkeye Community College is a comprehensive community college with an enrollment of approximately 5,300 students, with 7 locations throughout a 10 - county service district. Hawkeye offers transfer associates degrees as well as certificate and workforce development programs. Hired as Executive Vice President after serving for seven months in a consultant-like interim position to create a Division of Student Affairs and enrollment improvements. Portfolio includes Admissions, Advising and Student Services, Athletics and Recreation, Counseling, Dean of Students Office, Diversity and Inclusion, Financial Aid, Health Center, Registrar, Student Activities, and Trio. Responsible for strategic enrollment initiatives and diversity and inclusion initiatives. Serve as successor in the absence of the president.

Selected Accomplishments

Institutional Leadership

- Assist President in creating new college organizational structure
- Pilot new process to search and fill open positions, partnering with Human Resources
- Serve on strategic planning core leadership team, finalizing priorities, assuring institutional alignment with those priorities, and renewing focus on economic development

Academic Affairs

- Provided leadership for Academic Affairs with President during 6-month Provost vacancy
- Work with Deans and faculty leadership to enact academic policies, such as Pass/Fail grading, updating policy on Incompletes
- Provided leadership to finalize and implement multiple measures approach to program admissions and course placement

Student Affairs

- Created a Division of Student Affairs after completing an assessment of college-wide functions, needs, context, personnel, and benchmarking other institutions and best practices
- Identified essential elements to create an Athletics Department strategic plan and provide leadership for the plan's completion
- Provide leadership for inclusive strategic initiatives to create a student ready campus

Enrollment Management

- Created and provide leadership to Enrollment Management Team to facilitate enrollment improvements
- Provide team leadership for strategies to immediately boost yield; resulted in fall 2020 being relatively flat after being projected at more than 20% down
- Identify barriers to enrollment and provide leadership to help eliminate those barriers
- Decrease financial barriers to continued enrollment by providing collaborative leadership for specific initiatives and policy review, spearheading data-informed discussion
- Provide leadership for a review of the communication flow for prospective students
- Create initiatives for more faculty involvement in the admissions communications process
- Provide leadership to use data to identify and analyze enrollment funnel, especially targeted populations, such as diverse and dual enrollment students
- Provide insight to use financial aid and scholarships strategically in the admissions process

Hawkeye Community College, continued

Diversity and Inclusion

- Created and led Inclusion and Civility Task Force, resulting in policy review, educational campaign, resources for students, faculty, and staff, and a proposed bias response team
- Serve as team lead for strategic plan priority 1: creating a culture where everyone is respected, appreciated, and valued
 - Proposed initiatives include creating a Diversity, Equity, and Inclusion Strategic Plan, a Bias Response Team, and a campus Inclusion Center, all underway

Crisis Response

- Provide institutional leadership for COVID-19 Pandemic Response
 - Lead multi-disciplinary response team
 - Overall institutional response is safety driven yet focused on Hawkeye-specific mission and vision, with indicators aligned with data and public health guidelines
 - With vacant Provost position, worked with Academic Deans to create Academic Recovery Plans, which included some instruction moving online as well as addressing clinical sites, technical education, a lab farm, Adult Learning Center, and concurrent (dual enrollment) students
 - Assured that complexities of non-credit offerings and business and industry needs were considered in response processes
 - Open communication with private student apartment complex adjacent to campus
 - Provided leadership for decisions regarding academic programs and courses, particularly in clinical-based health care
 - Worked with President regarding key decisions, such as when to cease in-person operations and personnel policies
 - Created process and led review of Business Continuity Plans for the college and transition to remote service delivery
 - Served as a liaison to County Public Health Department
 - Help create communication strategy, with Marketing and Public Relations
 - Address multiple concerns to address needs of a complex college, including multiple sites, international students, athletics, academic calendar, and other aspects
 - Provide leadership for re-entry to campus, including protocols for on-site instruction, physical distancing, health monitoring, and other considerations, and restructuring business operations and service delivery to a hybrid model for the intermediate term
- Began review of pandemic preparedness plan

Experience and Accomplishments, continued

Bloomsburg University, Bloomsburg, Pennsylvania

Vice President for Student Affairs, 2011 – 2020

Bloomsburg University is a regional public comprehensive university with an enrollment of approximately 9,000 students, located in a small town in northeastern Pennsylvania.

My portfolio includes Athletics, Center for Leadership and Engagement, Child Care Center, Counseling, Dean of Students Office, Dining, Greek Affairs, Health Center, Integrative Learning, Intramurals and Sports Clubs, LGBTQA Resource Center, Military Student Services, Multicultural Center, Orientation, Outdoor Recreation, Residence Life, Student Recreation Center, Student Response Team, Student Activities, Student Recreation Center, Student Union, University Bookstore, and the Women's Resource Center. Also provide leadership for Retention and Enrollment Management Initiatives.

Reporting directly to President, serve as a member of President's Cabinet, as well as University Leadership Council. Member of University Forum, Bloomsburg's University Senate. Participate on Forum committees as part of shared governance, such as Planning and Budget, Budget Subcommittee, and the Student Life Standing Committee, which is comprised of faculty, staff, and students.

Work directly with Council of Trustees, particularly Student Affairs Committee regarding key issues, such as athletics, student fees, housing and dining, major programmatic efforts, such as sports sponsorship and student wellness initiative, and strategic facilities planning, such as the revitalization of housing and student union building. Seek approval from Trustees regarding fee proposals for housing, dining, student recreation, wellness, student union, community activities, and for approval of the Student Code of Conduct.

Selected Accomplishments

Student Learning

- Spearheaded efforts for out-of-class experiences to be approved through the faculty curriculum council for general education and appear on the student's university transcript.
 - Since 2014, students have enrolled in almost 1,500 Co-Curricular Learning Experience credits, allowing them to individualize their education, customize their program towards their career goals, and saving on the overall cost of attendance, as these out-of-class experiences are available at no additional cost to the student
- Successfully seated a representative from Student Affairs on the General Education Task Force as well as seated representatives on General Education Council, both exemplifying the university-wide commitment to learning inside and outside the classroom, through my leadership
- Placed a faculty assessment fellow in Student Affairs to help facilitate curriculum mapping of division learning domains and student learning outcomes to the university general education program, in partnership with Academic Affairs.
 - Clearly outlines learning outside the classroom and programmatic alignment with academic and educational goals
 - Mapping document has become a model for academic and service departments
- Named to Honors College task force; participant in re-envisioning Honors Program, particularly as it relates to similarly situated scholarship programs, such as President's Leadership Program

Bloomsburg University, continued

Student Learning, continued

- Key architect in creating integrated model for Middle States Self Study Design for re-accreditation site visit in March 2019, institutionalizing a comprehensive approach to capture our student learning model
 - Process resulted in successful affirmation of accreditation, the first time in more than two decades without monitoring or recommendations
 - Serve on Leadership Team for Middle States Self Study process with Provost
 - Received accolades from site visit team for excellent cross-divisional collaboration between Academic Affairs and Student Affairs focusing on student success, with evidence-based outcomes
- Created learning domains for Student Affairs and student learning outcomes for specific programs, created an assessment plan and program review cycles, and support development of proposals for faculty curriculum council; prioritized resources to retain a faculty assessment fellow to facilitate these achievements, under my leadership. These efforts helped transform divisional culture to offer programs and services aligned with learning outcomes, assuring that learning outside the classroom was integrated throughout the Bloomsburg student experience.
- Graduation rates and NCAA Academic Success Rates for student athletes exceed national averages, and graduation rates often exceed the university average for non-student athletes during my leadership
- Provided support for academic success pilot in Athletics
- Funded teams of faculty and staff to attend conferences and meetings to present on the alignment of Academic Affairs and Student Affairs and co-curricular learning experiences
- Provided leadership to align academic and career outcomes for students in the master's degree program in Student Affairs, including supporting learning outcomes for graduate assistantships and partnering with faculty to assure availability of meaningful career experiences.
- Create direction and provide leadership for multiple partnerships with Academic Affairs, particularly retention efforts, Living Learning Communities, First-Year Experiences, International Student Services, Military Student Services, and performance funding-related initiatives
- Transitioned specific academic support units to a new department within Student Affairs for Integrative Learning, in close collaboration with Provost and faculty; continue to provide support and resources for professional development in these partnerships
- Provided leadership to university initiative to integrate principles of the Harvard University *Good Work* initiative into Student Affairs, particularly Orientation and Residential Education
 - One faculty member from this project the recipient of an endowed professorship
- Provided vision for grant co-authored by a communications faculty member and an addiction counselor on social norming campaigns regarding alcohol misuse; grant was successfully funded by the Pennsylvania Liquor Control Board

Bloomsburg University, continued

Strategic Enrollment Management, Access, and Retention

- Created the Division of Strategic Enrollment Management and led major university reorganization with Provost; effectively transitioned Admissions to new Division
- Led and implemented critical initiatives improving yield and retention
- Provide vision and leadership for initiative to engage parents in student transition and retention efforts, including facilitating assessment on parent involvement
- Made critical, data-informed improvements to Orientation, including greater faculty participation and community involvement
- During my leadership, participation in number of learning communities reached an all-time high
- Named co-chair of University Retention Task Force
- Provide leadership and support for Affordable Course Materials Initiative that involves both Open Educational Resources and Inclusive Access Textbooks
 - In one-semester pilot, 843 students saved \$104,000
 - Initial studies of other institutions show increased course completion and higher grades
- Led an enrollment initiative for Athletics that leverages sport sponsorship as well as roster management efforts, leverages financial aid, increases participation opportunities, and addresses interests and abilities in accordance with Title IX
- Identified gaps in retention efforts and championed creation of enrollment planning working groups to address those gaps
- Spearheaded initiative for enrollment planning to include the Bloomsburg University Student Experience, including a new communications sequence. Resulted in a more inclusive and comprehensive process as the University wrote its first Strategic Enrollment Management Plan.
- Spearhead efforts to use data in enrollment management efforts, initiated the use of the Admitted Student Questionnaire and other tools to understand student enrollment patterns
- Collaborated to create a plan to use corporate sponsorship funding for short-term scholarships for students. Students who would have previously stopped out or dropped out now have an alternative for funding and also receive the financial planning assistance needed in order to complete their degrees uninterrupted.
- Help facilitate efforts to increase transfer student recruitment and matriculation
- Refined graduate assistantships, particularly learning outcomes and specialized admissions requirements for assistantships in different programs in partnership with the Graduate School
- Created a graduate assistantship interview process that increased opportunities to increase yield and enrollment by streamlining interview and selection, resulting in the university being able to present a competitive package to students earlier and resulting in a greater percentage of completed admissions applications earlier
- Led creation of food insecurity initiative, including a partnership with the local food bank. Students now have an option for assistance whereas in the past, some students struggled to choose between purchasing academic materials or food. Initiative is also connected to our Wellness initiative as healthy food choices and cooking demonstrations by our food service partner are emphasized.
- Increased transfer student and Latinx student populations. Aligned resources and positions within Admissions to link to performance targets and recruiting goals. Only months after initial investments, both populations increased. These two enrollment goals were also linked to performance funding, thus providing an opportunity for additional revenue to the university.
- Provide leadership on the Strategic Enrollment Planning Steering Committee
- Analyzed and applied findings from studies related to improve admissions
- Provided support to institutionalize data-supported functionality and improve infrastructure to streamline back-office processes

Bloomsburg University, continued

University Advancement and Community Relations

- Participant in successful comprehensive campaign that raised more than \$62 million for Bloomsburg University, mostly for scholarships, student career development initiatives, and faculty professional development; increased endowment from \$9 million to more than \$50 million; provided leadership to specific initiatives within the campaign, interacting with alumni and donors; announced campaign launch to campus during a rally on the academic quadrangle
 - During my leadership, giving for Athletics scholarships increased, raising more than \$7,275,000, including 43 new scholarships and 3 named facilities: the football field, a multi-sports stadium, and the tennis facility. One major gift included funding for both facility improvement and women's athletics scholarships
 - Secured first endowed scholarship for Center for Leadership and Engagement; under my leadership, a second scholarship for Greek leadership was created, and a third potentially underway from an alumnus who, as a student, participated in the Center
 - Provided leadership to create annual Legacy of Leadership Award for alumni
 - Worked with University Foundation to plan a prospect event and begin creating a donor base for the Center for Leadership and Engagement
- Provided leadership for \$10 million donation to name University Athletic Complex, support scholarships and other athletics initiatives; this gift makes donor the largest in university history
- Provided leadership for a gift for a \$500,000 scoreboard for stadium serving football and track
 - Multimedia capability provides greater opportunities for corporate sponsorships as well as instant replay to enhance the fan experience
 - Creates an advantage relative to other institutions in athletic conference and region
- Created Greek Alumni Advisory Council to engage alumni with the current issues of Greek life
 - Transformed relationship between Greek alumni and the university from contentious and fractured to collaborative and productive
 - Provided vision to celebrate 50th Anniversary of Greek Life during the campaign
 - Help facilitate linkages between Greek Alumni and Foundation
- Provide leadership to create partnership with local newspaper, including editorial feedback and potential learning opportunities for students
- Work with area hospital to initiate partnerships of mutual interest; serve on hospital community advisory board
- Provide leadership for Town Gown Initiative sponsored by Pennsylvania Liquor Control Board
- Serve as a liaison to law enforcement and municipal leadership; interact with elected officials
- Lobbied Congressmen in Washington D.C. as part of Millennium Leadership Institute; shared university perspective and information about Title IX sexual misconduct policies and built relationship where their offices followed up to assist during severe weather emergencies

Administrative Leadership and Strategic Planning

- Lead process to actively investigate innovative approaches to Student Health Center delivery model that decreases cost and increases access to services
- Provide leadership and strategic direction for a comprehensive Student Affairs division and as a leader for the institution on the President's cabinet
- Under my leadership, re-envisioned scope of Career Development to expand beyond transactional functionality to include national best practices; facilitated transition to model that engages students from first year in career-related activities as part of university brand promise
- Led division-wide process to revise Student Affairs mission statement and create strategic priorities in alignment with University strategic plan; led team development for annual goals
- Re-organized division structure to better serve students and align with strategic direction

Bloomsburg University, continued

Administrative Leadership and Strategic Planning, continued

- Created culture of assessment. Under my leadership, the division
 - Created a model for assessment of learning domains, student learning outcomes and program review schedule
 - Created the division's first ever "Year in Review" featuring quantitative and qualitative information about the division; first baseline sharing of assessments about the division
- Revitalized and re-envisioned key functions using national best practices and assessment results to drive key decisions. Worked with and through team members to recognize areas where programmatic gaps existed and where improvements would be beneficial.
- Participate in shared governance, particularly as faculty are responsible for delivering several services within the Division of Student Affairs
- Provided University-wide leadership for implementing state-level employee background check policy before transitioning process to Human Resources
- Serve on institutional leadership team while updated policies on employee sexual misconduct
- Led university-wide team of faculty and staff to successfully submit state grant proposal, which was funded and will result in greater educational programming to change the culture regarding sexual misconduct

Construction, Renovation, and Campus Planning

- Provide leadership for feasibility study, financing and planning for a new \$61.4 million suite-style residence hall with bookstore, two dining venues, integrative learning space, a university mailroom, opened in August 2017. The process was extensive, involving housing data from on and off campus and financial analysis, particularly to evaluate university bonded versus privatized housing models.
 - This project is directly linked to enrollment planning efforts, as prospective student data helped us re-evaluate perceptions of our housing stock, particularly in comparison to key enrollment competitors.
 - This new building also represents a major investment in integrative learning, as there is dedicated learning space in the building, particularly for tutoring, supplemental instruction, and seminars.
 - First-ever building of its kind on campus, a partnership of two auxiliary entities (residence life and dining), one affiliate service (bookstore), and two state funded services (integrative learning and mailroom).
 - This construction project is the first step in a housing revitalization estimated at more than \$531.8 million and a total Student Life and Athletics Facilities Plan totaling \$682.7 million. (All dollar amounts are 2014 estimates without inflation.) This project is a major catalyst for the University Facilities Master Plan, totaling more than \$909 million.
- Provided leadership for University-wide Facilities Master Plan Process, including a Residence Life Master Plan and other student centered needs, facilities, and spaces; provide leadership to create strategies for major projects within institutional master plan
- Provide leadership for feasibility study for lower campus residence halls, incorporating a classroom building slated for demolition and the re-envisioning of space for the Honors College
- Spearheaded feasibility study, surveys, financial planning, and educational campaign and referendum for a new student union. Students were empowered to take key leadership role in promoting a new building to their peers, understanding the vital role an effective student union plays in their educational experience and in attracting new students to the university.

Bloomsburg University, continued

Construction, Renovation, and Campus Planning, continued

- Under my leadership, created student gathering space in the Student Union, completed in 2015
 - Resulted in one of the most popular student spaces on campus with 93.9% of student surveyed in Spring Semester 2016 having a positive opinion of the renovation
 - Partner with University Library to create campus-wide study spaces leading up to and during finals week
 - Created a well-used programming space, hosting study groups, late night events, Super Bowl parties, and a popular lunch-time tabling space for organizations
- Under my leadership, completed several major campus renovations, including a major renovation of primary dining hall, completed in 2014; a major renovation to move the University Bookstore to a temporary location, completed in 2015; several renovations to residence halls, including air conditioning of existing buildings
- Under my leadership, completed feasibility study for expansion of Student Recreation Center
- Under my leadership, improved ADA compliance of Athletics Facilities; several of the issues already addressed and placed into the university capital investment planning

Budget Management

- Manage a complex budget with funding comprised primarily of state funding, student fees, auxiliary funds, self-supporting units, and Community Government Association (student government). Student Affairs enterprise budgeted at more than \$83,432,000 (Fiscal Year 2015-2016) inclusive of operations, personnel, and reserves.
- Analyze housing, dining, recreation, general student, student union, wellness and other fees, using enrollment forecasting and financial modeling
 - Assure short and long term health of these financially independent units
 - Model and forecast assets and personnel to align with strategic priorities and needs
- Provide leadership to assure long term viability of multiple facilities, including financing maintenance, renovations, and planning for replacement
- Work with Community Government Association (CGA), an affiliated 501C3 which manages and disburses the student fees that the University collects, owns the University Bookstore, owns an off-campus student apartment complex, and engages in selected property acquisition. The CGA budget is \$15,772,000 (2015-2016) and is included in the overall funding listed above.
- Envisioned and gained approval for fee structure to support student wellness initiative that generated an estimated \$1.2 million in revenue to the university in its first year (2015 - 2016)
- Leverage opportunities with contracted entities to provide products and services where mission-appropriate and cost effective
- Provide leadership and partner with financial professionals on a variety of projects and issues, such as modeling and exploration for joint ventures, taxation, and refinancing affiliate housing

Athletics

- Provided leadership and direction to add women's volleyball as the university's 21st sport, including rationale and planning
- Provide leadership and advocacy for behavioral issues that become high profile, including one that garnered national attention on ESPN and in Sports Illustrated due to a student athlete's posting on social media
- Provide leadership and advocacy for long-term Athletics vision, including issues related to facilities, operations, sports sponsorship, compliance, equity, and scholarships and fundraising

Bloomsburg University, continued

Athletics, continued

- Provide leadership for university-wide participation needed to launch Pennsylvania State Athletic Conference for web streaming athletics events, including staffing projections, equipment purchases and lifecycle planning
 - Initiative results in more exposure and coverage for athletics
 - Provide leadership and collaboration regarding regional athletics television coverage, assuring that televised games provide exposure for the university in targeted markets for prospective students
- Under my leadership, Bloomsburg was one of 13 schools nationwide awarded the NCAA Choices grant. Valued at \$30,000 over three years, Athletics and Wellness will partner on educational programming and activities that reduce the misuse of alcohol.
- Because of the structure of the collective bargaining units at Bloomsburg University, both Athletics Administrators and Counselors are faculty. During the 2013-2014 academic year, I worked with Athletics, Counseling, and faculty union leadership to separate the Athletics faculty and Counseling faculty into two separate faculty departments to allow for more focused decision making based on their specialties. Continue to support faculty in these departments as they pursue promotion and tenure.

Title IX and Compliance

- Provide leadership and strategy to address Title IX complaint filed with the U.S. Department of Education, Office of Civil Rights regarding Athletics, including compliance with voluntary resolution agreement and any remedies.
 - Added women's intercollegiate volleyball and continue to evaluate other additions
 - Used corporate contract revenue to help fund expansion of intercollegiate sports
 - Providing leadership for creation and implementation of equity plan
 - Continue to explore interest and abilities through survey and other means
- Address Rehabilitation Act of 1973 and Title II of the Americans with Disabilities Act complaint filed with the U.S. Department of Education, Office of Civil Rights regarding University housing, including compliance with voluntary resolution agreement and any remedies
- Provide leadership for Title IX compliance related to sexual violence involving students
 - Bloomsburg's policies and practices are regarding among the best in the Pennsylvania State System of Higher Education
 - Created a new position in the Dean of Students Office which serves as a Deputy Title IX Coordinator regarding student sexual misconduct; this individual serves as an institutional resource and is key to us maintaining compliance to the latest federal regulations and has even participated to deliver training at other institutions
 - Under my leadership and in close collaboration with legal counsel, sexual misconduct policies and resources have been revised or developed, when necessary
 - Provide leadership to finalize creation of sexual assault advocates on campus

Bloomsburg University, continued

Crisis Leadership

- Provide executive-level leadership and involvement for university crises, including campus protests by students and others, student athlete incidents, student deaths, widespread flooding, power outages, shootings, public health concerns, and other crises
 - Collaborate with Communications to create University messaging
 - Partner with law enforcement and facilities leadership regarding safety issues
- Meet with students following racial incident in community involving a student, resulting in eased tensions and more transparent processes for reporting of bias incidents; provide leadership and support regarding an anti-LGBT demonstration on campus by an external group
- Provide leadership and strategic direction regarding institutional response to annual off campus student-led spring party; support work of Town Gown Council, university and local law enforcement; provide leadership for activities that promote a safe environment
- Served as on-camera university spokesperson regarding issues, including diversity and inclusion, student safety, and student issues

Program Development

- Provided leadership for re-envisioning Greek Life
 - Led successful program review for Greek Life, engaging the campus, community, and alumni, and resulting in actionable recommendations for improvement
 - Implement comprehensive plan to address complex systemic challenges
 - Launched external investigation into severe hazing allegations
 - Redesigned new member education, risk management, and recognition requirements
- Created framework, vision and leadership to develop Center for Leadership and Engagement, a leadership development program, based on social justice theory and community engagement
 - The Center was integral in earning Carnegie Community Engagement classification
 - Since the opening of the Center in 2013, thousands of students have participated
 - The Center's leadership certification program has three levels; students can receive general education points for completing certification levels 1 and 2
 - The Center's level 3 certification is a capstone experience which many students choose projects which integrates their program of study and leadership development
 - Integrated the President's Leadership Program, a premier scholarship and Living Learning community on campus
- Led University-wide task force to create Center for Diversity and Inclusion
 - The Center was integral in the University earning Military Friendly status
 - Created position for University's first LGBTQA coordinator
 - Under my leadership, opened a gender neutral housing wing in a residence hall
 - Provide leadership to address issues related to diversity on campus, including responding to student protests and speaking with the media
 - Provide resources and funding for educational programming, including high-profile speakers, student mentoring programs, and student professional development
- Intensive focus on mental health services, as part of Wellness Initiative
 - Under my leadership, successfully expanded access to counseling for students
 - Committed to JED Campus to enhance program and policy development building on existing student mental health, substance use, and suicide prevention efforts

Bloomsburg University, continued

Program Development, continued

- Envisioned and developed new Wellness Center Concept in order to create a comprehensive and holistic perspective for student health and wellness
 - Integrate the functions of counseling, student health center, drug and alcohol education and intervention, and health education to serve students better
 - Provides necessary linkages to other offices regarding mental health, drug and alcohol education and rehabilitation, sexual health, and others
 - Wellness is key partner with Athletics, particularly on NCAA initiatives on alcohol and other drugs and mental health
 - Collaborate with faculty academic departments for health symposium, mental health first aid, and concussion research
 - Vision for wellness supported through successfully re-modeling student fee structure
- Under my leadership, re-envision position leading efforts for Alcohol and Other Drug Prevention and Intervention Services in accordance with emerging needs and trends
 - AOD function continues to engage in evidence-supported intervention practices and prevention efforts
- Provide leadership for tailgating experience using risk management protocols and in coordination with legal counsel, law enforcement, and town government
 - Provides a venue for parents, visiting teams, alumni, and donors to gather and celebrate during football season
 - Has become a source of scholarship funding for athletics scholarships
- Under my leadership, various campus life initiatives flourished
 - Transformed such Parents' and Families Weekend from a program near cancellation to one where hundreds of families attend and are engaged on campus
 - Began a Late Night Programming initiative, involving nearly 1000 students annually
 - Annual Spring Fest program has grown; in addition to student attendance, community members and families attend this now-destination event
 - Changed culture regarding the university response to annual student-led spring party
- Provide leadership for the partnership between an academic institute and Student Affairs, partnering on mental health awareness and intervention training
 - Customized mental health training program for undergraduate resident assistants was so successful, other institutions are evaluating it for implementation on their campuses
 - Currently assessing impact in consideration of conference presentations and publishing
- Among the accomplishments achieved during my tenure, our dining program:
 - Successfully completed a competitive bidding process to contract dining service provider. While the company selected was the previous contract holder, the bidding process saw more bids than during the previous cycle.
 - Expanded dining innovations, both for primary board plan and retail venues
 - Enjoy high usage of university dining, including voluntary meal plan holders
 - Continue to provide students with high value, being one of the least expensive dining programs in the state system, thus helping contain the overall cost of education

Pennsylvania State System of Higher Education Policy Development

- Key participant in revision of Pennsylvania State System Board of Governor's Policy 1986-04-A on Program Review (academic programs and programs in support of the student experience)
- Key participant in revision of Pennsylvania State System Board of Governor's Policy 1983-06-A on student health centers. Significant changes involved taking into consideration the ever-changing environment related federal healthcare and insurance, while allowing institutions to be self-directed and autonomous in how each addresses meeting student health needs.

Bloomsburg University, continued

Pennsylvania State System of Higher Education Chief Student Affairs Officers

- Key member of an active body, informing System-level policy, collaboration, and coordination
- Senior member of group and representative of one of the largest universities in State System
- Served as CSAO Co-Lead for re-envisioning and re-establishing a State System Coalition for prevention and intervention services regarding alcohol and other drugs
 - Secured funding through grant from Pennsylvania Liquor Control Board and the State System Council of Presidents
 - Group created strategic plan for State System with measurable benchmarks
 - Continue to support evidence-based practices and strategies
- Created an effective and functional State System network for support for military-affiliated students, including creation of and measuring key benchmarks
- Informed recommendations for State System policy and practice for Title IX compliance
- Collaborate with Labor Relations regarding changes to Collective Bargaining Agreements
- Key collaboration with State System Office regarding system-wide common application and considerations for students with criminal backgrounds

Pennsylvania State System of Higher Education Representation

- Selected by former Chancellor Frank Brogan to represent the Pennsylvania State System for Higher Education on the Advisory Committee for the Joint State Government Commission for Student Suicide in Higher Education. The completed report included policy recommendations for all of Pennsylvania higher education, including PASSHE, Pennsylvania State University, and private institutions.

Labor Relations and Collective Bargaining

- Serve on management team for negotiations for system-wide coaches' collective bargaining agreement
- Serve as management co-chair for the Pennsylvania State System labor-management committee examining Athletic Directors Workload. Recommendations delivered to statewide Meet and Discuss prior to the expiration of current collective bargaining agreement.
- Spearheaded key aspects of campus response during unprecedented 3 day faculty strike, assuring student needs met, including the following:
 - Using the opportunity to provide key integrative learning services to students
 - Keeping student athletes in competition and the Athletics Department in operation while athletics administrators and athletic trainers were on strike
 - Working through complications created by other unions supporting the striking faculty
 - Proactively provided leadership to create contingency plans and support staff in creating alternative programming
 - Participating on university strike plan team, supporting major university functions
- Work successfully in collective bargaining environment, including spearheading major university re-organization and new initiatives.

Experience and Accomplishments, continued

Iowa State University, Ames, Iowa
Dean of Students, 2007 – 2011

Iowa State University is a large public research land grant university with an enrollment of 33,000

Portfolio included Academic Success Center (including supplemental instruction, tutoring, writing center, etc.), Greek Affairs, Hixson Opportunity Awards, Judicial Affairs, LGBT Student Services, Multicultural Student Affairs, National Student Exchange, Parents' Association, Recreation Services, Student Assistance, Student Disability Resources, Student Legal Services, Student Support Services Program (Trio), Women's Center, and University-wide Crisis Response

Selected Accomplishments

Administrative Leadership and Strategic Planning

- Strengthened advocacy and outreach services and initiatives; initiatives often tied to retention, creating a developmentally appropriate university environment conducive to student success, and facilitating proper decision making and judgment among students
- Re-aligned Dean of Students Office to better serve student needs; created needed positions
- Completed comprehensive and inclusive strategic planning process
- Implemented assessment initiative creating baseline data and first web based "Year in Review"
- Advise Finance Committee and Executive branch of student government association
- Served on university-wide Diversity Committee; chair Student Affairs Diversity Committee

Student Learning

- Under my leadership, Academic Success Center flourished
 - Increased collaborations with all academic colleges, including the Writing Center transitioning from the College of Arts and Sciences to the Academic Success Center
 - Coordinated MAP-Works (retention technology) campus-wide implementation
 - Inaugural Student Success Summit held with co-chair from the Dean of Students Office

Title IX

- Key participant in creation of new sexual misconduct policy
- Presented progress to Iowa Board of Regents and Government Oversight Committee of the Iowa Legislature
- Under my leadership, created resources and services for students reporting and accused of sexual misconduct
- Collaborated with the University of Iowa and University of Northern Iowa regarding resources, best practices

University Advancement

- Participated in Foundation fundraising efforts
 - Participated in strategy meetings to identify prospects
 - Created annual fund priorities
 - Align institutional and student needs with donor passion

Iowa State University, continued

Budget Management

- Managed resources of approximately \$10 million; grew larger with newly created auxiliary
- Provided leadership to transition Recreation Services from state-funded to auxiliary enterprise
 - Developed team that understood bond financing, fee projections
- Provided financial leadership in transition to new Resource Management Model of budgeting and during reductions in state appropriations
- Serve on university tuition and fee committee; proposed increases to student leadership

Construction

- Under my leadership, completed a successful student fee referendum to construct a \$52.8 million, 160,000 square foot recreational facility renovation and expansion
 - Resulted in a 42% increase dedicated to student recreation, 380,000 total square feet
 - Connected to historic campus gymnasium, constructed in 1913
 - At the time, created tallest indoor climbing wall in state of Iowa at 40 feet
 - Immediately following opening, experienced a 70% usage rate by the student body and a 50% increase in group exercise offerings
 - Resolved security concerns in neighboring building
 - Construction received LEED Platinum certification
 - Project won several awards, including the National Intramural-Recreational Sports Association (NIRSA) – Outstanding Sports Facility Award – 2013
- Worked with Athletics department regarding outdoor spaces, changing uses and locations to better meet student needs
 - Moving fields contributed to the construction of the Cyclone Sports Complex, home to intercollegiate track, soccer and softball

Crisis Response and Risk Management

- Provided university leadership for crisis management response and planning
 - Chaired university Critical Incident Response Team, which included ISU Police, environmental health and safety, counseling, university counsel, student health, risk management, provost's office, human resources, facilities management and others
 - Responded to university incidents, including flooding, fires, missing students, student deaths, civil unrest, employee and student behavioral concerns
 - Provided leadership for the implementation of ISU Alert (a mass notification system which helps facilitate compliance with Clery)
 - Implemented emergency exercises and drills, including scenarios involving research laboratories, research animal safety, and active shooters
- Created pro-active student intervention function now considered a national best practice
- Collaborated with counseling services, student health center, law enforcement, and local hospital to coordinate response to students impaired by mental health concerns
- Provided leadership for student judicial issues
- Selected by Executive Vice President and Provost to serve on 5-member Steering Committee for University Risk Management Committee
- Serve as university spokesperson for print, radio and television media for selected issues

Experience and Accomplishments, continued

Lorain County Community College, Elyria, Ohio

Director (Dean) of Enrollment Services/Registrar, 2001 – 2006

Lorain County Community College is a comprehensive community college offering both transfer programs and workforce development, with an enrollment of 10,000 students in Greater Cleveland.

Originally titled as a Director, position title was changed to Dean included the areas of college experience course, code of conduct, international student recruitment and services, counseling and advising, student placement and testing, admissions applications, registration and records, graduation ceremony, and articulation and transfer services; dotted line supervision of student life

Administrative Leadership and Strategic Planning

- In a position in which the title changed to Dean, functioned as chief student affairs officer for a variety of responsibilities; reported to provost/vice president for academic and student services at this comprehensive community college with a headcount of more than 10,000 students
- Created and implemented a strategic planning process for the Division of Enrollment Services
- Served on promotion and tenure review board
- Managed an annual budget of \$3 million

Academic Affairs, Student Learning, and Retention

- Provided leadership for management of college experience course
 - Led course re-design, research efforts, and subsequent approval of the college experience course through curriculum approval process
 - Approved master schedule, assuring ample sections to fulfill enrollment estimates, managing course enrollment caps and overloads, and assuring qualified faculty to teach
 - Under my leadership, development of online and compressed sections increased
- Participated on academic program review committee, including reviewing enrollment, student learning outcomes, master syllabi, career outcomes, and cost benefit analysis
- Served on accreditation committee assessing student learning
- Provide leadership for retention initiatives, particularly for at-risk student populations; coordinated submission of Title III grant application addressing retention
- Chaired accreditation committee responsible for the re-design of College counseling and advising
- Key participant in development of College web portal and web-based learner services including registration, tutoring, advising, application, degree audit and other self-service functions

Enrollment Services

- Responsible for major renovation and re-design of one-stop student service center
- Provided leadership for merging the functions of the College Testing Center and Compass Lab
- Created Student Handbook and Planner; key participant in developing annual College Catalog
- Provided leadership for admissions process for several different allied health and nursing programs, in adherence to academic and accreditation requirements, and in cooperation with the faculty
- Key participant in task force that planned outreach centers to attract students
- Provided leadership for international recruitment plan

Economic Development

- Provided leadership for teams to address training and educational needs of dislocated workers, especially with major factory closing
- Provided leadership to assure enrollment delivery off-site to meet the needs of business and industry

Lorain County Community College, continued

Transfer and Articulation

- Assisted college president in drafting statewide transfer policy, as he was co-chair of the state Articulation and Transfer Council
- Supervised Ohio Board of Regents audits of enrollment and transfer articulation policy compliance
- Responsible for articulation agreements, including those supporting University Partnership program
- Created articulation agreements, including planning through implementation
- Supported transfer functions

Lorain County Community College, Elyria, Ohio

Adjunct Faculty, 2001 – 2006

- Developed online College Experience course according to student learning outcomes, including completely building course in online course delivery system, selecting textbook, and grading
- Early adopter of online format allowing non-traditional and other students flexibility completing this required course; mentored other online faculty and helped them create their sections
- Conducted assessment of student learning outcomes
- Taught course for approximately four semesters

Ohio College of Podiatric Medicine, Cleveland, Ohio

Director of Student Affairs and Services, 2000 – 2001

- Created College policy; updated student code of conduct; administered student health insurance
- Coordinated graduation ceremony and other student affairs activities

Ursuline College, Pepper Pike, Ohio

Director of Student Activities, 1995 – 2000

- Provided social, educational, and cultural activities; planned orientation; supervised adviser of student newspaper, graduate intern; managed budgets; advised student government and programming board
- Participated on Enrollment Management Committee; with a focus on mission, turned around looming enrollment crisis

Assistant Director, Campus Programming, 1994 – 1995

- Re-started and advised student newspaper, often working with faculty and administration to balance student editorial rights
- Designed and implemented student leadership development program
- Transformed student activities from a commuter-based model to one that supported a growing residential population; created evaluation process to determine popularity and cost-effectiveness of campus activities

Baldwin-Wallace College, Berea, Ohio

Hall Director and Graduate Assistant in Student Affairs, 1993 – 1994

- Managed co-ed residence hall; worked with international students

Ohio Northern University, Ada, Ohio,

Graduate Intern for Career Placement, Summer 1993

- Organized graduate school and career fairs

University of Findlay, Findlay, Ohio

Area Coordinator and Graduate Intern for Student Activities, 1992 – 1993

- Managed women's residential complex, planned programming in Student Activities, co-advised Latino student organization

Board Membership and Community Involvement

- Geisinger Bloomsburg Hospital Community Advisory Board (2013 – 2019)
 - Represent Bloomsburg University, serving as liaison and partner. This relationship is very important in resolving issues such as emergency room concerns, alcohol abuse response and education, supporting survivors of sexual assault, and obtaining naloxone for University police
- City of Ames Student Affairs Commission (2007 - 2011)
 - Represented Iowa State University and student needs in the City of Ames, Iowa
 - Group spearheaded creation of a student section on city website
- City of Ames Police Community Relations Advisory Committee (2007 – 2011)
 - Served on this commission during a time of rapidly increasing diversity in the Ames
 - Committee often discussed concerns related to new residents and visitors of color and concerns of established white residents

Service

- Feature Segment, Pennsylvania State System of Higher Education television series, “Infinite Opportunities: My New Home” (aired February 5, 2018)
 - Appeared in a video segment discussing new multi-function suite building, Soltz Hall
- Participant, Advisory Committee for the Joint State Government Commission for Student Suicide in Higher Education, appointed by Chancellor of Pennsylvania State System of Higher Education (Report Complete, July 2017)
 - Represent State System institutions, providing insight to Joint State Government Commission as they prepared a report which included recommendations for preventing suicide in Pennsylvania’s colleges and universities, including PASSHE, Pennsylvania State University and private institutions
- Regular Participant, What’s AHEAD Trend-Spotter, University of Pennsylvania (2014 – 2017)
 - Provide information to help inform research of the University of Pennsylvania, Graduate School of Education’s Alliance for Higher Education and Democracy
- Panelist, Pennsylvania State System of Higher Education television series, “Infinite Opportunities: Life as a Student” (aired January 29, 2017)
 - Appeared as panelist with two students and moderated by the PASSHE Chancellor discussing various aspects of student life
- Panelist, “Getting Students to the Finish Line,” Pennsylvania Association of Councils of Trustees Conference (October 2016)
 - One of three panelists discussing student retention with trustees of the 14 PASSHE institutions

Professional Organization Involvement

- Alumni Panelist, University of Pennsylvania Higher Education Leadership Conference (2016)
- Educational Session Reviewer, National Association of Student Personnel Administrators (2014 Conference)
- National Association of Student Personnel Administrators (Co-Chair for Pre-Conference Volunteers 2011)
- Iowa Network for Women in Higher Education (Institutional Representative 2008, 2009)
- Ohio Council of Student Development (Vice President 2002)
- Northeast Ohio Leadership Association (Chair 1999 – 2002)
 - Founding member of this leadership development consortium consisting of public and private institutions. Pooled resources and created efficiencies for programming that was of common interest to our respective campuses
- National Association for Campus Activities (Regional Conference Committee 1996, 1998 and 1999)
- Ohio College Personnel Association (Spring and Fall Conference Planning Committee 1995)

Professional Development

Fellow, Association of Governing Boards Institute for Leadership and Governance, January – June 2019

Participant in the inaugural offering of this program, a collaborative venture of the Association of Governing Boards of Universities and Colleges, AGB Search, the Rockefeller Institute of Government (SUNY), and the University of Albany School of Education; received references from both current and past presidents of Bloomsburg University

Institute for Education Management, Harvard Graduate School of Education, July 2015

Millennium Leadership Institute, AACSU, July 2014

Mentor: Dr. Mickey L. Burnim, President Emeritus, Bowie State University

National Women's Leadership Forum, American Council on Education, Office of Women in Higher Education, 2010

Related Experience

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