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SUMMARIZED STATEMENT OF QUALIFICATIONS

Over 16 years of providing leadership in Christian, liberal arts higher education in the areas of strategic planning, enrollment management, fundraising, financial management, and producing mission-centric learning outcomes for undergraduate and graduate academic programs. Driven to lead within the context of a Christ-centered ethical framework with attention to best practices currently known in the enterprise of higher education and care for maintaining healthy and productive relationships with internal and external constituency necessary to successfully address the institutional mission and core values. Core competencies and areas of expertise include the following:

- Recruitment
- Strategic Planning
- Predictive Modeling
- Higher Learning Commission Accreditation
- Professional Program Accreditation
- Fundraising
- Institutional Research
- Higher Education Finance
- Operations Leadership
- Online/Hybrid Instruction
- Scholarship Models
- NCAA Athletics

EDUCATION

Doctorate (Ed.D.)

Educational Administration
University of South Dakota, Vermillion, SD

Master of Arts (M.A.)

Educational Psychology and Counseling
University of South Dakota, Vermillion, SD

Bachelor of Science (B.S.)

Education
Social Science, History, Physical Education Majors and Biology Endorsement
Dakota State College, Madison, SD

Selected to participate in the 2016-2017 Executive Leadership Academy (ELA)

Program conducted by the American Academic Leadership Academy (AALI) in conjunction with the Council of Independent Colleges (CIC) and the American Association of State Colleges and Universities (AASCU)

CAREER ACHIEVEMENTS OVER LAST 16 YEARS

Fundraising

- Initiated partnership with local health care system, resulting in the largest single gift in the history of the institution including \$4.5 million dollars in unrestricted funds and an approximate \$3 million of in-kind personnel expenses paid over 12-years for athletic training
- Facilitated asset transfer totaling in excess of \$3 million dollars in the form of unrestricted and restricted funds, equipment, and endowed dollars with the Sioux Falls Area Community Foundation
- Facilitated sale of a University owned FCC license and partnership with South Dakota Public Broadcasting resulting in revenue and services totaling \$900,000, including a permanent endowment to support the Media Studies program
- Created the new nursing program in 2007 that currently generates in excess of \$2 million dollars of annual tuition revenue per year across three distinct levels of nursing programs
- Negotiated in-kind architectural services from a local firm for the purpose of conducting a comprehensive residence life study for the University at an in-kind value exceeding \$100,000
- Obtained a donation of new tables chairs for an art classroom valued in excess of \$25,000
- Negotiated a \$10,000 bequest in support of the University's Academic Success Center
- Co-authored the \$2 million dollar Title III grant received from the U.S. Department of Education and used as seed money over five years for the purpose of launching the new nursing program
- Worked in a leadership role to obtain a \$300,000 Violence Against Women Grant from the U.S. Department of Justice

Retention

- Created and implemented new Academic Success Center for the purpose of assembling key resources in a unified effort for the purpose of enhancing retention services
- Formed the Enrollment Management Team (EMT) of key University administrators to provide systemic collaboration of critical services contributing to retention
- Secured Retention Software that seamlessly integrates with the current Student information System (SIS) for the purpose of early alert systems and predictive modeling

Recruitment

- Provide ongoing leadership in developing and implementing strategies for improving new student recruitment. The University has experienced a 300% improvement in regard to its inquiry pool and applications over recent years, while simultaneously doubling campus visits due to strategic initiatives implemented. These initiatives include, but are not limited to, direct marketing, website re-design, and acquisition of various software tools to assist with predictive modeling relative to refined recruitment and scholarship strategies essential to building adequate enrollment in support of University operations

Student Learning

- Provide administrative leadership with an Assistant to the Provost Team that engaged the campus academic community to build a robust and sustainable assessment program that is built into the University culture and ensure quality academic programming

- Provide administrative leadership for the Academic Program Evaluation model
- Increased emphasis on graduate placement in regard to employment and post-baccalaureate program acceptance used as a direct measure of academic programming success
- Initiated analysis of graduation rates and other indicators for graduate programs operated under the auspices of the University
- Initiated and conducted Academic Task Forces over the four years for the dedicated purpose of curricular reform and innovation within core requirements and extending into specific disciplines as a means of keeping the University academic programming current with the needs of students and to bring value to degree programs

Inspiring Innovation

- Directly administered, provided administrative advocacy, and/or created 17 new academic programs
- Provided direct leadership for the initiative to move the University to NCAA II affiliation as a means of positioning the University in the competitive marketplace of higher education for the region
- Initiated institutional research on nursing programs leading to the Title III Grant that served as seed funding for three distinct strands of nursing and provided new net revenue streams for the institution
- Led institutional research efforts to provide programming for students relative to conduct and safety of students that inspired the institution to successfully pursue the U.S. Department of Justice, Violence Against Women Grant
- Researched and initiated creation of the first Campus Safety Office for the University of Sioux Falls
- Procured University approval through the Higher Learning Commission for launching the first, fully online degree programs leading to five fully online majors
- Planned and obtained Higher Learning Commission authorization for the creation of a West River Campus in Rapid City, SD
- Planned, developed and implemented the Collaborative Doctorate Degree on the University of Sioux Falls campus in conjunction with the University of St. Thomas, St. Paul, MN
- Provided leadership in the development of the first Institutional Review Board (IRB) for the University of Sioux Falls

Strategic Planning

- Initiated strategic planning as a consistent and dynamic process on the University campus
- Provided direct leadership in forming the Strategic Planning Steering Committee and serving as a permanent member/leader on the Committee since its inception in 2007
- Provide leadership and select content for the creation of the Strategic Enrollment Plan and Strategic Budget Plan submitted to the Higher Learning Commission that is used extensively for institutional planning and revenue projection
- Provided leadership in the development of the 3-year budget model used as a dynamic tool for predictive modeling of the operations budget and future planning priorities

Finance

- Intricately involved in budgeting processes and management with oversight of approximately 43% of the current operations budget, while collaboratively managing several restricted accounts for enhancement of programming

- Provide leadership and significant contributions in the effort to create the University's first ever, 3-year budget planning tool and process
- Oversight of performance-related scholarship models for the University and associated financial metrics to ensure appropriate net revenue generation
- Actively participated in restructuring University debt structure with four financial institutions that have served as the bond-holders for the institution since the recession of 2008

Leadership

- Received prestigious honor of being selected to participate in the *Executive Leadership Academy* (ELA) conducted by the American Academic Leadership Academy (AALI) in conjunction with the Council of Independent Colleges (CIC). The ELA is co-sponsored by the CIC, AALI, and the American Association of State Colleges and Universities (AASCU) and includes two national seminars, readings, webinars, and individualized activities. The selection process for the annual cohort is competitive with invitations presented to executive level leaders from colleges and universities across the nation. ELA participation requires a one-year commitment of participation and is focused on encouraging promising senior leaders in higher education to consider aspiring to the role of Presidency. Duration of the commitment is from June 2016 through June 2017.
- Appointed to serve as *Acting President* for the University through Presidential and Board of Trustee action on three occasions, ranging in duration from six weeks to six months
- Also designated as Acting President during any time when the President is absent from campus due to obligations of his office
- Extensive external outreach participation in the supporting community and regional on boards and task forces benefiting the University

Accreditation

- Serve as the officially designated University of Sioux Falls liaison to the Higher Learning Commission
- Provide executive level oversight to professional accreditation across four academic areas in business, education, nursing, and social work
- Provide leadership and administrative support for University strategic planning efforts
- Formed the Assistant to the Provost Team for the purpose of creating a robust and systemic assessment and reaccreditation program

PROFESSIONAL EXPERIENCE

Provost and Vice President for Academic Affairs

2006–Present

University of Sioux Falls

- Oversight of several institutional operational units with primary supervision of faculty and all traditional undergraduate, graduate, and unique adult learning programs.
- Provide direct supervision over the following operational units for the University:
 - Center for Professional Development
 - Office of the Registrar
 - Admissions
 - Financial Aid

- Retention Services
- Library Services
- Academic Success Center
- Marketing
- Information Technology

Special Note: *At various points during the 16-year period of employment at the University of Sioux Falls, every operational unit of the institution has been under my purview, including those periods when in the Presidential and Board of Trustee approved capacity of Acting President.*

Vice President for Professional Studies

2004-2006

University of Sioux Falls

- Charged with growth and enhancement of adult learning programs for the University from 2004-2006. During this period, the University experienced a 26% overall growth in enrollment for these programs. Programs under my purview in this role included the following:
 - Graduate Education including five strands of M.Ed., and two strands of Ed.S.
 - Professional Development Workshops serving approximately 8000 educators annually in South Dakota and the surrounding region
 - M.B.A., including a traditional track, Health Care Administration, and 3+1 strand
 - Degree Completion Program (DCP) leading to bachelor's degree attainment
 - RN-to-BSN fully online nursing program
 - Accelerated nursing program
 - Collaborative doctorate with the University of St. Thomas, St. Paul, MN

Director of Graduate Programs in Education/Asst. Professor of Education

2000-2004

University of Sioux Falls

- New position created by the University for the purpose of growing its regional footprint and presence in graduate education and professional development workshops. Additionally, the position was charged with enhancing community relations with school districts. Specific duties included, but were not limited to:
 - Administration of all existing graduate programs
 - Expansion of both on and off-campus continuing education workshops
 - Promotion of external relations with public and private schools and the South Dakota Department of Education
 - Creation of new and innovative graduate programming to expand institutional footprint in adult graduate education
 - Assist Education Area with meeting professional accreditation standards
 - Actively pursue emerging markets in graduate education as a means of gaining new and sustainable revenue streams for the University
 - Provided direct leadership seeking authorization from the Higher Learning Commission to operate a new campus location in Rapid City, SD and two other locations within the state
 - Initiated curricular innovation for graduate education programs

Principal

1990-2000

O’Gorman High School, Sioux Falls, SD

- Chief Executive of the largest private Catholic High School in the state and immediate region with broad ranging duties in oversight of operations, including all academic and co-curricular programs, peripheral services, fund raising, finance, and compliance with state and regional accreditation and the Administrative Rules of South Dakota governing education. Additionally charged with maintaining Church relations and collaborative relationships with the K-12 Sioux Falls Catholic School System of over 2000 students.

K-12 Certified School Counselor/Assistant Building Administrator

1986-1990

Harrisburg Public School District, Harrisburg, SD

- Creation and administrative oversight of a comprehensive K-12 school counseling program and other administrative duties for the school district including public relations, accreditation, school district research as it related to academic programming, student management, and involvement with public school district finance and budgeting.

Grade 9-12 Classroom Teacher and Athletic Coach

1980-1986

Harrisburg School District, Harrisburg, SD

- Classroom teaching and advising responsibilities for the Harrisburg School District, including specialized assignments within the co-curricular programming. Duties included:
 - Teacher of biology, government, business, economics, geography, and history
 - Athletic coach for varsity football, basketball, and track
 - Senior class advisor

TEACHING EXPERIENCE

- Secondary School Instruction (Undergraduate)
University of Sioux Falls
- Curriculum and Assessment (Graduate)
University of Sioux Falls
- Professional and Ethical Leadership (Online and Hybrid Graduate)
University of Sioux Falls
- Practicum in Faculty Supervision and Evaluation (Graduate)
- Practicum in Curriculum and Assessment (Graduate)
University of Sioux Falls
- Professional Development Workshop: Strategic Planning
University of Sioux Falls
- School Law (Graduate adjunct instructor)
University of South Dakota
- School Leadership (Graduate adjunct instructor)
University of South Dakota
- Curriculum and Instruction (Graduate adjunct instructor)
University of South Dakota

PROFESSIONAL WRITING and PRESENTATIONS

- Presentation on the Affordable Care Act (ACA) and its Impact on Small, Private Colleges, Council of Independent Colleges (CIC) national convention, Portland, OR - November 2014
- CIC Roundtable Discussion Facilitator, Council of Independent Colleges (CIC) national conventions of 2012 and 2014
- Authored four formal *Change Requests* to the Higher Learning Commission from 2001-present
- Contributing author to \$2 million dollar U.S. Department of Education Title III Grant Received by the University in 2007
- Contributing author to \$300,000 Department of Justice Grant Received by University – 2008
- Developed Comprehensive Residence Life Study from 2013 - present
- Co-presentation to the South Dakota Board of Education for an innovative Masters of Education in Teacher Certification in 2004
- Authored 130-page document to the Higher Learning Commission and the Rapid City Area Public Schools for the purpose of authorization to operate a University campus in Rapid City, SD
- Presentation to the South Dakota Board of Education for innovative, hybrid Ed.S. program leading to school superintendent licensure in 2001

- In-service presentations on curriculum mapping to school districts in South Dakota and Iowa from 2000-2003
- In-service presentations on school instructional leadership for local school districts 2000-2003

LEADERSHIP ACTIVITIES and COMMUNITY INVOLVEMENT

- Sioux Falls School District Curriculum Council
- Kilian Community College Board of Trustees, Sioux Falls, SD – Board Chair
- Tri-State Graduate Center, Sioux City, IA – Board Chair
- City of Sioux Falls Mayor’s Task Force and Contractor At-risk Selection Committee for the community Indoor Aquatics Center
- North Central Association Evaluator for 9-12 Schools in South Dakota
- Institutional Review Board (IRB) administrator
- USUCCEED Committee - Collective community/regional higher education collaboration group formed to assist first generation learners and those coming from lower socio-economic status to gain access to higher education
- Chair of the University of Sioux Falls/Avera McKennan Hospital and University Health Center Consortium for Emergency Medical Technician

TECHNOLOGY PROFICIENCY

- Proficiency with MS OFFICE Productivity Suite
- Local data warehousing applications associated with the University’s Student information Systems (SiS)
- Proficiency in operations of classroom technology for instructional delivery and presentation
- Proficient with integration of technology integrated into the learning environment

- Provided direct leadership in obtaining the University’s first Learning Management System and software for content management
- Proficient in operations and functions of the University’s Learning Management System (LMS)
- Provided direct leadership in obtaining the Enrollment & Revenue Management System (ERMS) software package from Ruffalo Noel Levitz that provides University administration with econometric modeling for projecting enrollment levels and net revenue generation
- Provided direct leadership in obtaining direct marketing and data driven enrollment management services from Royall and Company to increase the University inquiry and applicant pool
- Provided the leadership in obtaining Forecast Plus from Ruffalo Noel Levitz that provides data enabling University admissions staff to better focus on high priority prospects

GOVERNANCE MEMBERSHIPS

Administrative Cabinet Academic Area Chairs Faculty Association Faculty, Personnel, and Welfare Committee Academic Policies Committee Graduate Policies Committee	Assessment Committee Faculty Status Committee (<i>policy appointed chair</i>) Faculty Development Committee Enrollment Management Team Institutional Review Board University Retirement Plan Committee Reaccreditation Committee
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PROFESSIONAL AFFILIATIONS and CONFERENCES ATTENDED

- Council for Christian Colleges & Universities
- Council Independent Colleges
- The Higher Learning Commission
- Technology in Education Conferences (TIE)
- Ruffalo Noel Levitz Conference
- Jenzabar Select User’s Group
- School Administrators of South Dakota – Higher Education Affiliation