

HIGHER EDUCATION ADMINISTRATOR

Contributing to Academic, Business & Financial Excellence Through Astute Leadership of Institutional Planning, Research, Assessment & Effectiveness Programs, Accreditation & Initiatives

Institutional Effectiveness Executive with 15+ years of influential leadership: driving organizational strategy, launching innovative programs, and bringing a data-driven approach to institutions with as many as 10K students.

Collaborative partner with College Board members, university officials, administrators, faculty, students, business leaders, and community residents. Expert in continuous process, efficiency, and productivity improvement. Results generator through outstanding communication, negotiation, problem-solving, and interpersonal skills.

Signature Achievements

- Drove organizational “firsts” at Great Basin College: first strategic enrollment plan, curricular review team, and cross-functional accreditation team.
- Sharply focused strategic planning at Aims Community College by leading the institution’s detailed environmental scan and steering strategy toward identified growth opportunities.
- Played a key role in securing the largest grant in the history of Central Arizona College.
- Led 3 different institutions through successful reaccreditation.

PROFESSIONAL EXPERIENCE

GREAT BASIN COLLEGE, Elko, NV

2018 to Present

Director—Institutional Research and Effectiveness

Recruited to improve data disaggregation, identify trends, provide more meaningful insights to the leadership team, and drive data-based strategic planning to achieve goals for growth.

Co-chair Strategic Planning Committee. Serve on Leadership Council, President’s Executive Committee, Assessment Committee, and General Education Committee. For 4 years also filled role of Accreditation Liaison Officer and IPEDS keyholder for institution with 5K students and an 86-square-mile rural service region.

Organizational Leadership

- Transformed the college to a data-driven institution. Developed easy-to-use data dashboards that brought meaningful data to the fingertips of stakeholders across the organization. Tied data to strategic plans to provide continuous measurement of progress toward goals.
- Co-created and launched the college’s first strategic enrollment plan—targeting finite resources to most promising student segments. Delivered immediate results:
 - Great Basin was the only institution in Nevada that showed positive enrollment in 2020.
- Reacted nimbly to COVID crisis, putting a plan in place and transitioning to 90%+ online courses virtually overnight.
- Prepared robust data and co-delivered the Performance Metrics Annual Update to the Nevada Board of Regents.

Strategic Initiatives

- Co-created and launched a curricular review team that analyzes and adjusts course offerings yearly, maintaining rigorous and relevant curricula that reflect student needs and interests.
- Initiated the college’s first cross-functional accreditation team, building institutional knowledge for future accreditation efforts. Led team in developing self-study and preparing for site visit—completed in 2020 and resulting in full 7-year reaccreditation.

Professional Services Consultant

Brought on board as Consultant to guide and support new customers—educational institutions that acquired Nuventive’s specialized software to better manage strategic planning, outcomes assessment, and institutional effectiveness.

Value Delivered

- Provide in-depth, expert guidance on configuring the solution to meet customers’ specific needs.
- Remain available as institutions adapt to the new system—answer questions, resolve issues, and share deep experience in the subject areas to ensure they are taking full advantage of the software capabilities.

AIMS COMMUNITY COLLEGE, Greeley, CO

2016 to 2018

Executive Director—Institutional Research and Assessment

Recruited to rebuild, professionalize, and expand the college’s institutional effectiveness organization by providing strategic leadership and tactical oversight of all operations. Focused team efforts in institutional research and assessment, data/survey management, accreditation, quality improvement, student success, community and industry outreach, and other initiatives to strengthen IE performance.

Led team of 11 professionals; managed \$300K+ annual operating budget. Oversaw Institutional Review Board and served on College Council, Values Committee, and QUEST. Represented college on Continuous Quality Improvement Network.

Organizational Leadership

- Appointed Interim Accreditation Liaison Officer with the Higher Learning Commission. Led the organization through preparation, documentation, and site visit to successful outcome.
- Managed 30 annual state and federal grants totaling \$2.8M/year. Maintained 70% success rate in grants awarded in an intensely competitive environment.

Strategic Initiatives

- Led project team that developed environmental scan to research and evaluate college’s service area and provide data-rich results to focus on programs, academic majors, and community needs. Identified areas with highest growth potential for student success and institutional opportunities.
- Leveraged results of environmental scan as key launching point for new strategic plan to respond to community needs and enhance IE across all functions and serviced populations.
- Drove development of institutional dashboard to enhance collection, analysis, and reporting of qualitative and quantitative metrics for both internal and external stakeholders.

CENTRAL ARIZONA COLLEGE, Coolidge, AZ

2004 to 2016

Executive Director II—Institutional Research and Planning (2012 to 2016)

Executive Director I—Institutional Research and Planning (2004 to 2012)

Orchestrated all activities associated with research and evaluation of college’s operations to ensure alignment with mission, goals, and outcomes of institution with 10K students. Chaired Measures of Effectiveness Committee and Institutional Review Board. Managed support staff and \$400K+ budget.

Directed complex research into students, employees, local demographics, and industry growth. Spearheaded reporting for governmental, educational, and accreditation agencies (IPEDS, Prop 300, W.U.E., Perkins, Dual Enrollment, Academic Performance, Higher Learning Commission).

Created culture of continuous improvement and data-driven processes to guide decision-making.

Organizational Leadership

- Spotlighted college’s progress toward stated goals by delivering relevant updates to college members and key stakeholders through an innovative online dashboard, active membership in significant community organizations, and consistent communication with media/press.

Organizational Leadership, CENTRAL ARIZONA COLLEGE, continued

- Named Accreditation Liaison Officer with the Higher Learning Commission and led 9 standing committees through complex, time-sensitive reaccreditation process—completed successfully with no issues.
- Chaired multidisciplinary Institutional Review Board to evaluate all research activities on campus.
- Directed grant office, managing approximately 25 federal and state grants valued at \$35M+ awarded over 10 years. Secured the largest grant in the college’s history, a \$10M TAACCCT grant to expand job-driven training partnerships between the college, partner colleges, and employers.

Strategic Initiatives

- Recognized need for formal process to evaluate, approve, and monitor research activities, promote ethical practices, and protect participants. Developed Institutional Review Board and recruited members.
- Spearheaded implementation of new National Student Loan Clearinghouse models. Exceeded \$5K in cost savings per semester while automating processes, improving student tracking capabilities, and increasing student financial aid eligibility.
- Delivered a double-digit reduction in annual operating costs by transitioning to web-based technologies that concurrently enhanced IR function, data collection and analysis, and student and employee access.
- Established new college website dedicated exclusively to data reporting/warehousing and IE resources.
- Replaced manual processes with web-based surveys. Increased number of assessment activities threefold, produced results faster, and reduced costs 50%+.

SUNY OSWEGO, Oswego, NY

1992 to 2003

Assistant Director—Institutional Research & Assessment

Partnered with IR Director to lead IR and assessment for 10K-student college. Created/managed processes for analysis of academic, student, and employee information, trends, projections, and other institutional data. Introduced technologies into IR department, resulting in major productivity and quality gains.

EDUCATION & PROFESSIONAL DEVELOPMENT

Doctorate of Business Administration —Grand Canyon University, Phoenix, AZ	2020
• Dissertation: <i>A Descriptive Study: New Leaders’ Description of Succession Management Practices During Transition Periods</i>	
Master of Business Administration —Chapman University, Orange, CA	1991
Bachelor of Science in Business Administration —Chapman University, Orange, CA	1989
Certificate, Commission on Colleges and Universities (NWCCU), Data Equity Workshop	2023
Certificate, American Association of Community Colleges Future Leaders Institute	2007, 2013
Institutional Research Data & Decisions Academy	2010
Certificate, Association of Institutional Research Technology Institute	2006

PROFESSIONAL AFFILIATIONS

Association of Institutional Research (AIR)	American Productivity & Quality Center (APQC)
American Management Association (AMA)	Rocky Mountain Association for Institutional Research (RMAIR)
Arizona Quality Association (AQA)	
Dissertation Committee Member, Grand Canyon University	

MILITARY SERVICE

Six-year record of service with US Army. Honorably discharged.