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SENIOR VICE PRESIDENT, STRATEGIC PLANNING AND INITIATIVES, WESTERN ILLINOIS UNIVERSITY (JULY 2018-CURRENT). The position serves as the Chief Operating Officer for Western Illinois University-Quad Cities, and the Chief Planning Officer for the two campuses of Western Illinois University. Responsibilities include:

- Serving as chief advisor to and representative for the President regarding Western Illinois University-Quad Cities and University Planning.
- Providing administrative leadership and coordination for university planning, as well as the daily operations, long-term planning, and fiscal management of Western Illinois University-Quad Cities.
- Chairing the President's Executive Institute that engages in community and economic development and external fundraising.
- Representing Western Illinois University in high school, community college, institutional, and military partnerships.
- Preparing monthly, quarterly, and annual Reports to the Western Illinois University Board of Trustees in areas of administrative responsibility and university accountability.
- Engaging external agencies by serving as the University's point of contact for the Higher Learning Commission, NC-SARA, 34-member Quad Cities and Planning Advisory Committee, state and federal representatives to achieve the goals and priorities of Western Illinois University.

In this capacity, my accomplishments have focused on:

Collaboration and Consensus by working with university-wide writing teams to create institutional strategic plans, annual strategic plan supplements, campus master plans, and accreditation self-studies that were endorsed by all governance groups on both campuses, and approved for implementation by the Western Illinois University Board of Trustees.

Educational Opportunity by establishing lower-division (freshman and sophomore) instruction and support services at Western Illinois University-Quad Cities that until spring 2009 focused exclusively on upper-division and graduate education. In 2012, we also launched dual enrollment programs for high school seniors.

Designing new dual enrollment, articulation, reverse transfer, and financial aid consortium agreements with Illinois, Iowa, and Missouri community colleges, and new accelerated degree agreements with the University of Iowa and Palmer College of Chiropractic. Most recently, I gained Western's participation in NC-SARA (2015) and the Community College of the Air Force's General Education Mobile Program (2018).

Receiving state and accrediting agency approvals for the University to offer new degree programs in engineering, liberal arts and sciences, museum studies and the University's first two doctoral programs (in educational leadership and environmental science). Also received "blanket approval" to add online degrees and off-campus locations without prior Higher Learning Commission approval required.

Access and Affordability

Designing a new program that allows students, beginning in the freshman year, to simultaneously take courses at the community college and Western Illinois University for the first two years of study, and saving students up to 25% on their college costs.

Diversity

Supporting campus-based and university-wide planning that resulted in total minority student enrollment as a percent of total university student enrollment increased from 24.8% to 34.2% between fall 2012 and fall 2018.

Community and Economic Development

Serving on the Quad Cities Presidents and Chancellors Council, a consortium of seven local colleges and university leaders, that meets quarterly to collaborate on institutional, community, and regional priorities.

Chairing the Quad Cities Academic Council. We were one of only 20 organizations nationally to receive a Lumina Foundation grant to advance certificate and degree attainment levels of local residents.

Partnering with internal and external constituencies to receive \$59.2 million in state capital funding to construct the new Western Illinois University-Quad Cities Riverfront Campus. Western's growth and expansion in the Quad Cities is part of the City of Moline's economic re-development plans designed to develop \$100 million taxable base and attract 2,000 new jobs to the Quad Cities region.

Leading the City Moline's Project Management Team (PMT) that approves and oversees downtown development. Currently, there is over \$150 million in project development in downtown Moline. The PMT is also overseeing \$82 million in construction activity for the 16 acres of land located next to Western Illinois University-Quad Cities. All of this development, located in a tax increment finance district, represents university-friendly amenities, including restaurants, retail, and student and employee housing. Western did not build ancillary services in order to keep the property on city tax roles and to prevent passing these costs on to students and their families.

Fundraising

Engaging in the first comprehensive fundraising campaign for Western Illinois University-Quad Cities. The campus surpassed its \$8 million fundraising goal and obtained its first million-dollar cash gift. This gift was from the John Deere Foundation and the Moline Foundation to establish the School of Engineering. Through internal reallocations and external gifts, the program started with no new appropriated resources, received ABET accreditation, and another \$750,000 from these local foundations. An additional fundraising accomplishment was the \$1.9 million asset transfer of WQPT-Quad Cities Public Television from the Greater Quad Cities Telecommunications Corporation to Western Illinois University.

Engaging Nationally

Representing Western Illinois University for the Higher Learning Commission by serving as the University's Self-Study Coordinator, Accreditation Liaison Officer, and member of the peer review corps, National Pathways Task Force for the revision of accreditation criteria and processes; and committee member that created the Persistence and Completion Academy.

Holding officer positions for the Illinois Association of Institutional Research (past president), National Association of Branch Campus Administrators (President 2016-current) Association of

Institutional Research (trainer in university planning and budgeting and served on the Blue Ribbon Task Force that implemented Policy (shared) governance to the 4,000 U.S. and 160 international members).

Technology

I supervised University Technology from 2008- 2012. This was a new unit that consolidated reporting of 100 full-time employees from Web Support, Desktop Support, Help Desk Support Center, Classroom Services, Center for the Application of Information Technologies, uTech Labs, Networks, Enterprise Systems, Servers, Networks, and Security into one central unit.

Accomplishments included creating an institutional strategic plan for technology; advancing the University's technological infrastructure, security, and currency; updating the University's Website presence; and enhancing communication structures and planning with end-users. These tasks were successfully completed and positioned the University for the successful hiring of a Chief Information Officer.

EXECUTIVE ASSISTANT TO THE PRESIDENT FOR QUAD CITIES, PLANNING AND TECHNOLOGY (JUNE 2007-DECEMBER 2007) and VICE PRESIDENT FOR QUAD CITIES AND PLANNING (JANUARY 2008-JUNE 2018). The position duties are described above and were re-titled twice to reflect the growth and expansion of Western Illinois University in the Quad Cities and successful job performance.

ASSISTANT TO THE PRESIDENT FOR PLANNING AND BUDGET, WESTERN ILLINOIS UNIVERSITY (APRIL 2005-JUNE 2007). Implemented the integration between strategic planning, resource allocation, and accountability reporting. Included in this role was oversight and development of annual all-funds institutional budgets (in excess of \$228 million), annual departmental budget allocations, and external and internal reports and responses to the Illinois General Assembly, Illinois Office of Management and Budget, Illinois Board of Higher Education, and Western Illinois University's Board of Trustees.

This position chaired university-wide committees for strategic planning, master planning, fiscal planning, technology, and the President's Recruitment and Retention Task Force. The position spent significant time interacting with all campus governance groups on both campuses to formulate goals and priorities, and monitor institutional progress. The position also supervised an office staff of 10 full time employees. Direct reports included the Director of University Budget Office, Director of Institutional Research and Planning, and the University Assessment Coordinator.

DIRECTOR, UNIVERSITY PLANNING AND INSTITUTIONAL RESEARCH, ILLINOIS STATE UNIVERSITY (JULY 2000-MARCH 2005). This position reported directly to the Vice President for Finance and Planning, met bi-weekly with the Provost, and was charged by the President and Vice Presidents to create and successfully implement a nationally recognized strategic planning model that links academic, facilities, and fiscal planning with daily operations. The position also co-chaired the University's self-study for reaffirmation of accreditation from the Higher Learning Commission and the campus master plan.

Additional accomplishments in this position include serving on the Illinois State University Foundation Board of Directors that successfully raised over \$96 million during the University's first comprehensive fundraising campaign; linking the University's requests for state resources (operating and capital) to the statewide strategic plan for higher education; establishing salary benchmarks for Administrative/Professional and Civil Service employees to enhance personnel, retirement, and salary

planning; and streamlining the academic program review process, in consultation with the Academic Planning Committee and the Academic Senate

OTHER POSITIONS: At Western Illinois University include receiving appointment as a tenured Assistant Professor in Educational Leadership (2005 to current). Additional positions at Illinois State University include Assistant Director in Planning, Policy Studies and Information Systems (1998 to 2000), and Research Associate in the Office of Institutional Research (1990-1998). I also served as an adjunct faculty member in the College of Arts and Sciences (1994-1996), and as an adjunct faculty member in the Division of Business and Behavioral Sciences at Heartland Community College (1993-1998).

EDUCATION

- 8/91 to 5/94 Illinois State University, Normal, IL. Ph.D., Educational Administration and Foundations with a concentration on Statistical Research and Evaluation.
- 8/88 to 5/90 Illinois State University, Normal, IL. M.S., Psychological Measurement and Statistics.
- 1/84 to 5/88 Illinois Wesleyan University, Bloomington, IL. B.A. in Psychology with an emphasis on Applied Behavior Analysis.

SELECTED PUBLICATIONS AND PRESENTATIONS

- *The Development of, Lessons Learned, and Next Steps for the President's Executive Institute*, presented at the National Association of Branch Campus Administrators in Spring 2018.
- *Behind the Scenes at Western Illinois University-Quad Cities: Building a New Campus from Ground Up*, presented at the National Association of Branch Campus Administrators in Spring 2015.
- *Challenges and Opportunities for Comprehensive University's in Construction, Programming and Funding*, discussant along with representatives from Western Illinois University-Macomb, the University of Nebraska-Omaha, and Smith Group JJR at the Midwest Association of College and University Planning in fall 2013.
- *Second Year Results of a New Community College-University Dual Enrollment Partnership* presented at the Higher Learning Commission-North Central Association of Colleges and Schools Annual Meeting and at the national Association of Institutional Research in spring 2013 and summer 2013, respectively.
- *Leading the Planning for a New Branch Campus Location in a Three Phase Development* presented at the National Association of Branch Campus Administrators in Spring 2013.
- *Results of the First Year of Freshman Education/Dual Enrollment Partnerships with Regional Community Colleges*. This presentation discussed the development of and results from Western Illinois University-Quad Cities introducing freshmen education. It was presented at annual meetings of the Higher Learning Commission-North Central Association Colleges and Schools and the National Association of Branch Campus Administrators in spring 2012, and at the Illinois Association of Institutional Research in Fall 2012.
- Western Illinois University's institutional self-study for reaccreditation from the Higher Learning Commission-North Central Association of Colleges and Schools entitled *Higher Values in Higher Education: NCA Self-Study Report 2010* (co-author and content editor). The

University's Self Study was selected as a best practice, and was showcased at the Commission's 2011 Annual Meeting.

- *Successful Financial Strategies for Strategic and Master Plan Implementation During Periods of Limited State Funding.* This presentation was a case study of Western Illinois University and was presented at the Society of College and University Planning North Central 2007 Regional Conference.
- *Streamlining and Enhancing Academic Program Review.* This paper was presented at the Illinois Association of Institutional Research's annual fall 2004 conference. It demonstrated how to infuse academic planning and strategic planning at all levels of the institution. It was selected as the conference's best paper and was, therefore, presented at the Association of Institutional Research's annual national conference in summer 2005.

SELECTED EXTERNAL FUNDING ACCOMPLISHMENTS

- Examples of funding accomplishments include successful receipt of:
 - \$900,000 federal grant to establish the Special Education Assistive Technology Center at Illinois State University.
 - \$600,000 from the Illinois Department of Human Services to establish and enhance an AmeriCorps program at Western Illinois University-Quad Cities.
 - \$200,000 from the Lumina Foundation to advance certificate and degree attainment levels of Quad Cities residents.
 - Successful completion of an \$8.0 million comprehensive fundraising campaign—the first at Western Illinois University-Quad Cities.
 - \$1.9 million in cash, asset, and license transfer of WQPT-Quad Cities Public Television from the Greater Quad Cities Telecommunications Corporation to Western Illinois University.
 - \$1.75 million from Deere and Company and the Moline Foundation to help establish the School of Engineering and expand the College of Business and Technology at Western Illinois University-Quad Cities.
 - \$653,000 from the Roy J. Carver Foundation to create engineering incubation space and support the use of robotics and three-dimensional printing at Western Illinois University-Quad Cities.

SELECTED ORGANIZATIONS, ACCOMPLISHMENTS AND HONORS

- President of the National Association of Branch Campus Administrators (2016-current).
- K-12 School Board Member, Rivermont Collegiate Academy (2018-current).
- Board Member, America Israel Economic Forum Quad-Cities (2018-current).
- Named Male Champion of Change by the Quad Cities Women's Connection and Quad Cities Chamber of Commerce, and inducted into the Illinois State University, College of Education, Hall of Fame (2016).
- Named Quad Cities Man of the Year (May 2015) by the Moline Dispatch/Argus for leadership in education, community and economic development, and public service.

- Student Persistence and Completion Mentor for National American University, Antioch University, Parkland College, Southwest Indian Polytechnic Institute (2014 to current), and Dakota State University (2018 to current).
- Board Member Serve Illinois: The Governor's Commission on Volunteerism (2012 to current).
- Member Higher Learning Commission, Illinois Association of Institutional Research, Association of Institutional Research, National Association of Branch Campus Administrators, and the Society for College and University Planning.
- Lifetime Professional Achievement Award from the Illinois Association of Institutional Research (2010) and recognition of sustainable campus planning and design by Quad City River Action (2012) and Quad City Riverfront Council (2012, 2014).
- Executive Board Committee Member, Renew Moline (local economic development agency); Chairman of the City of Moline's Project Management Team (2012-2018).
- Member Quad Cities International Airport, Air Service Committee (2009 to current).
- Member Quad Cities Chamber of Commerce and Quad Cities Hispanic Chamber of Commerce (2008 to current). Named one of the top 60 regional and community leaders (2011).
- Chairperson, Quad Cities Graduate Studies Center; Member, Quad Cities Presidents and Chancellors Council, and Chair of the Quad Cities Academic Council (2008 to current).
- Faculty member for the Association of Institutional Research, responsible for teaching planning, budgeting, and accountability reporting (2006-2009).
- Illinois State University Alumni Board of Directors (2005-2008).
- President, Illinois Association of Institutional Research (2004-2006); Vice President (2003-2004) and Treasurer (2002-2004).
- Peer Reviewer for the Higher Learning Commission (2004 to current), member of the national Pathways project that re-design accreditation criteria and processes (2008), member of 19-state think tank to design an Academy of Best Practices in Student Persistence and Completion (2013), Institutional Actions Committee member (2018 to current), and Accreditation Liaison Officer for Western Illinois University (2009 to current).
- Esprit De Corps Service Recognition Award Recipient, Illinois State University Administrative-Professional Council (2004).
- Illinois State University Foundation Board of Directors (2002-2005).
- Illinois State University Administrative/Professional Council Member (2002-2004).
- Named Outstanding Service Provider, College of Education, Illinois State University (2000).
- Named Outstanding Faculty Member, Heartland Community College (1998).
- Consultant for higher education planning, budget, and assessment at Tulsa Community College, Rend Lake College (Mount Vernon, Illinois), Illinois College, Lassen College (Susanville, California), Prairie State College (Chicago Heights, Illinois), and the University of Illinois-Springfield.

ADDITIONAL MATERIALS AND REFERNCES FURNISHED UPON REOUEST