
LYNN D. AKEY, PH.D.

PROFESSIONAL EXPERIENCE

Vice President for Student Success, Analytics and Integrated Planning

Minnesota State University, Mankato ♦ February 2019-Present

Selected Accomplishments

Engaged Leadership and Shared Governance

- ♦ Led the University's planning in response to the COVID-19 pandemic engaging over 100 faculty, staff, and students producing a campus pandemic preparedness plan with action teams focused on student learning, student life, campus partnerships, employee workplace, finance, and communications. The campus resumed in-person activities in Fall 2020 with a 2% growth in student enrollment.
- ♦ Served over the past 10 years as the administrative chair for various university shared governance bodies including Planning; Assessment and Evaluation; Joint Budget, Planning, and Assessment and Evaluation; Student Success; and University Policy Consultation and Approval.
- ♦ Leader within the Minnesota State System with appointments to various bodies such as Academic and Student Affairs Advisory Council, Enterprise Data Governance Committee, Enrollment Management Work Group, NextGen (System ERP) Transition, and Academic and Student Affairs Policy.

Integrated and Strategic Planning

- ♦ Led the development and implementation of the University Strategic Plan, 2016-2021, advancing the University's Strategic Directions of enhancing student success and completion, elevating faculty distinction and academic achievement, expanding regional and global impact, leading equity and inclusive excellence, advancing a culture of evidence and innovative organizational designs, and leveraging the power of partnerships and collaboration.

Financial Sustainability, Planning, and Resource Management

- ♦ Developed vision and implemented in collaboration with Academic Affairs, Finance and Administration, and faculty leadership a university-wide strategic budget planning process to proactively inform the investment, reduction, and reallocation of general fund university resources (\$157M) in alignment with the strategic priorities and directions of the University.
- ♦ Developed in collaboration with Academic Affairs academic department and program net income financial modeling to inform financial viability and decision-making.

Enrollment Management and Student Success

- ♦ Envisioned and established a new Division of Student Success advancing a comprehensive approach to student success focused on meaningful connections, coordinating support, demonstrating care, and reducing barriers. Prior to the COVID-19 pandemic, the new approach increased re-enrollment, one-year retention, four- and six-year completion rates, and decreased student success opportunity gaps.

- ♦ Implemented MavConnect transactional platform (EAB Starfish) university-wide for student degree planning and completion with predictive analytics deploying a case management model with academic advisors, student success coaches, and a student support service referral network.
- ♦ Advanced the alignment and strategic coordination of university professional advising reporting structures and resources bringing together nine previously independent units across two divisions and six academic colleges. The new structure supports coherency of the student advising experience, addresses resource challenges with consistency, and prioritizes direct student academic advising support and intervention services.
- ♦ Completed reorganization/restructuring of Registrar's Office to Registration and Academic Records, producing improved student service and streamlined academic record processing in official transcripts, transfer credit evaluation, and degree conferment.
- ♦ Developed and implemented the MavReconnect program with intentional outreach and re-enrollment support for students that left the university during the COVID-19 pandemic. After one year of implementation, the program has successfully re-enrolled 67 students with 120 students on a pathway to re-enter and 22 students completing an award.
- ♦ Led with the Vice President for Finance and Administration the University's Optimizing Learning Spaces & Student Success: Common Bell and Coordinating Scheduling Initiative. As a result, the university established and implemented a common bell course schedule with coordinated scheduling practices supporting the alignment of course offerings with student needs in high-quality learning spaces.

Diversity, Equity and Inclusion

- ♦ Supported the Vice President for Diversity, Equity and Inclusion in establishing data resources advancing the Minnesota State Equity 2030 and Equity by Design initiative.
- ♦ Established university equity dashboard and reports disaggregating by focus populations for Equity 2030 System student performance measures.
- ♦ Served as university expert for Minnesota State Student Application Data Work Group establishing data governance standards and use cases for expanded student gender, race, and ethnicity self-identification.

Community and Professional Engagement

- ♦ Established evaluator for the Performance Excellence Network (PEN), a non-profit organization focused on organizational, individual, and community excellence, serving Minnesota, North Dakota, and South Dakota. As a trained evaluator within the Baldrige Framework, I have engaged in reviews and consultations for healthcare (human services and regional private hospital), a K-12 school district, and an online for-profit higher education institution within Southern Minnesota and Minneapolis. I specialize in the areas of leadership, strategy and innovation, and measurement, analysis, and knowledge management.
- ♦ Served two elected terms as Board Chair for the Society for College and University Planning (SCUP), a 501c3 non-profit, 3,700+ institutional and corporate member organization with 19 professional employees and 4.5M in annual operating funds. SCUP's mission is to develop individual and organizational capacities in integrated planning to strengthen and transform higher education institutions. During my time of service, SCUP developed an integrated strategic plan, remained financially stable throughout the pandemic, launched new channels for membership content and learning, established new partnerships with CHEMA associations, and renewed international relationships with associations in the United Kingdom, South Africa, and Australia.

- ♦ Established member of the Higher Learning Commission Peer Review Corp with ten years of service for Open Pathway Comprehensive Reaffirmation of Accreditation visits and Quality Initiative reviews.

Analytics and Data-Informed Decision Making

- ♦ Implemented student success operational and strategic data analytics supporting a coordinated case management approach enabling intentional and proactive student interventions and communications.
- ♦ Established six Data Literacy & Utilization Coordinator (faculty .25 instructional release) positions to foster data literacy on campus and provide data analytic and utilization support at the college level for active inquiry, data-informed decision making, and action.
- ♦ Expanded institutional analytic capability and capacity incorporating financial and human resource analysis and modeling.

Accreditation and Accountability

- ♦ Led the development of the University's assurance argument and evidence file for a successful Open Pathway Year-Four Assurance Review with the Higher Learning Commission (2020).

Position Responsibilities

- ♦ Provide vision and direction for a comprehensive, integrated program of student success services and activities to drive improvement of student success outcomes.
- ♦ Lead cross-divisional coordination of university student retention, persistence, completion, and success initiatives. Prioritize institutional investment in and implementation of strategies to maximize student success impact and return on investment.
- ♦ Responsible for departments of Student Success, Registration and Academic Records, University Advising, and Institutional Analytics and Strategic Effectiveness with 67 employees across four collective bargaining units and a \$5M operating budget.
- ♦ Generate action analytics and deploy insights to inform student intervention strategies and evaluate effectiveness, including the strategic and functional leadership for university-wide student success and predictive analytic systems and platforms.
- ♦ Lead institutional strategic and integrated planning efforts, including research and analysis, environmental scanning, peer comparisons, monitoring of key trends, developing key performance indicators, and reporting on the progress of strategic initiatives.
- ♦ Serve as the University's Higher Learning Commission Accreditation Liaison Officer (ALO). Oversee reaffirmation of accreditation, assurance review, electronic evidence file, annual institutional updates, and substantive change applications.
- ♦ Deploy cross-functional process reviews, action teams, and change efforts with a student-centered focus to transform institutional practices and procedures.
- ♦ Oversee, lead, and assure relevant, high-quality data collection and analysis, research, and evaluation, including projections, program feasibility, return on investment, predictive analytics, and policy analysis that address institutional and academic issues, performance, and health of the organizational.
- ♦ Lead university data governance and establish institutional procedures and practices. Partner with IT Solutions and other relevant departments to assure appropriate data governance, delivery, and coordination.

Associate Vice President for Institutional Research, Strategy and Effectiveness

Office of the Provost ♦ Minnesota State University, Mankato ♦ December 2017-February 2019

Assistant Vice President for Institutional Research, Planning and Assessment

November 2013-December 2017

Director of Institutional Research, Planning and Assessment

July 2011-October 2013

Director of Institutional Research and Assessment

July 2010-June 2011

Director of Institutional Assessment

March 2009-June 2010

Selected Accomplishments

Integrated and Strategic Planning

- ♦ Implemented the University's 2010-2015 Strategic Plan to promote global solutions, think and act like a doctoral institution, grow extended learning, reinvigorate our physical home and build the campus of the future, and measure and continuously improve our work to ensure excellence.

Academic Planning and Online Learning Models

- ♦ Developed with the Provost the University's first-ever integrated academic planning process (Integrated Academic Master Plan, 2015-2018) that provided a framework for developing the University's academic program portfolio and action plans for teaching excellence and innovation; academic advising; academic engagement programs and opportunities; and research, scholarly, and creative activity. As a result of this work the university articulated current and emerging academic areas of distinction, identified 18 new academic programs for development and 42 programs for redesign, increased academic high-impact practices and advising support, and expanded recognition in research, scholarly and creative activity. The planning work completed during this time provided a foundation for new partnerships with community and technical colleges, the development of a medical simulation center in collaboration with Mayo Clinic Health System, and a partnership center located in the heart of the Mankato downtown district.
- ♦ Led in 2017 the University's comprehensive planning effort to establish and expand online learning program models. Planning components included market research methods; program capability and capacity modeling; instructional development, design, and support; instructional and program quality assurance; fiscal/operating models; program enrollment management and student support; market and program demand creation; and program launch and scalability methods.

Program Excellence and Assessment of Student Learning

- ♦ Led with faculty the University's successful completion of the Higher Learning Commission Assessment Academy developing integrated processes and practices for general education and institutional student learning outcome assessment.
- ♦ Established University Assessment Coordinator position in the Center for Excellence and Innovation supporting faculty professional development in program and course design and assessment.
- ♦ Developed academic program review and assessment of student learning processes in collaboration with faculty that moved the University out of interim monitoring for assessment of student learning with the Higher Learning Commission.

Analytics and Data-Informed Decision Making

- ♦ Established a comprehensive institutional research, assessment, and planning office. Progressed a one-person static compliance reporting unit to a multi-faceted and integrated analytics office providing dynamic dashboards and reports. In collaboration with the Vice President for Technology and Chief Information Officer implemented a university data warehouse expanding analytic capacity and capability.
- ♦ Served as a consultant, partnered with, and mentored leaders for multiple community and technical colleges in the development of institutional research and analytic capability and capacity.

Diversity, Equity and Inclusion

- ♦ Established student success/opportunity gap reporting at the institutional, college, and academic program levels.

Accreditation and Accountability

- ♦ Led the development of the University's assurance argument, evidence file, site visit, and federal compliance review for successful Comprehensive Reaffirmation of Accreditation with the Higher Learning Commission (2016).
- ♦ Led the University's successful renewal of Title IV Funding Program Participation Agreement with the U.S. Department of Education (2015 and 2018).

Position Responsibilities

- ♦ Directed university strategic planning processes. Evaluated and reported on strategic and annual institutional planning activities and progress.
- ♦ Oversaw annual academic work plans and implemented integrated academic master planning.
- ♦ Served as the University's Higher Learning Commission Accreditation Liaison Officer and compliance officer for the University's Title IV Program Participation Agreement with the U.S. Department of Education.
- ♦ Provided leadership for comprehensive institutional research, planning, and assessment office advancing institutional access to data and data-informed decision-making.
- ♦ Directed the development, coordination, and implementation of university policies in a shared governance framework.
- ♦ Developed and administered institution-wide program review and assessment processes. Assisted all facets of the University (250+ programs) in establishing, aligning, integrating, and conducting program assessment.
- ♦ Designed and executed research and administrative studies.
- ♦ Oversaw the retrieval, management, analysis, and reporting of data to State System and external entities, including state, regional accrediting organizations, and federal agencies.

Assistant to the Vice President for Student Affairs

Minnesota State University, Mankato ♦ January 2005-March 2009 (Interim Jan. 2005-Dec. 2006)

Selected Accomplishments

Financial Sustainability, Planning, and Resource Management

- ♦ Oversaw and managed the development of the preliminary financial pro forma supporting a \$6.5M expansion of campus outdoor recreation and athletic field facilities through revenue fund capital bonds.

- ♦ Established for the Division of Student Affairs position control personnel and budget management practices that enabled strategic financial planning and projections across funding sources (general fund allocated, non-allocated income self-support, student fee fund, auxiliary revenue, and foundation).

Program Excellence and Assessment of Student Learning

- ♦ Led the Division of Student Affairs in first effort to establish student learning outcomes and assessment plans in all student affairs departments in conjunction with division-wide program review and evaluation processes.

Enrollment Management and Student Success

- ♦ Developed and launched the University's first systematic student exit and retention studies to inform student loss reduction and enrollment management strategies.
- ♦ Co-Chaired the Student Mental Health Crisis and Education Work Group that led to the formation of the University's Behavioral Consultation Team to coordinate information sharing and action in response to student behaviors.

Diversity, Equity and Inclusion

- ♦ Established a university student record update process that enabled students to provide and update demographic information post-admission resulting in a 7% decrease in "unknown" reporting of student race and ethnicity.

Emergency Response and Crisis Management

- ♦ Led development of the Division of Student Affairs' initial Emergency Response and Continuity of Operation Plans and oversaw the development of plans for all departments within the Division.
- ♦ Established the University's coordinated "singular point-of-contact" for family members following student death or tragedy to problem-solve, address ongoing issues, and follow-up (i.e., billing, textbook return, academic record, personal possessions, campus visits, campus memorials).

Position Responsibilities

- ♦ Directed daily operation of the Division's budget (\$6.6M operating) for salary, non-salary, and equipment. Developed budget projections, scenarios, recommendations, and proposals. Negotiated the Division's non-salary, salary, and institutional equipment allocations. Apprised Vice President on the financial condition of the Division and various sub-units regularly for state allocated, non-allocated, and foundation funds.
- ♦ Ensured compliance with personnel appointment processes, procedures for initiating and conducting searches, and position description reviews.
- ♦ Led assessment planning, implementation, and reporting, in addition to the facilitation of the Division's comprehensive program review cycle and process.
- ♦ Initiated and implemented response efforts and coordinated divisional activities during student/campus crisis, emergency, and sensitive situations. Provided crisis intervention and responded to student life issues and concerns.
- ♦ Created format and directed process to develop divisional short-range planning documents, strategic planning calendars, initiatives, and reports.
- ♦ Led special projects and developed reports and proposals. Established and implemented new procedures and practices where none existed to address issues or strategically move the Division forward.

Assessment Coordinator, Division of Student Affairs

Minnesota State University, Mankato ♦ January 2003-December 2004 (50% Appointment)

- ♦ Provided leadership for division-wide assessment planning, implementation, and reporting. Measured effectiveness, satisfaction, and student learning outcomes where applicable and provided timely information for implementing cyclical departmental program review processes and Higher Learning Commission accreditation.

Assistant Director for Academic Initiatives; Office of First Year Experience

Minnesota State University, Mankato ♦ July 2000-December 2004

- ♦ Provided leadership for Learning Communities program comprised of 13 residential learning communities focused on outcomes of academic achievement, student retention, and faculty engagement through course co-enrollment, clustered housing, and peer mentorship. Conducted annual and longitudinal data collection and assessment. Served as an academic advisor for 250 pre-major/undecided students and 50 academic probation students. Led family orientation program and conducted program evaluation.

Residence Hall Director

Iowa State University ♦ July 1998-June 2000

- ♦ Led residence hall housing 480 students intentionally designed with staffing, policies, and facilities to support the success of first-year students. Implemented new paraprofessional staff positions, collaborated with learning community coordinators of residential learning communities, created and implemented co-curricular student transcript, adjudicated alleged policy violations, and worked with Department of Residence research staff.
- ♦ Managed two residence halls housing 630 students, supervised paraprofessional staff, conducted judicial hearings, advised student judicial board, responded to crisis situations, and collaborated with two residential learning communities.

PROFESSIONAL AND COMMUNITY ENGAGEMENT

Society for College and University Planning

Board of Directors; Board Chair/Governance and Leadership Chair/At-Large Director ♦ July 2016-2022, Board Chair 2018-19/2020-21

- ♦ A non-profit association with 19 professional employees serving over 3,700 corporate and institutional members focused on developing individual and organizational capacities to strengthen and transform higher education. Served second elected term as Board Chair for a nine-member Board providing fiduciary and strategic direction for organization affairs in accord with the Society's articles of incorporation, bylaws, statements of mission, and strategic plan.

Planning Institute Facilitator ♦ October 2017-Present

- ♦ Provide facilitation services at public institute offerings and by custom arrangement. The most recent offering by custom arrangement was a three-day planning institute serving the National Association of College and University Food Services sponsored by Hormel Foods.

Higher Learning Commission Peer Corps

Accreditation Peer Reviewer ♦ October 2014-Present

- ♦ Serve as a Peer Reviewer for Open Pathway Comprehensive Reaffirmation of Accreditation visits. Service includes public and private four-year universities. Specialize in accreditation criterion areas of Mission; Teaching and Learning: Evaluation and Improvement; and Institutional Effectiveness, Resources, and Planning.

Performance Excellence Network (PEN)

Board of Evaluators; Evaluator/Team Co-Lead ♦ 2008, 2009, 2012, 2014, 2019, 2021, 2022

- ♦ A non-profit membership-driven organization serving Minnesota, North Dakota, and South Dakota focused on driving organizational, individual, and community excellence. Serve as a trained evaluator using the Baldrige Framework with most recent reviews completed for Healthcare, K-12 Education, and Online For-Profit Higher Education. Specialize in areas of leadership, strategy and innovation, and measurement, analysis, and knowledge management.

Institutional Research Consultation and Services

Mott Community College (Strategic Initiatives) ♦ November 2019-May 2021

Riverland Community College ♦ October 2012-July 2017

Rochester Community and Technical College ♦ April 2015-July 2016

Pine Technical and Community College ♦ June 2015-July 2016

- ♦ Provided institutional consultation, research services, and work direction for research projects. Mentored and developed institutional research staff.

SELECTED HONORS, AWARDS, AND RECOGNITION

Minnesota State System Academic and Student Affairs Administrator of the Year Award ♦ 2021

Minnesota State System Finance and Administration Outstanding Service Award ♦ 2018

Academic and Student Affairs Division Outstanding Service Award ♦ 2012

Bobby Wright Dissertation of the Year Award Nomination, Association for the Study of Higher Education ♦ 2012

Innovation in Student Affairs Program Award, Learning Communities, Minnesota State System ♦ 2004

Woman of Courage and Vision, Minnesota State University, Mankato ♦ 2004, 2006, 2007, 2008, 2009, 2012, 2013, 2019, 2021

Apple Polisher Award, Minnesota State University, Mankato ♦ 2002

SELECTED PRESENTATIONS

Beyond the Seat at the Table. Integrated Planning as an Organizational Competency; Panelist

EDUCAUSE Annual Conference ♦ Accepted October 2022

Planners as Transformation Architects; Co-Presenter

Society for College and University Planning North Central Regional Conference ♦ Accepted October 2022

- Weaving Planning and Accreditation Together for Action; Moderator**
Society for College and University Planning Annual Conference ♦ 2022
- Trends in Higher Education Planning; Panelist**
National Association of College and University Business Officers Webcast ♦ 2022
- Data-Informed Decisions: How Institutional Analytics Partnership with IT Can Drive Change; Co-Presenter**
Minnesota State System Chief Information Officer Meeting ♦ 2021
- Analytics in Action & Student Success: Key Strategies and a Coordinated Approach; Co-Presenter**
Minnesota Starfish Student Success Summit ♦ 2020
- How Higher Ed Keeps Planning During Such a Crazy Time in the World; Panelist**
The Collective Good: Place Makers Podcast, Episode 18 ♦ 2020
- Student Success: What's Space Got To Do With It?; Co-Presenter**
Society of College and University Planning Annual Conference ♦ 2019
- Integrated Planning in Higher Education; Presenter**
Association of University Directors of Estates International Delegates Meeting ♦ 2019
- A Strategic Priority Funding Process: Advancing Big Ideas; Co-Presenter**
Performance Excellence Network ♦ 2017
- Leading Meaningful Change; Co-Presenter**
Society of College and University Planning Annual Conference ♦ 2017
- Leading a Campus Team Through the Accreditation Review; Co-Presenter**
The Higher Learning Commission ♦ 2017
- Integrated Academic Planning: Developing an Intentional Path Forward; Co-Presenter**
The Higher Learning Commission ♦ 2015
- MavClass: Deep, Real-World Learning Analytics to Enhance Student Success; Co-Presenter**
Annual Gateway Course Experience Conference ♦ 2014
Society of College and University Planning Annual Conference ♦ 2014
EDUCAUSE Annual Conference ♦ 2013
- Balancing Priorities: Sharing Responsibility for the Assessment of Student Learning; Co-Presenter**
The Higher Learning Commission ♦ 2014
- Academic Budget Prioritization in a Shared Governance University; Co-Presenter**
Society of College and University Planning Annual Conference ♦ 2013
- Implementing the Strategic Framework Performance Metrics; Co-Presenter**
Minnesota State System CAO/CSAO/Deans Spring Retreat ♦ 2013
- A Strategic Funding Process: Emphasizing Shared Governance and Transparency; Presenter**
The Higher Learning Commission ♦ 2013

SELECTED PUBLICATIONS

Planning and Resource Allocation in Higher Education

Goldstein, L., & Akey, L. D. Society of College and University Planning ♦ In Progress

Transforming for Turbulent Times Case Study: Minnesota State University Mankato: Big Ideas. Real World Thinking in the Future Tense

Baer, L., Norris, D., Gilmour, J., & Akey, L. D. ♦ In Progress

Trend Toward Integrating and Extending the Impact of Spaces

Akey, L. D. College Planning and Management ♦ 2017

Balancing Priorities: Sharing Responsibility for the Assessment of Student Learning

Lassiter, A., & Akey, L. D. Collection of Papers on Self-Study and Institutional Improvement. The Higher Learning Commission ♦ 2014

Outcomes of a Spiritually Focused Wilderness Orientation Program

Bobilya, A. J., Akey, L. D., & Mitchell, D. Journal of Experiential Education ♦ 2011

Minnesota Tuning Project: Biology and Graphic Design

Kremers, K., Soria, K., & Akey, L. D. Tuning Project Survey Results Report ♦ 2009

Designing an Outcomes-Based Student Affairs Assessment Program

Akey, L. D., & Hersurd, R. A Collection of Papers on Self-Study and Institutional Improvement. The Higher Learning Commission ♦ 2004

A Qualitative Investigation of Student Outcomes in a Residential Learning Community

Blackhurst, A. E., Akey, L. D., & Bobilya, A. J. Journal of First Year Experience ♦ 2003

RESEARCH AND GRANT ACTIVITY

Building and Scaling Analytics Capacity Grant; Co-Principal Investigator

Purdue University/Bill and Melinda Gates Foundation ♦ March 2013-June 2014

- ♦ Collaborative learning analytics project focused on improving gateway course completion and success that examined the linkages between intentional instructor interventions, student academic success, course participation, and student mastery of course competencies.

Tuning Educational Structures: Minnesota Tuning Project

Center for Innovative Higher Education (Formerly jCENTER and Post-Secondary Education Research Institute); University of Minnesota ♦ September 2009-April 2010

- ♦ Served as a member of a three-person research team to study the Minnesota Tuning Project's effectiveness, a collaborative Lumina Foundation funded initiative between the Minnesota Office of Higher Education, Minnesota State Colleges and Universities, and the University of Minnesota.

SELECTED TEACHING EXPERIENCE

Graduate Faculty Status; Ex Officio

Minnesota State University, Mankato ♦ 2014-Present

Counseling and Student Personnel; Guest Lecturer

Minnesota State University, Mankato

- ♦ Budget/Finance Higher Education (CSP 723) Course Section; Counselor Education and Supervision Higher Education Graduate Course, Summer 2020, 2021
- ♦ Introduction to College Student Affairs (CSP 620) Course Section; Counseling and Student Personnel Graduate Course, Fall 2020
- ♦ Management and Assessment of Campus Environments (CSP 664) Course Section; Counseling and Student Personnel Graduate Course, Fall 2016, 2017, 2018
- ♦ Assessment in Student Affairs (CSP) Course Section; Counseling and Student Personnel Graduate Course, Fall 2003, 2004, 2005

First Year Seminar; FYEX 100

Minnesota State University, Mankato ♦ Fall 2000, Fall 2001, Fall 2002

SELECTED UNIVERSITY SERVICE

Comprehensive Facilities Plan Steering Committee

Minnesota State University, Mankato ♦ September 2018-May 2019

Council of Deans

Minnesota State University, Mankato ♦ September 2012-May 2019

Enrollment Management Steering Committee

Minnesota State University, Mankato ♦ September 2011-June 2014

General Education and Diverse Cultures Sub-Meet

Minnesota State University, Mankato ♦ September 2011-June 2015

Campus Bookstore RFP Committee

Minnesota State University, Mankato ♦ November 2008-April 2009

Student Mental Health Crisis and Education Work Group; Co-Chair

Minnesota State University, Mankato ♦ October 2006-March 2007

Student Affairs Employee Diversity Committee

Minnesota State University, Mankato ♦ September 2006-March 2009

Language Learning for Academic Success Steering Committee & Work Group

Minnesota State University, Mankato ♦ January 2004-January 2005

Civil Disturbances Task Force

Minnesota State University, Mankato ♦ November 2003-April 2004

Enhance Academic Excellence in Undergraduate Studies Presidential Task Force

Minnesota State University, Mankato ♦ November 2003-May 2005

Underrepresented Student Retention Initiative Task Force

Minnesota State University, Mankato ♦ September 2003-January 2004

Cultural Diversity Council

Minnesota State University, Mankato ♦ September 2002-August 2003

Student Affairs Division Student Retention Work Group

Minnesota State University, Mankato ♦ October 2001-March 2002

Academic Standing Committee Sub-Meet; Chair

Minnesota State University, Mankato ♦ September 2000

SELECTED MINNESOTA STATE SYSTEM SERVICE

Enrollment Management Workgroup

Minnesota State Colleges and Universities System ♦ May 2022-Present

Enterprise Data Governance Committee

Minnesota State Colleges and Universities System ♦ April 2020-Present

NextGen RFP Review Team

Minnesota State Colleges and Universities System ♦ December 2018-December 2019

NextGen Coordinating Committee

Minnesota State Colleges and Universities System ♦ July 2018-May 2019

NextGen Student Success Work Group and Data Management Work Group

Minnesota State Colleges and Universities System ♦ July 2017-December 2018

Academic and Student Affairs Leadership Council

Minnesota State Colleges and Universities System ♦ March 2015-May 2019

Business Intelligence Analytics Tiger Team

Minnesota State Colleges and Universities System ♦ March 2015-May 2016

Academic and Student Affairs Planning Advisory Group

Minnesota State Colleges and Universities System ♦ December 2014-May 2016

Academic and Student Affairs Policy Council

Minnesota State Colleges and Universities System ♦ September 2014-June 2017

Itasca Pilot Project; Campus Lead

Minnesota State Colleges and Universities System ♦ January 2014-June 2014

Desire2Learn Analytics Workgroup

Minnesota State Colleges and Universities System ♦ March 2013-May 2015

FY2014 Capital Budget Advisory Team

Minnesota State Colleges and Universities System ♦ December 2012-January 2013

Reporting and Analytics Steering Committee

Minnesota State Colleges and Universities System ♦ February 2011-May 2011

SELECTED PROFESSIONAL SERVICE

Connections, Space, and Place

APPA: Leadership in Educational Facilities. Thought Leaders' Symposium ♦ February 2021

Innovation in an Age of Disruption

APPA: Leadership in Educational Facilities. Thought Leaders' Symposium ♦ February 2019

Professional Education Advisory Council; College of Education

Minnesota State University, Mankato ♦ September 2013-May 2014

The Journal of Outdoor Recreation, Education, and Leadership; Manuscript Reviewer

June 2011-June 2015

EDUCATION

- Educational Policy and Administration, Higher Education, Doctor of Philosophy**
Organizational Leadership, Policy and Development
University of Minnesota, 2012
Dissertation: Institutional Accountability and Competition for Resources in
Undergraduate Education among U.S. Public Four-Year Institutions
- College Student Personnel, Master of Arts**
Bowling Green State University, 1998
- Psychology, Bachelor of Science, Cum Laude Graduate**
Northeast Missouri State University/Truman State University, 1996

EXECUTIVE PROFESSIONAL DEVELOPMENT

- Institute for Leadership and Governance**
Association of Governing Boards of Universities and Colleges (AGB), 2021-2022
- Minnesota State System Executive Leader Development Program**
Minnesota State Colleges and Universities, 2018-2019
- Institute for Educational Management**
Harvard Institutes for Higher Education, 2017

SELECTED PROFESSIONAL DEVELOPMENT AND CERTIFICATES

- Institute for the Scholarship of Assessment, Learning, and Teaching Fellows Program ♦
2014
- Frontline Leadership: The Art of Supervision ♦ 2013
- Frontline Leadership: The Science of Supervision Training ♦ 2012
- Introduction to Education Lean ♦ 2011
- Respect in the Workplace – Think Globally – Act Locally ♦ 2011
- The Speed of Trust ♦ 2011
- Society for College and University Planning, Planning Institute Certificate ♦ 2010
- Creating Positive Workplaces ♦ 2009
- FEMA Operational First Responders Certificate ICS-100 ♦ 2008
- FEMA Operational First Responders Certificate ICS-200 ♦ 2008
- Self-Defeating Habits of Otherwise Brilliant People ♦ 2008
- Veterans Reintegration Training ♦ 2007
- Greater Mankato Growth Leadership Institute Graduate ♦ 2006
- Anti-Racism Training, Minnesota State University, Mankato ♦ 2004
- Diversity Training Trainers Workshop ♦ 2004