

## Curriculum Vitae of Executive Leadership

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# Alexis Palmer

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## RELEVANT PROFESSIONAL EXPERIENCE

### Associate Vice President Student Development & Well-Being/Dean of Students

2014 - Present

#### Utah Valley University- Orem, Utah

- Provide strategic leadership and direction for 7 division departments and 18 sub departments with 130+ employees focused on leadership development, health and wellness, and diversity, equity, and inclusion. Increased participation in programs and activities with a 5.8% persistence rate.
- Advocate for student resources focused on mental health, student basic needs, Title IX, campus safety, LGTBQ, African Diaspora, Pacific Islander, Native American, Latino, first generation, non-traditional students, and other issues related to the student life cycle.
- Expand student success efforts to address university persistence and retention issues by implementing resources and programs focused on the student life cycle resulting in an 18-percentage point increase in student retention.
- Oversee a comprehensive assessment plan focused on learning outcomes to assess student impact, retention, and competition.
- Participate in the development and oversight of the university completion plan primarily focusing on removing university barriers, addressing mental health issues, addressing student's external responsibilities, and creating social integration.
- Design and project-manage over 10 key university initiatives focused on diversity education, health, and well-being, including CARE Task Force, Mental Health Task Force, Bias Education Support Team, Behavioral Assessment Team, Behavioral Assessment, Bias Education Support Team, Women's Council, and Inter-religious council.
- Responsible for all aspects of policy development and enforcement, including the creation of 5+ policies resulting in revisions to the student fee process, free-speech regulations, student rights and responsibilities, campus scheduling, death of a student, animals on campus, and other policies and procedures focused on student safety and student rights.
- Meet regularly with lead facilitators from over 20 groups focused on leadership, engagement, and diversity, equity, and inclusion, resulting in a 10% increase in BIPOC student leadership participation.
- Oversee budgets exceeding \$10M annually funded through student fees, state appropriations, auxiliary funds, grants, and donations.
- Directly supervise, train, and evaluate 9 direct reports.

### Senior Director, Community & Continuing Education

2013 - 2014

#### Utah Valley University- Orem, Utah

- Oversight of programs focused on community education and workforce development contributing to an enrollment increase of 11% year over year.
- Managed and developed 25+ workforce training and development programs, including conferences and workshops, with a focus on business and industry trends.
- Responsible for community outreach to over 20 key business and civic leaders annually.
- Managed an annual budget of \$1.2M.
- Supervised, onboarded, trained, and evaluated a team of 20+ employees.

### Director & Coordinator, Volunteer and Service-Learning Center

2004 - 2013

#### Utah Valley University- Orem, Utah

- Directed organization-wide efforts focused on civic engagement and community outreach by doubling annual participation to over 11,000 participants.
- Developed and increased access to high impact practices focused on service-learning.
- Developed and implemented the Service Scholar program which provided students a structured emphasis on service and their academic interests.
- Fostered relationships with over 80 local non-profit and volunteer organizations increasing 10% year over year.
- Developed and executed a comprehensive strategic plan including learning outcomes, assessment strategies, resource allocation, and partnership development.

## EDUCATION

### Doctor of Education

Organizational Leadership & Development  
Grand Canyon University, 2021

### Master of Science

Youth & Family Recreation  
Brigham Young University, 2004

### Bachelor of Arts

Elementary Education  
Boise State University, 2000

## TEACHING & TRAINING EXPERIENCE

- Facilitator, UVU Student Affairs Leadership Institute 2019 - Present
- Facilitator, Utah Valley University Senior Executive Leadership Forum 2015 - Present
- Facilitator, UVU Foundations of Inclusion 2015 - Present
- Instructor, UVU Master of Education/School of Education- Leadership in Higher Education 2020 - 2021
- Instructor, BYU Event Planning 2012 - 2013
- Instructor, UVU Student Leadership & Success Studies- College Student Success- UVU 2005 - 2014
- Instructor, UVU Philosophy- Ethics & Values 2009 - 2010

## SELECTED COMMITTEE INVOLVEMENT

- Member, Utah Women's Higher Education Network Committee 2021 - Present
- Member, Student Communication Governance Task Force 2021 - Present
- Commissioner, Utah Serve Board 2020 - Present
- Chair, UVU Student Well-Being Committee 2022- Present
- Chair, UVU Bias Education Support Team 2020 - Present
- Chair, UVU Mental Health Task Force 2019 - 2022
- Chair, UVU CARE Task Force 2019 - 2022
- Chair, UVU Student Fee Board 2015 - Present
- Member, UVU Women's Council 2015 - Present
- Member, UVU Student Success and Completion Committee 2015 - Present
- Member, UVU Inclusion Executive Committee 2015 - 2022
- Member, UVU Senior Executive Leadership Forum Executive Committee 2015 - Present
- Member, University Executive Council 2015 - Present
- Co-Chair, UVU Interreligious Engagement Advisory Council 2015 - 2020
- Chair, UVU University Accessibility Committee 2015 - 2020
- Chair, UVU Behavioral Assessment Team 2014 - 2018
- President, Professional Association for Campus Employees 2011 - 2013

## HONORS & AWARDS

- UVU Presidential Award of Excellence for Student Success 2018
- UVU Professional Association for Campus Employees Award of Excellence 2009
- UVU Teaching Excellence Award for Adjunct Faculty 2008

## PROFESSIONAL CERTIFICATIONS

- College, Student Wellbeing, Trauma, and Resilience, Florida State University 2022
- NASPA Certificate Program in Student Affairs Law and Policy In process

## SCHOLARSHIP & PUBLICATIONS

Palmer, A. A. (2021). *A qualitative descriptive study exploring non-LDS faculty and staff experiences* (Order No. 28317549). Available from ProQuest Dissertations & Theses A&I. (2494863505). Retrieved from <https://ezproxy.uvu.edu/login?url=https://www.proquest.com/dissertations-theses/qualitative-descriptive-study-exploring-non-llds/docview/2494863505/se-2?accountid=14779>

Palmer, A., Freeman, P., & Zabriskie, R. (2007). Family Deepening: A qualitative inquiry into families who participate in service expeditions. *Journal of Leisure Research*, (39)3, 438-458.

Hill, J., Mead, N., Dean, L., Hafen, D., Gadd, R., Palmer, A., & Ferris, M. (2006). Researching the 60-hour dual-earner workweek: An alternative to the "opt-out revolution". *American Behavioral Scientist*, 49(9), 1184-1203.

Freeman, P., Palmer, A., & Baker, B., (2006). Perspectives on life and leisure of LDS women who are stay-at-home mother. *Journal of Leisure Sciences*, 28, 203-221.

Palmer, A. (2005). Family deepening: A qualitative inquiry into the experience of families who participate in service missions (Master's Thesis, Brigham Young University, 2005).

## REFERENCES

- Dr. Michelle Kearns, VP Student Affairs, Utah Valley University, [michelle.kearns@uvu.edu](mailto:michelle.kearns@uvu.edu)
- Dr. Andrew Stone, AVP Student Experience & Enrollment, Utah Valley University, [andrew.stone@uvu.edu](mailto:andrew.stone@uvu.edu)
- Dr. Jeremy Knee, Deputy General Counsel, Utah Valley University, [jknee@uvu.edu](mailto:jknee@uvu.edu)

# ANDREW J. STONE

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## QUALIFICATION SUMMARY

**Enrollment, Retention, & Student Experience Leadership:** I have extensive experience serving as the campus chief enrollment officer with direct oversight for monitoring and developing a seamless student enrollment experience to ensure access and support student success.

**Collaborative Leadership Abilities:** I am a team-oriented individual with experience and skills in collaborating across campus, state, and community organizations with extensive experience in bringing people together to reach enrollment and retention goals.

**Knowledge of Marketing, Recruitment, & Public Relations Strategies:** I have experience leading and collaborating to develop recruitment marketing and communication plans, including the utilization of social media to target students.

**Organizational Planning and Development Experience:** I possess strong organizational skills and excel in developing and managing state and institutional initiatives from conception, to strategic development, to execution, and ongoing assessment.

**Institutional and Community Relations:** I have experience mobilizing and engaging stakeholder coalitions to advance education initiatives including experience working with campus administrators, students, faculty, staff, as well as business and community leaders.

**Program Assessment and Evaluation:** I have experience developing and analyzing assessment plans and outcomes, including student surveys, to understand the student experiences and implement necessary changes to support the success of students from all backgrounds.

**Commitment to Innovative Education:** I am committed to ensuring access to education and success for all students. It is important for me to be involved with efforts to expand opportunities and develop innovative solutions to improve student outcomes.

## CAREER SUMMARY

### **Associate Vice President- Student Experience & Enrollment Management February 2023 - Current**

Utah Valley University- Orem, Utah

#### **Responsibilities**

**Enrollment Management:** Develop a Strategic Enrollment Management plan to support a growing open admissions institution.

**Student Experience:** Work collaboratively to create a one of a kind student experience from recruitment to graduation, and every step in between.

**Improve Communication:** Develop a communication plan to support students at different points in the onboarding experience. Incorporate timely communications and nudges from multiple departments across campus.

**Focus on Retention & Graduation:** Streamline the graduation application process and implement strategies to award credentials along the student pathway.

**Utilize Technology & Data:** Maintain focus on clearly understanding the student experience and filling gaps in our data. Maximize technology resources to support student success and completion.

## **Dean - Enrollment Development**

**August 2021 - February 2023**

Mesa Community College- Mesa, Arizona

### **Responsibilities**

**Process Improvement:** Collaborating with others across campus and third-party consultants, develop strategies to remove barriers and improve the student enrollment experience.

**Develop Partnerships:** Build and maintain relationships with faculty, staff, community partners, city leaders, school district administrators, and college district professionals to increase access and support student success.

**Expand Services:** Develop and expand virtual and in-person student services to support service needs and maximize resources to serve both online and in-person students.

**Monitor Enrollment:** Build dashboards to support a culture of data management and enrollment monitoring from recruitment to enrollment and retention to completion.

**Effective Management:** Lead and oversee multiple campus departments and coordinate strategic planning, assessment, and budgets with other campus stakeholders (i.e. advising, marketing, IT, institutional research, etc.).

### **Accomplishments**

- Developed a cross-departmental communication plan to represent the outgoing communications to incoming and returning students.
- Worked with the American Association of Collegiate Registrars and Admissions Officers (AACRAO) to complete a thorough analysis of the student experience through each element of the enrollment experience.
- Based on the results of the AACRAO study, developed a plan to begin to address each potential barrier to improve the student experience and increase retention.
- Built strong collaboration with district and high school partners to improve the process for high school students registering for concurrent and dual enrollment courses.
- Actively leading campus efforts to develop the admission and registration pathway for two new Bachelors degrees beginning Fall 2023.
- Created a structure for staff engagement and training through the formalization of staff and leadership meetings and coordination.

## **Associate Vice President- Enrollment Management**

**January 2017 - July 2021**

Utah Valley University- Orem, Utah

### **Responsibilities**

**Enrollment Management:** Work across the campus to monitor and track recruitment, admission, registration, financial aid, and other areas related to enrolling students.

**Assessment:** Incorporate surveys and other strategies to better understand the student experience onboarding to UVU and develop the structure for reviewing and addressing the results of such assessments with campus leaders.

**Innovate:** Improve processes and practices to ensure students can access higher education at UVU seamlessly utilizing the results of student feedback as the primary evaluation tool.

**Strategic Planning:** Develop departmental and divisional goals to align with the focus and direction of the enrollment management division, student affairs, and ultimately the institution.

**Collaboration:** Work directly with leaders from various campus departments to improve the admission process, develop student marketing and communication plans, create a seamless onboarding experience, and promote various aspects of student success.

### **Accomplishments**

- Removed dozens of barriers to improve processes for students. Including the reduction of paper processes, simplified advisor assignments for students, improved transcript evaluation processing, built timely messaging to students, reduced and simplified the number of enrollment holds, and built a personalized student dashboard to help them navigate their enrollment process.
- Simplified the admissions, graduation and scholarship application processes to reduce process steps by eliminating unnecessary questions for the applicant and reducing processing time.
- Implemented multiple software solutions to improve the student experience including Campuslogic which reduced the financial aid verification processing time by several weeks, Academicworks that simplified the scholarship awarding process allowing for student notifications to be sent much earlier, and the implementation of the Ocelot chatbot to increase the access and support for students to receive help outside of business hours.
- Developed the system and processes to auto-award various associate degrees and certificates leading to the verification and awarding of thousands of additional UVU credentials.
- Assessed and modified the campus scholarship awarding processes to maximize scholarship resources and reappropriated scholarships to target student completion through UVU Greenlight & UVU Reach.

## **Assistant Vice President- Recruitment & Outreach September 2014 – January 2017** Utah Valley University- Orem, Utah

### **Responsibilities**

**Strategic Recruitment:** Work collaboratively with stakeholders across the campus to develop strategies to recruit students to UVU.

**Marketing:** Develop marketing strategies, using various mediums, to attract students from around the state and region.

**Develop Data Elements and Function:** Develop and implement a data warehouse of recruitment activities to increase efficiency and to inform decision making.

**Manage:** Work with the directors of five different areas to ensure effective work, compliance, planning, and consistently improved programming.

**Innovate:** Improve and align the recruitment to enrollment funnel through effective planning and collaborative interactions with other departments.

## **Accomplishments**

- Intentionally supported new student connections with UVU, through the development of the new student UVU Greenbox and outreach calls to students within 48 hours of admission.
- Lead cross-divisional conversations to fully unpack the student life cycle leading to the development of clearer alignment and connections through the enrollment funnel.
- Worked with academic partners to implement ALEKS math placement as a tool to help students refresh and more accurately place into math.
- Connected with K16 Alliance partners to create data share agreements for the sharing of student lists with UVU partners to promote recruitment and increase access to UVU.
- Supported the work and multiple initiatives related to the student success and retention efforts including developing timely communications to returning students and aligning work across campus departments.

## **Director of Admissions**

Utah Valley University- Orem, Utah

**August 2012 - September 2014**

## **Responsibilities**

**Increase Enrollment:** Collaborate with campus partners to increase the number of students who admit and ultimately enroll at UVU.

**Assessment:** Evaluate student surveys to improve the admissions, international admissions, and residency processes.

**Strategic Planning:** Develop departmental goals to align with the focus and direction of the division and Student Affairs.

**Collaboration:** Through collaboration with other departments, improve the admission process, communication, and overall experience of students through the admission pipeline.

**Marketing:** Improve admission communications, website, and other materials to provide clear information to assist students through the admission process.

**Manager:** Lead and develop staff members to improve team performance and the individual skill sets of each staff member.

## **Accomplishments**

- Transformed multiple paper processes to paperless systems to reduce staff processing time and promote student access.
- Revamped the student residency process including the increase of communication, reduction of steps, and simplification of the document submission process for students.
- Re-imagined and developed the physical office space to maximize staff resources and provide space for students to visit the office.
- Advanced from Assistant Director of Admissions (August 2012-February 2013) to Director of Admissions.

## **Special Assistant to the Commissioner of Higher Education May 2011 - August 2012**

Utah System of Higher Education- Salt Lake City, Utah

## **Responsibilities**

**Advocacy:** Assist the Commissioner of Higher Education in developing and advocating an aggressive policy agenda for the system of higher education and other policy forums in the state.

**Communication:** Coordinate and collaborate with state and government agencies to further Utah System of Higher Education initiatives.



**Coordination:** Work with various state and institutional organizations to build initiatives focused on improving education and completion.

**Administrative:** Assisted in administrative support for the Utah State Board of Regents; fostered relationships and networks amongst regents and other state leaders, and assisted in general office administrative tasks.

### **Accomplishments**

- Led the effort to establish the first Complete College Utah Academy conference.
- Supported system efforts to communicate “Building Utah’s Future through Higher Education” (66% of Utah adults with a post-secondary degree or certificate by 2020) across key stakeholders.
- Worked with the National Governors Association to build a Complete to Compete grant program.
- Collaborated with industry and agency leaders to build the framework for implementing UtahFutures.org.

### **Program Director- New Student Orientation**

**August 2007 - May 2011**

Utah Valley University- Orem, Utah

### **Responsibilities**

**Marketing:** Establish and maintain a comprehensive marketing and communication plan using social media, print, mail, and other mediums.

**Assessment:** Develop a strategic assessment plan to evaluate orientation programming and to ensure proper alignment with Utah Valley University mission and values.

**Advise:** Lead and advise two branches of the Utah Valley University Student Association. This includes assisting with program development and advising students on issues related to leadership and academic pursuits.

**Coordination:** Develop and sustain initiatives across campus by working with various campus departments including: Admissions & Registration, Academic Advising, Campus Marketing, Prospective Student Services, Student Government, Dean of Students, Judicial Affairs, etc.

### **Accomplishments**

- Shifted UVU Orientation from one large event to multiple smaller orientation sessions offered throughout the year to help students establish better connections with UVU.
- Developed a student leadership program for 10-12 student orientation leaders.
- Worked with campus marketing to develop the UVU New Student Welcome Guide to support new students transitioning to UVU.
- Built a network of campus departments to focus specifically on the development of a supportive new student onboarding experience.

## **EDUCATION CREDENTIALS**

<b>2010 – 2014</b>	Doctor of Philosophy - Educational Leadership and Policy, University of Utah
<b>2008 – 2010</b>	Masters of Education - Emphasis in Student Affairs, University of Utah
<b>2003 – 2008</b>	Bachelor of Science - Psychology, Utah Valley University
<b>2000 – 2001</b>	Associate of Science - Utah Valley State College

# ACADEMIC INSTRUCTION

## **Leadership in Higher Education**

Masters of Education  
Utah Valley University- School of Education

**January 2020 – April 2021**

## **Student Leadership & Success**

Student Leadership & Success Studies  
Utah Valley University- Orem, Utah

**August 2007– April 2011 &  
August 2018- January 2020**

## **Introduction to Speech Communication**

Communications Department  
Utah Valley University- Orem, Utah

**August 2012– December 2012**

## **University Student Success**

Student Leadership & Success Studies  
Utah Valley University- Orem, Utah

**August 2010 - April 2012**

# COMMITTEE INVOLVEMENT

## **Mesa Community College-**

MCC Bachelors Degree Implementation Committee	2021-2023
Mesa College Promise Advisory Committee	2021-2023
Graduation Process Task Force	2021-2023
MCCCD Deans Council	2021-2023
Mesa Public Schools Coordination	2021-2023
Dual Enrollment Coordination	2021-2023
Enrollment Center Coordination	2021-2023
Course Applicability Next Steps	2021-2023
SAALT Committee	2021-2023
Thunderbird Leadership Team	2022-2023
Equity in Retention Academy	2022-2023

## **Utah Valley University-**

UVU Scholarship Committee	2016 - 2021
UVU Inclusion Committee	2016 - 2018
UVSELF	2013 - 2014
Getting Started Committee	2012 - 2014

Orientation Task Force	2014
CLUSTER	2013 – 2021
SCORE	2012 - 2014
Enrollment Management IT Priority Committee	2012 - 2021
Graduate Support Committee	2012 - 2014
Student Success and Retention Committee	2007 - 2021
First-year Experience Committee	2007 - 2011
Student Affairs Web Focus Committee	2010 - 2011
Utah NASPA Planning Committee	2009 - 2010
Learning Communities Committee	2010 - 2011
Parent Programs Committee	2009 - 2011

**Utah System of Higher Education-**

College Application Week	2013 - 2014
Complete College Utah Academy	2011 - 2012
UtahFutures.org Executive Steering Committee	2011 – 2012
National Governors Association Complete to Compete Grant	2011 - 2012

**REFERENCES**

Dr. Tammy Aagard  
*AACRAO Senior Consultant* e. taagard17@gmail.com

Dr. Kyle Reyes  
*Vice President - Institutional Advancement* p. 801.376.4657  
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Dr. Alexis Palmer  
*Associate Vice President & Dean of Students* p. 801.376.2842  
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*University Registrar* p. 801.656.8460  
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**PROFESSIONAL WORKSHOPS AND PRESENTATIONS**

Stone, A.J., Humphrey, E., & Coles, K.R. How to Improve Onboarding. November 6, 2019. AACRAO SEM Conference. Dallas, TX.

Stone, A.J. How to Effectively Work with Campus Administrators. May 6, 2014 Orem, UT. Utah Leadership Academy.

Stone, A.J. & Burton, R. “Clear Communication when Working with Teams.” October 30, 2013 Las Vegas, NV. Pacific Association of Collegiate Registrars and Admissions Officers.

Hitch, E., Dillingham-Evans, D., & Stone, A.J. “Developing and Implementing a Statewide College Completion Academy.” July 27, 2012 San Francisco, CA. American Association of State Colleges

and Universities (AASCU).

Stone, A.J. (2012- 2015) Utah Scholars Presenter. Regularly present at local Junior High schools about the benefits of postsecondary education and how to prepare now.

Stone, A.J. (2011). Utah Leadership Academy. Hosted two workshops at the Utah Leadership Academy. Over 200 student leaders from around Utah convene annually to learn about student leadership and higher education.

Stone, A.J. (2008-2011). Student Leadership Workshop. Presented twice a year at the American Student Association of Community Colleges Student Leadership and Advocacy Conference.

## **SCHOLARSHIP AND PUBLICATIONS**

Stone, A.J. (2012). State big goal policies: Implications for campuses. *Journal of Education, Policy, Planning & Administration*, 2(1), 51-63.

*Abstract: This paper examines the newly adopted policy agendas of twenty different states, which are designed to increase college completion rates. Over the past five years, a growing number of state policy leaders have worked with institutions in implementing strategies aimed at improving completion rates. One significant motivation for adopting state goals is to sustain and enhance economic competitiveness in a global economy. By examining state legislation and higher education system planning documents, this paper highlights some of the practical implications associated with achieving state "big goals." In addition, this paper investigates the common characteristics of state big goals across the United States.*

Martin, C.K., Raje, J.P., Howell, C.A., Sederburg, W.A., Stone, A.J., Aird, J.A., & Curtin, J.A. (2012). *HigherEdUtah2020 Strategic Plan: 2011 Report*. Salt Lake City, UT: Utah System of Higher Education.

*Abstract: Annual report of the HigherEdUtah2020 Strategic Plan. The report provides an update on the various initiatives—current and future—that are helping Utah attain its big goal to have 66% of Utahns—men and women age 25 to 64—with a postsecondary degree or certificate by the year 2020. This document also contains institutional updates from the eight USHE institutions regarding their prioritized initiatives aimed at helping the state attain its big goal and relative to their distinctive institutional mission and role within Utah's system and network of higher education institutions.*

# Bryant Larsen

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## My Value Proposition

- **Strategic and Creative Vision** — I harness the power of marketing and communications to drive key organizational objectives, by developing and activating creative solutions.
- **Culture Building** — I've worked to build an environment where collaboration is the norm, where good ideas thrive, and where "the why" is ever-present.
- **Value-based Leadership** — I strive to create a clear vision for my team, set high expectations, then empower them to operate at the top of their license to achieve great results. Integrity is core to my approach to leadership.
- **Interpersonal Connections** — I'm a connector by nature and have built strong relationships with other leaders and community partners. I believe the ability to foster and maintain healthy relationships is foundational to marketing and communications.

## Experience

### **Associate Vice President, Strategic Communications | Utah Valley University | 2022-present**

Lead three directors and their teams accountable for:

- University-wide public relations, crisis communications and thought leadership
- Internal communication to faculty, staff and students, including intranet
- Publications and editorial content, including the University's Annual Report

Serve on the University Executive Council

Collaborate with the AVP of Marketing on integrated campaigns

### **Assistant Vice President, Marketing & Communications | Intermountain Healthcare | 2018-2022**

Led 5 marketing and communications directors and their teams, with responsibility for:

- All marketing and communications activity for 24 hospitals, 2,000 employed physicians and advanced practice providers, and nearly 200 clinics.
- Integrated marketing campaigns for major service lines, including cancer, heart, behavioral health
- A \$300 million fund-raising campaign for children's health
- Community Health initiatives and cause marketing focused on suicide prevention, and social determinants of health
- Community Relations, including relationship development with nearly 2,000 community leaders
- Led PIO section of Incident Command for the enterprise during COVID Pandemic, including communications for Project Protect, a community initiative involving thousands of volunteers who produced 5 million clinical masks for healthcare workers when the global supply chain was in disarray
- Reported to Senior Vice President; supported executive communication

### **Region Director, Communications — Central Region | Intermountain Healthcare | 2011-2018**

- Led a team of 15 professionals, responsible for marketing, media relations, internal communications, community relations, executive communications, and governing board support for seven hospitals, including Intermountain's flagship facility
- Reported to region vice president; member of the Region Executive Team
- Helped lead a rebrand of the Heart Institute
- Worked with administrator to solidify identity of Intermountain Medical Center
- Led communications during the region launch of Intermountain's electronic health record

# Bryant Larsen

## **Region Director, Communications and Government Relations — South Region | Intermountain Healthcare | 1991-2010**

- Responsible for marketing, communications, government relations, community relations, and philanthropy for three Intermountain hospitals in Utah County
- Had responsibility for five rural hospitals
- Registered as a Utah lobbyist
- Organized four community relations councils

## **Community Relations Associate | University of Utah Health Sciences Center | 1989-1991**

- Responsible for weekly internal communications publication, media relations, special projects

## **Adjunct Instructor in Public Relations | Brigham Young University | 1997-2004**

## **Education and Certifications**

### **Master of Science in Journalism | Northwestern University | Evanston, Illinois | 1989**

- *Reader's Digest* Scholarship recipient
- Internship at the American Medical Association

### **Bachelor of University Studies | University of Utah | Salt Lake City, Utah | 1988**

### **General Studies | Portland State University | Portland, Oregon | 1985-1986**

### **Accredited in Public Relations (APR) | Public Relations Society of America | 1996-2019**

## **Key Competencies**

- Strategic Communications and Message Development
- Integrated Campaign Development and Execution
- Brand Stewardship
- Team Development
- Group Facilitation
- Budget Management
- Media Relations
- Crisis Communication/Issues Management/Incident Command/PIO
- Event Planning and Management
- Internal and Executive Communications
- Publications Management
- Government and Community Relations
- Writing, Editing and Storytelling

# Bryant Larsen

## Community Engagement

Community Development Corporation of Utah, Board Member | past member

Utah Hospital Association Government Relations Committee | past member

Boys and Girls Clubs of Utah County | past board chair

Salt Lake Chamber of Commerce Leadership Utah Program | graduate

2012 Timberline Middle School Community Council | past chair

Public Relations Society of America local chapter | past chair

# CANDICE L. GARDNER, MPA

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## OBJECTIVE

Highly motivated and results-driven professional with a proven track record in strategic development, fundraising, and management. An executive with expertise in cultivating relationships, securing major gifts, and driving fundraising initiatives to support the growth and success in higher education.

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## SKILLS

- Strategic planning and execution
- Team leadership and management
- Major gift cultivation and solicitation
- Donor relationship management
- Fundraising event planning
- Budgeting and financial analysis
- Excellent written and verbal communication skills
- Donor management software proficiency
- Strong interpersonal and networking abilities

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## PROFESSIONAL EXPERIENCE

***Associate Vice President of Development***  
Utah Valley University | Orem, UT

(Oct 2022 - Present)

### Management/Administration:

- Develop and execute strategic fundraising plans, aligning with the university's vision and goals by engaging internal teams in the division and collaborating with university leaders solidifying essential partners throughout the institution.
- Lead a team of development professionals, providing guidance, training, supervision, performance evaluations, coaching, and fostering a culture of collaboration.
- Implement innovative fundraising strategies including major gifts, annual giving, alumni relations, planned giving, and prospect research, and special events.
- Manage relationships with key stakeholders, including board members, donors, volunteers, and community partners.
- Utilize data analytics to inform decision-making, identify fundraising trends, and evaluate the effectiveness of fundraising efforts.
- Provide regular reports to the institution's senior management, Board of Trustees, and other governing and volunteer boards, highlighting fundraising progress and outcomes.

### Development/Fundraising:

- Developed and implemented comprehensive fundraising strategies including building strong donor pipelines to support the university's inaugural comprehensive campaign.
- Collaborate with the marketing and communications team to create compelling fundraising materials and campaigns.
- Identify and cultivate relationships with major donors, foundations, and corporate partners to secure substantial financial contributions.



- Utilize donor management software to track donor interactions, manage gift processing, and generate accurate reports for analysis and maintaining a portfolio of high-value prospects and personally securing major gifts.
- Create and execute successful fundraising events, overseeing all aspects, including logistics, sponsorships, and donor cultivation.
- Conduct prospect research to identify new funding opportunities and expanded the donor base.

***Senior Director of Development***  
Utah Valley University | Orem, UT

(Aug 2021 - Oct 2022)

Management/Administration:

- Managed a team of development directors embedded in various divisions of the university
- Directed several successful fundraising events with detailed attention to allotted budget
- Managed multiple fundraising indexes with awareness to the budgeted allocation, projections, and flexible redirection
- Developed strong relationships, coordination, and collaboration with employees at all levels both internal to Institutional Advancement and other divisions in the university for successful outcomes
- Appropriately executed informal leadership in a variety of circumstances and successfully bridged relationships
- Excelled in managing up, speaking truth to power, and made my voice heard while effectively contributing to decision making and strategy
- Set clear expectations and communicated candidly to team members to create an environment for success
- Captured context and issues for tracking and discussion in team meetings and 1-on-1 conversations including assignments for accountability
- Intentionally gave thoughtful and productive feedback
- Instigated and co-lead development leadership/strategy retreats to brainstorm ideas, create an environment of trust, work to solve problems, and improve the overall strategy and performance of the development team
- History of creative problem solving, participative style, and known for being a results-oriented leader who works effectively and cooperatively with senior staff

***Institutional Advancement Director - Student Affairs***  
Utah Valley University | Orem, UT

(Oct 2018 - Aug 2021)

Fundraising Procedures/Techniques:

- Took initiative to meet with all departments in Institutional Advancement to learn and to discover ways to improve communication and processes
- Attended multiple fundraising conferences to increase my knowledge and understanding of fundraising techniques
- Worked directly with the director of gift planning on long-term donor strategies
- Intentionally shared ideas and knowledge with colleagues to help them improve and enhance the professionalism of the team
- Lead the changed culture of fundraising in Student Affairs (SA)

- Creating and implementing fundraising training
- Directed to completion multiple CASE statements
- Empowered an army of SA employees who know their area's story to share with the community
- Served as a fundraising resource to employees and students to help facilitate their fundraising goals

***Executive Assistant to the President***

(Jun 2010-Sep 2018)

Utah Valley University | Orem, UT

Supported the president of Utah's largest higher education institution, by successfully performing a broad variety of executive projects and tasks.

Executive Liaison

- Communicated directly and on behalf of the president with senior management, staff, and others on matters related to president's priorities, initiatives, and goals
- Worked closely with Institutional Advancement in coordinating events, meetings, and donor relations to assist the president in achieving his prioritized fundraising objectives
- Demonstrated strong leadership to maintain credibility, trust, support, and to build relationships crucial to the success of the organization with senior management, staff, and others
- Facilitated cross-divisional coordination of travel and outreach plans specifically with the VP of Institutional Advancement, focusing largely on fundraising, collaborative partnerships, and other development initiatives
- Successfully managed an assortment of special projects for the president

Executive Support

- Managed an extremely active calendar of appointments working with multiple university and community constituencies to guarantee the most strategic use of the president's time and ensure that his calendar was in alignment with his priorities and goals
  - Ensured the president's schedule was followed and respected by acting as a gatekeeper for access to the president's time and office
- Followed up on contacts made by the president and supported the cultivation of ongoing relationships
- Researched, prioritized, and followed up on incoming issues and concerns addressed to the president, including those of a sensitive or confidential nature
- Determined appropriate course of action, referral, or response
- Followed through on projects to successful completion, often with deadline pressures
- Planned and organized a wide variety of events often in coordination with multiple divisions
- Worked closely and effectively with the president to keep him well informed of upcoming commitments and responsibilities, following up appropriately
- Provided a bridge for smooth communication between the president's office and internal departments

- Acted as a barometer for the Presidential Suite having a sense for the issues taking place and keeping the president updated as needed
- Prioritized conflicting needs and handled matters expeditiously and proactively
- Ghost wrote, reviewed, and edited numerous documents and communications at the highest-level for administration of the university

*Administrative Assistant to the Vice President of Academic Affairs*  
Utah Valley University | Orem, UT

(Aug 2009-Jun 2010)

Conserved the vice president's time and promoted institutional image by appropriately representing the vice president both internally and externally.

- Coordinated a complex daily schedule and provide necessary documents and background information to prepare the vice president for all meetings
- Professional and courteous while successfully interacted as a liaison between the vice president, key executives, community leaders, students, and employees
- Performed various office duties such as answering phones, routing messages, filing and record keeping, preparation of letters, memos and agendas, taking minutes, and tracking items for future discussion
- Created computer graphs, forms, and documents as directed for vice president's review
- Collaborated, prepared, and edited presentations given by the vice president
- Assisted the vice president with various projects and make independent decisions as needed
- Served on several institutional committees as well as be a liaison in meetings where the vice president was unavailable

*First Interstate Mortgage/Trimrock Development*

Lehi, UT (May 2006 - Aug 2009)

Simultaneously functioned in the following positions:

- **OFFICE MANAGER/ADMINISTRATIVE ASSISTANT TO PRESIDENT** - Managed employee's schedules and office supplies. Developed and designed advertising packets for multiple companies in the office as well as all business cards, company logos and development signs. Performed various assistant responsibilities for the president including; daily schedule, time-sensitive documents, confidential business transactions, and monitored incoming and outgoing correspondence.
- **CONTROLLER** - Performed all accounting duties for four internal companies. Duties included reconciling of bank accounts, deposits, invoicing, estimates, purchase orders, and accounts receivable/accounts payable items. Created reports for budget projections, project financial analysis, and historical data analysis.
- **LOAN OFFICER**- Responsible for all residential loan applications, loan pricing, conditions and closings. Oversaw loan processing and managed all loan processors as well as handled all underwriting conflicts and questions.
- **TRUCK/EQUIPMENT MANGER** - Managed trucks, materials, and scheduling for trucking and excavating companies. Continuously found and bid jobs to lease out trucks and equipment. Tracked preventative maintenance for all equipment. Scheduled and coordinated truck and equipment repairs. Generated various maintenance, fuel, and profit reports for owner's review.

- **COMPUTER SYSTEMS ADMINISTRATOR** - Monitored 13 computers, 2 servers, and all domains in office using Windows 2003 server. Setup VPN tunnels for telecommuting employees, configured permissions on folders, setup access on multiple printers. Analyzed and monitored potential risks from viruses. Configured & managed multiple email accounts for all employees.

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## EDUCATION

Brigham Young University, Provo, UT (2018)  
**Master of Public Administration**

Utah Valley University, Orem, UT (2013)  
**Bachelor of Science - Political Science**

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## AWARDS & RECOGNITIONS

UVU Presidential Award of Excellence - 2018

UVU Distinguished Employee of the Year - 2014

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## PROFESSIONAL MEMBERSHIPS

Council for Advancement and Support of Education (CASE)

National Association of Student Personnel Administrators (NASPA)

# DR. CHERYL HANEWICZ

512 N. Mallard Dr., Unit D ▲ Vineyard, UT, 84059 ▲ 801-230-5510 ▲ hanewich@uvu.edu

## EDUCATION

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2007	Doctor of Education in Educational Leadership, Eastern Michigan University (EMU)
1997	Master of Technology Studies, EMU
1995	Bachelor of Science: Individualized Interdisciplinary Concentration, EMU
1985	Associate of Science, Macomb Community College, Clinton Township, MI

## ACADEMIC EXPERIENCE

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*Dean, College of Health and Public Service, Utah Valley University (UVU). (January 2021 – Present).*

- **Serve as academic and professional leader of a college that serves over 2,200 students.** Manage eight departments encompassing three campus locations, 80 full-time faculty, 115 adjuncts, and over 70 staff. The School of Health includes the Departments of Allied Health, Nursing, Public Health, and Physician Assistant. The School of Public Service includes the Departments of Criminal Justice, Emergency Services, Master of Public Administration, and the Utah Fire and Rescue Academy. Oversee numerous specialized national accreditations. Support student innovations and initiatives, and address student concerns and recommendations.
- **Develop and implement budgets and strategic plans.** Oversee a \$15M annual budget that includes appropriated and non-appropriated funds and departments. Develop yearly financial requests in collaboration with faculty and staff for the Planning, Budgeting, and Assessment (PBA) process. Collaborate with Dean's Office staff, Advising Manager, Development Director, and other stakeholders to create objectives and quality improvement goals to increase student completion, establish a culture of inclusion, and expand industry partnerships and donations. Budgeting and planning are an integrated process that reflects the university's Vision 2030 plan and informs the PBA process.
- **Advocate for faculty and shared governance.** Work with faculty to develop rank, tenure, and promotion criteria with a clear path of advancement. Meet regularly with Chairs and Program Directors to distribute faculty workload, including reassign time and overload plans. Fund scholarly activities and grant development to promote faculty scholarship and engaged learning projects with students. Conduct monthly council meetings for Dean's Office staff and Department Chairs to communicate important information and provide an open forum for academic leadership discussions.
- **Lead the Healthcare Expansion Initiative.** Increase student capacity in current programs, determine healthcare needs in region, and develop grant and donor funding. Complete the remodeling plan to expand Dental Hygiene, Respiratory Therapy, Paramedics, and the Police Academy at UVU's Lehi Campus. Implement new programs in Occupational Therapy Assistant, Physical Therapist Assistant, and Health & Wellness Coaching Certificate.
- **Engage the community.** Created the first college Advisory Board comprised of professionals from healthcare and public service industries. Work with Development Director to create case study for fundraising. Celebrate donors at luncheon where they meet their scholarship recipients and support them at university events. Develop articulation agreements with partner educational institutions to create stackable degree programs for students.

*Interim Associate Provost, Engaged Learning, UVU. (July 2018 – December 2020).*

- Managed Office of Engaged Learning including Internship Services, Office of Engagement, Academic Service Learning, Global/Intercultural, Undergraduate Research & Creative Works, Engaged Curriculum, and Capitol Reef Field Station.
- Administered \$2.9M budget, developed and implemented strategic plans that included Vision 2030 and Student Completion 2.0.
- Oversaw Grants for Engaged Learning, Title III grant (Strengthening Completion and Engagement at UVU), and academic distinction programs (Global/Intercultural and Service Learning).
- Organized the Presidential Lecture Series and other engaged events on campus.
- Served as member of the Academic Affairs Council, University Executive Council, and Chief Academic Officers Committee.

*Professor, Technology Management Department, UVU. (August 2005 – December 2020).*

- Developed curriculum and taught technology-based courses both on campus and online.
- Created assessment surveys and wrote reports.
- Served on academic committees and completed research projects.
- Taught independent project and research classes with undergraduate students.
- Completed the Faculty Center for Teaching Excellence's Teaching Academy and subsequently became a Faculty Mentor. Also mentored nontraditional female students through a Career and Technical Education mentoring program and Sunshine Lady Foundation

*Interim Associate Dean, College of Engineering & Technology, UVU. (Sept. 2016 – June 2017).*

- Developed and sustained infrastructure requirements in a college that included over 100 full-time faculty members and approximately 4,500 students.
- Worked with project and financial managers to ensure construction and space projects were approved, funded, and completed.
- Managed college grant activities.
- Developed concurrent enrollment opportunities with local school district.
- Reviewed tenure folders and assisted Dean in writing recommendation letters.
- Resolved student grievances.

*Technology Management Department Chair, UVU. (July 2011 – June 2017).*

- Recruited, hired, and managed a department of 7 full-time and 15 part-time faculty.
- Administered the department budget, conducted annual faculty evaluations and tenure/promotion letters, and ensured all tenure-track faculty completed a tenure and promotion plan.
- Scheduled courses on campus and directed effort that provided all courses online.
- Designed programs and curriculum, including the Six Sigma Green Belt Certificate of Proficiency.
- Developed and maintained articulation agreements with community and technical colleges.
- Conducted SWOT analyses, created strategic plans with department faculty, and maintained relationships with local employers and program alumni.
- Received a \$147,000 Utah Cluster Acceleration Partnership Grant to develop Advanced Manufacturing Certificate in partnership with Mountainland Technical College.

- Worked with Utah Valley University personnel across campus to plan, promote, and support STEM (science, technology, engineering, and math) activities and events.
- Created Advisory Board for Advanced Manufacturing Certificate and reconstituted Technology Management Advisory Board.

*Director of Student Success and Retention, UVU. (September 2007 - December 2008).*

- Led the Student Success and Retention initiative to remobilize the retention effort on campus, including budgeting, planning, and PBA funding requests.
- Administered a \$2 million Title III Grant, which included designing and implementing many retention activities and writing grant evaluation reports.
- Established and reinforced partnerships with people and departments throughout campus to improve retention efforts.
- Created policies and procedures for the new retention office.

*Lecturer, School of Technology and Professional Services Management, Eastern Michigan University (EMU). (1997 - 2005).*

- Developed curriculum and taught technology-based courses both on campus and online for the Technology Management department.
- Assisted in administering the Master of Technology Studies and providing advising services.
- Reviewed and tracked Graduation Audit forms and managed graduate assistants.
- Worked with Continuing Education to implement the graduate program in Virginia.

*Graduate Assistant/Adjunct Professor, EMU. (1995 - 1997).*

- Taught technology-related courses for both School of Technology and Professional Services Management and College of Health and Human Services.
- Developed and maintained student databases.
- Assisted graduate students and supervised new graduate assistants.
- Designed, edited, and wrote for the *Master of Technology Studies Newsletter*.

## **PROFESSIONAL EXPERIENCE**

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*Undergraduate Student Office Assistant, School of Technology and Professional Services Management, Eastern Michigan University. (1993 - 1995).*

- Created and managed database for the Staff and Command program.
- Maintained class scheduling, invoicing, and payments.
- Processed requisitions and administered internal office accounting.
- Provided administrative support for department faculty members.

*Executive Assistant, Cimage Corporation, Ann Arbor, MI. (1990 - 1993).*

- Managed all activities for North America Sales and Marketing division president for this CAD/CAM software-development company.
- Created and maintained various databases and spreadsheets of customers and division personnel.

- Tracked department budget and managed reception-desk staff and activities.
- Coordinated Board of Directors meetings and did work for board members.

*Marketing and Sales Assistant, The DMW Group, Inc., Ann Arbor, MI. (1989 - 1990).*

- Prepared proposals for this telecommunication services company.
- Developed and standardized marketing material.
- Supervised graphic artist and handled incoming inquiries.

*Office Manager/Regional Secretary, Auto-trol Technology Corp., Southfield, MI. (1986 - 1988).*

- Managed office activities for this CAD/CAM software-development company.
- Created and managed customer database for regional area and created RFPs.
- Recruited, hired, and supervised clerical staff for office and Midwestern sales region.
- Coordinated regional sales meetings and national trade shows.

## **Consulting**

Washtenaw County Community Mental Health. (1998 - 2000).

Developed a database for community mental health case workers to improve quality and organizing information for case workers to facilitate follow-up care. Included the capability to input financial, personal, health, and historical information as well as reporting functions.

Macmillan Computer Publishing USA/Prentice Hall. (1997 - 1999).

Provided technical editing for Learn Word 97, Annotated Instructor's Edition. Wrote Annotated Instructor's Edition for Transition from Excel 5 to Excel for Windows '95. Annotated Learn on-Demand software, Instructor's Edition.

Detroit/Wayne County Metropolitan Airport, Romulus, Michigan. (1996 - 1999).

Designed, organized, and assisted in the writing of the Standard Operating Procedure Manual for the Division of Maintenance/Power for ISO 9000 certification. Conducted computer skills classes for airport executives.



## TEACHING

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### Utah Valley University (2005-2022)

PAS 6762, Personal and Clinical Leadership  
INFO 1050, Basic Computer Applications  
INFO 3400, Project Management  
ISYS 1050, Basic Computer Applications  
TECH 2000, Technology and Human Life (*developed curriculum for this new general education course in fall 2005, and developed online section in fall 2011*)  
TECH 3000, Introduction to Technology Management (*developed curriculum for this new course in fall 2007, and developed online section in fall 2008*)  
TECH 3400, Project Management  
TECH 4420, Organization Info Technologies (*developed curriculum for this new course in fall 2005, and developed online section in fall 2009*)  
TECH 481R, Internship  
TECH 489R, Undergrad Research Tech Management  
TECH 497R, Independent Study

### Eastern Michigan University (1995-2005)

Computers for Health & Human Service Professionals  
Information Technology Management and Organizations (*developed curriculum for this new course and taught both on-campus and online sections*)  
Microcomputer Applications  
Understanding Technology (*taught both on-campus and online sections*)

### Directed Student Learning

#### *Independent Study*

"Facility Manager Professional Certification." (Summer 2016).  
"Project Management Roots of Knowledge." (Fall 2015).  
"Plan Swift CAD/CAM Software." (Fall 2015).  
"Streamline Nebo School District Operations." (Fall 2014).  
"Human Resource Certification Training." (Fall 2014).  
"Finished Homes Relocation Services Training," (Spring 2014).  
"Intl. Distribution Research & Documentation." (Spring 2014).  
"Improve Data Management for Small Business." (Fall 2013).  
"IT Operations Manual." (Fall 2013).  
"License Plate Reader Operations Manual." (Fall 2013).  
"Business Plan for Flight Company." (Fall 2013).  
"Develop an Order Management System." (Fall 2013).  
"Redesign Inline Slitter." (Fall 2013).  
"Developing doTerra Relational Database." (Spring 2013).  
"Develop Quality Survey Instrument." (Spring 2013).  
"Draft House, LLC, Business Plan." (Spring 2013).  
"Feasibility of Implementing 3DVIA Software." (Spring 2013).  
"Organizational Workflow." (Spring 2013).  
"Six Sigma in Business." (Spring 2013).  
"Company ISO 9000 Standards." (Spring 2012).  
"Central Capex Purchasing and Logistics Manual." (Spring 2012).  
"Project Management at Shriner's Hospital." (Fall 2011).

"Marketing Plan for Technology Management at SLCC." (Fall 2011).  
"Estimating Electrical Needs for Marriot New Construction." (Fall 2011).

### *Supervised Research*

"Learner-Centered Teaching in an Online Technology Class." (Spring 2016). Student presented at National Conference on Undergraduate Research, April 2016.  
"U.S. – Chinese Space Relations," (Fall 2012). Student presented at National Conference on Undergraduate Research, April 2013.  
"The Feasibility of Transferring Recycled Plastic Lumber to Kenya." (Fall 2010 – Spring 2011). Student presented at Utah Conference on Undergraduate Research, Feb 2011.  
"Successful Life for Veterans Through Higher Education." (Fall 2013 - Spring 2014). Student presented at Utah Conference on Undergraduate Research, February 2014, and National Conference on Undergraduate Research, April 2014.  
Integrated Studies Thesis. (2007 – 2008)

### *Directed Other*

Internship Advisor. (Summer 2015). Directed two student internships.  
Center for Advancement of Leadership Mentor. (Spring 2013).

## **RESEARCH & SCHOLARLY WORK**

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### **Books**

Arendt, A., Trego, A., Hanewicz, & Becker, P. (2018). *Understanding Technology* (2<sup>nd</sup> ed.). Dubuque, IA: Kendall Hunt Publishing.  
Arendt, A., Hanewicz, C., Becker, P., & Trego, A. (2017). *Understanding Technology* (1<sup>st</sup> ed.). Dubuque, IA: Kendall Hunt Publishing.  
Hanewicz, C. (2000). *Word 2000 Advanced Essentials*. Upper Saddle River, NJ: Prentice Hall.

### **Journal Articles and Conference Proceedings**

Hanewicz, C., Becker, P.R., & Alin, P. (2018). *Maintaining the Relevance of Technology Management Programs in an Entrepreneurial Environment*. 2018 Portland International Conference on Management of Engineering and Technology (PICMET), 1-7.  
Hanewicz, C., Platt, A., & Arendt, A. (2017). *Creating a Learner-Centered Teaching Environment using Student Choice in Assignments*. *Distance Education*, 38(3), pp. 273-287.  
Hanewicz, C. (2012). *Geographic Information Systems and the Political Process*. Portland, OR: Western Political Science Association, 2012 Proceedings.  
Hanewicz, C. (2009). *Identifying Student Retention Patterns Using GIS Technology*. Portland, OR: Portland International Center for Management of Engineering and Technology, 2009 Proceedings.  
Hanewicz, C., Hammond, R. J., & Ness, S. K. (2008). *Retention Efforts at Utah Valley State College*. *Recruitment and Retention in Higher Education*, 6(6).  
Bellamy, A., & Hanewicz, C. (2001). *An Exploratory Analyses of the Social Nature of Internet Addiction*. *Electronic Journal of Sociology*, 5(3).  
Bellamy, A., & Hanewicz, C. (1999). *Social Psychological Dimensions of Electronic Communication*. *Electronic Journal of Sociology*, 4(1).

## Utah Women and Leadership Project

<https://www.usu.edu/uwlp/>

### Research Snapshots

- Hanewicz, C., & Madsen, S. (2011). *The College Attendance Decisions of Young Women in Utah*. Utah Women & Leadership Project, Orem, UT.
- Madsen, S. R. & Hanewicz, C. (2011). *The Influence of Other Significant People on a Young Woman's College Decision*. Utah Women & Leadership Project, Orem, UT.
- Madsen, S. R. & Hanewicz, C. (2011). *The Influence of Religion and Values on a Young Woman's College Decision*. Utah Women & Leadership Project, Orem, UT.
- Madsen, S. R. & Hanewicz, C. (2011). *The Influence of Aspirations on a Young Woman's College Decision*. Utah Women & Leadership Project, Orem, UT.
- Hanewicz, C. & Madsen, S. R. (2011). *The Influence of Finances on a Young Woman's College Decision*. Utah Women & Leadership Project, Orem, UT.
- Madsen, S. R. & Hanewicz, C. (2011). *The Influence of School Activities and Leadership Roles on a Young Woman's College Decision*. Utah Women & Leadership Project, Orem, UT.
- Madsen, S. R. & Hanewicz, C. (2011). *The Influence of College Preparation Activities on a Young Woman's College Decision*. Utah Women & Leadership Project, Orem, UT.
- Hanewicz, C. & Madsen, S. R. (2011). *The Influence of Teachers on a Young Woman's College Decision*. Utah Women & Leadership Project, Orem, UT.
- Madsen, S. R. & Hanewicz, C. (2011). *The Influence of School Counselors and Administrators on a Young Woman's College Decision*. Utah Women & Education Project, Orem, UT.
- Hanewicz, C. & Madsen, S. R. (2011). *The Influence of a Mother on a Daughter's College Decision*. Utah Women & Leadership Project, Orem, UT.
- Madsen, S. R. & Hanewicz, C. (2011). *The Influence of a Father on a Daughter's college Decision*. Utah Women & Leadership Project, Orem, UT.
- Madsen, S. R. & Hanewicz, C. (2011). *The benefits of Higher Education for Women in Utah*. Utah Women & Leadership Project, Orem, UT.
- Madsen, S. R., Hanewicz, C., & Thackeray, S. (2010). *Women and Higher Education in Utah: A Glimpse at the Past and Present*. Utah Women & Education Project, Orem, UT.

### Research and Policy Briefs

- Hanewicz, C., & Thackeray, S. (2019). *Utah Women in STEM Education: A 2019 Update*. Utah Women & Leadership Project, Orem, UT.
- Hanewicz, C., & Thackeray, S. (2013). *Utah Women in STEM (Science, Technology, Engineering and Math)*. Utah Women & Leadership Initiative, Orem, UT.
- Madsen, S. R., Hanewicz, C., Thackeray, S., & King, A. D. (2010). *The Value of Higher Education of Women in Utah*. Utah Women & Education Project, Orem, UT.

## Conference Presentations

- Hanewicz, C., International Association for Agricultural Sustainability, "Sustainable Agriculture," panel member, Singapore. (November 6, 2020).
- Hanewicz, C., Becker, P., & Thackeray, S., Ethics, Technology & Society, "Women and STEM Education," UVU, Orem, UT. (October 2, 2019).
- Hanewicz, C., & Becker, P., Ethics, Technology & Society, "Technology and Ethics," UVU, Orem, UT. (October 1, 2019).
- Hanewicz, C., Becker, P., & Thackeray, S., United Nations Civil Society Conference, "A Roadmap to Educating Women and Girls for Sustainable Communities," Salt Lake City, UT. (August 26, 2019).

Hanewicz, C., Western Political Science Association, "Mapping Barbed Wire Fencing Using a Geographic Information System to Minimize Disruption of Animal Pathways," San Diego, CA. (November 2, 2017).

Becker, P., Hanewicz, C., Pilato, D., & Arendt, A., International Society for Exploring Teaching and Learning, "Tech, Soup and Salad: Choices in Assessment," Salt Lake City, UT. (October 13, 2016).

Hanewicz, C., Goetz, T., & Einhorn, K., National Alliance for Partnerships in Equity - National Summit for Educational Equity, "Ensuring Equity in State STEM Initiatives for Sustainable Change: The Utah STEM Equity Pipeline," Alexandria, VA. (April 12, 2016).

Hanewicz, C., Allison, C. D., & Debry, R. K., K-16 Alliance Conference, "Building Alternative Career Pathways for Postsecondary Students," Orem, UT. (October 22, 2015).

Hanewicz, C., National Alliance for Partnerships in Equity, "Utah STEM Equity Pipeline Showcase," Governor's Office of Economic Dev., Salt Lake City, UT. (Sep 18, 2015).

Hanewicz, C., TEDxUVU, "Storing & Tracking Your Life Using GIS Technology," UVU, Orem, UT. (April 1, 2015).

Arendt, A., & Hanewicz, C., The 15th Annual Utah Valley University Conference by the Faculty, "Surveillance, Privacy, and Societal Indifference," Orem, UT. (January 23, 2014).

Hanewicz, C., & Thackeray, S., STEM Advisory Committee, "Women and STEM in Utah & K-16 Alliance," Governor's Office of Economic Dev., Salt Lake City, UT. (Sep 4, 2013).

Hanewicz, C., 2012 Western Political Science Assoc. Conference, "Geographic Information Systems in the Political Process," Portland, OR. (March 23, 2012).

Hanewicz, C., K-16 Alliance Counselor Conference, "Utah Women and Education Project," Orem, UT. (November 18, 2011).

Hanewicz, C., & Madsen, S., Women Tech Talk, "Educating Utah's Women for Tomorrow's Jobs," Women Tech Council, Salt Lake City, UT. (November 17, 2011).

Madsen, S., & Hanewicz, C., International Leadership Association Conference, "Leading large-scale Social Change: Women and Higher Education in Utah," London. (Oct 2011).

Hanewicz, C., Comprehensive Counseling and Guidance Program Summer Conference, "Women and Education Project Findings," Murray, UT. (June 16, 2011).

Madsen, S., Hanewicz, C., Thackeray, S., & King, A. D., 2<sup>nd</sup> Women of the Mountains Conference, "Women and Higher Education in Utah: A Glimpse at the Past and Present," Utah Valley University, Orem, Utah. (March 8, 2011).

Madsen, S., & Hanewicz, C., 2011 Academy of Human Resource Development Research Conference of the Americas, "Using Organization Development for a Major Social Change Effort with Women and Education in Utah," Chicago, IL. (February 26, 2011).

Hanewicz, C., Education Summit on Utah Women and Education Project Research and Findings, Utah Valley University, Orem, UT. (November 12, 2010).

Hanewicz, C., Portland Intl. Center for Management of Engineering and Technology Conference, "Identifying Student Retention Patterns Using GIS Technology," Portland, OR. (Aug. 2009).

Becker, P., & Hanewicz, C., International Association for Management of Technology, "Technology Managers: Is there a Perception Difference between Genders?" Orlando, FL. (April 2009).

Hanewicz, C., International Association for Management of Technology, "Using Geographic Information Systems to Study Student Retention," Orlando, FL. (April 2009).

Hanewicz, C., Eastern Michigan University Retention Symposium, "Retention Patterns at Eastern Michigan University," Ypsilanti, MI. (October 2008).

Hanewicz, C., & Becker, P., Women in Technology Conference, "Show Me the Money: Jobs in Nontraditional STEM Fields," Utah Valley University, Orem, UT. (2007).

Hanewicz, C., & Hammond, R. J., Eastern Michigan University Retention Symposium, "A Unique Study of the Student Retention Issue: Finding Applied Solutions Using Spatial and Non-Spatial Research Techniques," Ypsilanti, MI. (October 5, 2007).

Hanewicz, C., Annual Faculty Conference, "Information Technology and Privacy: What Can be Used Against You?" Utah Valley University, Orem, UT. (January 2007).

Pilato, D., White, D., Hanewicz, C., Becker, P., & Bennett, C., "Margaret Knight-Charles Annan Interference Lawsuit," Western Connecticut State, Danbury, CT. (2006).

Pilato, D., White, D., Hanewicz, C., & Becker, P., Humanities and Technology Association Conference, "Contested Space, Contested Knowledge: Women Inventors and the Legal System," Snowbird, UT. (2005).

Hanewicz, C., National Association of Industrial Technology, "Information Technology Management and Organizations: A Strategic Direction," Nashville, TN. (2003).

Becker, P., & Hanewicz, C., National Association of Industrial Technology, "Online Programs: A Strategic Initiative," Nashville, TN. (2003).

Hanewicz, C., Teaching and Learning Showcase, "Asking the Big Questions: The Scholarship of Teaching and Learning at EMU," Eastern Michigan University, Ypsilanti, MI. (2002).

Hanewicz, C., Assessment Expo, "Portfolio Assessment Method for Online Microcomputer Application Technology Course," Eastern Michigan University, Ypsilanti, MI. (1999).

Bellamy, A., & Hanewicz, C., North Central Sociological Association, "Gender Differences in Electronic Communication," Cleveland, OH. (1999).

Bellamy, A., & Hanewicz, C., North Central Sociological Association, "Social Interaction on the Internet: A Symbolic Interaction Perspective," Cleveland, OH. (1998).

## Grants

Goetz, T. (Principal Investigator), Hemmert, S. & Hanewicz, C. (Co-Principal Investigators). "Linking Attitudes and Behaviors to Student Success (LABS2)," National Science Foundation ATE, \$766,364. (April 1, 2018 – present).  
[https://www.nsf.gov/awardsearch/showAward?AWD\\_ID=1745674&HistoricalAwards=false](https://www.nsf.gov/awardsearch/showAward?AWD_ID=1745674&HistoricalAwards=false)

Hanewicz, C. (Principal Investigator), "Utah Cluster Acceleration Partnership Grant for Advanced Manufacturing Initiative," Sponsored by Utah Department of Workforce Services, \$147,000. (July 1, 2015 - June 30, 2016).

Thackeray, S., & Hanewicz, C., "STEM Equity PIPELINE," Sponsored by National Alliance for Partnerships in Equity through a National Science Foundation Grant. (April 2014 - April 2016). Utah was one of 18 states selected to work on this project.

## Media Contributions

KRCL RadioActive. (August 8, 2019). Interviewed by Lara Jones about *Utah Women in STEM Education: A 2019 Update* with coauthor, Susan Thackeray.

Utah Education Network - SciFi Friday. (March 17, 2015). Discussion about the film *Manos: The Hands of Fate* and interviewed about careers for women in STEM (Science, Technology, Engineering and Math).

KSL's Cultural Connections. (June 30, 2013). Interview for 2013 Utah Women and Education Initiative STEM report, *Utah Women and STEM*. Coauthor, Susan Thackeray, and panel member, Mary Ann Holladay.

KSL Sunday Edition with Bruce Lindsay. (August 29, 2010). Interviewed with Susan Madsen about the statewide Women and Education Project.

## **SERVICE**

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### **Department Service**

Rank, Tenure, and Promotion Committee Member. (2018).  
Presenter for Salt Lake Community College students at Information Sessions and Luncheons. (2011, 2013, 2015).  
Committee Chair, Hiring committee - Assistant Professor Technology Management. (2011, 2014, 2016, 2017).  
Technology Management Rank Tenure, and Promotion Standards Committee. (2009 - 2010).  
Technology Management Advisory Board Member – EMU. (2003).  
Department of Interdisciplinary Technology Program Review - EMU (2001 – 2002).  
North Central Association (NCA) Accreditation for Department of Interdisciplinary Technology – EMU. (1999).

### **College Service**

Information Systems & Technology Department Rank, Tenure, and Promotion Committee. (2015, 2018).  
Associate Dean Hiring Committee. (December 2015 - March 2016).  
Faculty Excellence Awards Selection Committee. (2010 – 2011).  
Master of Technology Studies Advisory Board, EMU. (1997 – 2005).  
School of Technology and Professional Services Management Program Review, EMU. (2001 – 2002).  
National Association of Industrial Technology Accreditation for College of Technology, EMU. (2000).  
North Central Association Accreditation for School of Technology and Professional Services Management, EMU. (1999).

### **University Service**

#### Committee Chair/Co-chair

UVU President Tuminez Inauguration Co-chair. (2018 – 2019).  
University Planning Advisory Committee Co-chair. (2015 – 2017).  
Due Process Committee Chair. (September 2014 - January 2015).  
Women STEM Open House Chair. (2012 – 2015).  
Technology Management Assistant Professor Hiring Chair. (2011 – 2015).  
Director First Year Experience & Student Retention Hiring Chair. (2013).  
Student Retention Information Tracking System Chair. (2007 – 2008).

#### Committee Member

Department Chair Policy. (2022).  
Adult Learner Taskforce. (2020).  
Student Success & Retention Committee. (2019 – 2020)  
Re-envisioning the Undergraduate Experience. (2018 – 2020).  
Inclusion and Diversity. (2018 – 2019).  
Title IX Hearing. (2018)  
University Planning Advisory Committee. (2014 – 2015).  
Senior Vice President of Academic Affairs Hiring Committee. (2014).

Inclusion Executive Committee. (2013 – 2014).  
Utah Valley University STEM Consortium. (2013 – 2014).  
Women Success Coordinating Council. (2012 – 2016).  
Summer Semester Work Group. (2012 – 2014).  
Dean of Engineering and Technology Hiring Committee. (2013).  
Associate Vice President of Community College Programs Hiring Committee. (2012).  
Institutional Review Board. (2009 – 2011).  
Faculty Connections, Student Success & Retention. (2009 – 2011).  
Program Coordinator Student Success & Retention Hiring Committee. (2010).  
Standard 4A Accreditation, Northwest Accreditation. (2009 – 2010).  
University Transition Taskforce Team. (2008).  
Women in Technology. (2006 – 2008).  
Expanding Your Horizons Conference. (2006 – 2007).  
Graduate Research Fair, EMU. (1999 – 2005).  
Writing Across Curriculum, EMU. (2000).

#### Mentor

Utah System of Higher Education Women's Leadership Exchange. (2019 – Present).  
UVSelf. (2019).  
SheTech Explorer Day. (2014 – 2017).  
Women Helping Women Mentoring Program. (2013).  
Teaching Academy. (2009 – 2010).

#### Other Service Activities

Program Coordinator for Sociology. (August – December 2018).  
Participant, Business Intelligence Team Strategic Planning Session. (May 2016).  
Goldman Sachs Workshop. (October 2013).  
EMC Information Session. (February 2014).  
Faculty Teaching Center for Excellence, Learning Circle for Women in Leadership.  
(Spring 2012).  
Presidential Lecture Series, Shop Class as Soulcraft Workshop. (2011).  
Utah Women and Education Project. (2009 – 2011).

#### **Professional & Public Service**

Board Member, The Refuge Utah. (June 2022 to Present).  
Speaker, National Society of Collegiate Scholars. (December 8, 2018).  
Keynote Speaker, Expanding Your Horizons STEM Conference. (January 2017).  
Session Chair, International Women of the Mountains. (October 7-9, 2015).  
Session Chair, Nat. Conference of Undergraduate Research, Lexington, KY. (April 4, 2014).  
Reviewer, Journal Article, Cartographica. (July 2015).  
STEM Advisory Committee, Westridge Elementary School, Provo, UT. (2012 - 2014).  
Presenter, Utah Assoc. for Adult, Community, and Continuing Ed. Conference. (2012, 2014).  
Judge, Westridge Elementary Science & Engineering Fair, Orem, UT. (February 2014).  
Guest Speaker, Department of Workforce Services, Salt Lake City, UT. (November 2013).  
Panelist, Women's Business Network, "Increasing STEM in our Community," Utah Valley  
Chamber of Commerce, Orem, UT. (October 2013).  
Presenter, Uplift Utah Families Convention, Salt Lake City, UT. (May 2012).  
Presenter, Women Tech Council, Salt Lake City, UT. (November 2011).  
Presenter, Career and Technical Education Director's Meeting, Midway, UT. (Sept 2011).  
President, American Association of University Women, Utah Valley Branch. (2006 – 2008).

## **AWARDS & HONORS**

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Engaged Learning - Grant Writing, Office of Sponsored Programs, UVU. (2016).  
Utah Women's Walk Inductee. (2016).  
Board of Trustees Award of Excellence, UVU. (2013).  
Student Advocate Award, Student Success & Retention, UVU. (2012).  
Faculty Excellence Award, College of Engineering & Technology, UVU. (2010).  
Doctor of Education in Educational Leadership Exceptional Student, EMU. (2008).  
Woman of Achievement Award, Miss Orem, Utah. (2008).  
Director's Award for Outstanding Work, EMU. (2005).  
Master of Technology Studies Service Award, EMU. (1999).





## CONTACT



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Salt Lake City, UT

## EDUCATION & ACCREDITATION

### Accredited in Public Relations

Public Relations Society of America

### Master's in Public Administration

Drake University

Major: Executive Leadership

### Bachelor's degrees in Public Relations, with minors in Political Science & Sociology

Drake University

### Certificate in Reputation Management

– Public Relations Society of America

#### Awards

- 40 Under 40 Recipient
- AHA! Award Winner
- Crystal Crest Award Nominee
- Silver Anvil PRSA Campaign nominee

#### Community Involvement

- RAMP Works Campaign, Committee member
- CASA Board Member 2003-2005



# Christie Denniston, APR

Strategic Executive  
Communicator & Results-  
Driven Professional

## PROFILE

- Nationally recognized thought leader in **strategic communications** and **marketing**. Core competencies include: **strategic planning**, **enrollment differentiation**, and **evaluation metrics**

## HIGHLIGHTS AND QUALIFICATIONS

- 17 years of communication/marketing experience and accredited in public relations
- Experience in strategic messaging, digital communications, reputation management, and external audience development
- Advanced written and oral communications skills, including communication strategies and planning to accomplish institutional goals

## PROFESSIONAL EXPERIENCE

### Associate Vice President of Strategic Engagement

*Utah Valley University / Orem, UT*

- Lead the marketing and strategic communication efforts for university's inaugural \$300 million-dollar comprehensive campaign
  - Achieve greater cohesion of the university's mission, message, and brand that aligns to University priorities
  - Develop and lead an engagement strategy for the division targeting donors, board members, campus community, alumni, and key influencers
- Executive Director of Marketing & Strategic Communications – 2020** *Simpson College / Indianola, IA*
- Served as the institution's chief communications officer
  - Led enrollment strategy and launched ONESimpson campaign
  - Helped lead initial strategic planning and implementation for new vision
  - Managed college's COVID-19 communications strategy and response
- Director of Marketing & Public Relations & Adjunct Professor 2013 - 2020** *Weber State University / Ogden, UT*
- Developed and led implementation of strategic communication and marketing plan for dual-mission institution on a local, national, and international scale for all undergraduate and graduate programs
  - Launched a branding campaign for the college emphasizing the UNEXPECTED benefits of a liberal arts education and increased enrollment five percent in one year
  - Advised dean/associate dean on all communication strategies for academic advancement, academic affairs, and "Town and Gown" relationships
  - Created and drafted all materials for college adhering to AP Style
  - Managed a marketing and communication budget which encompassed the marketing efforts for the entire college and ten auxiliary programs
  - Managed and collaborate with a team of staff to set the strategic direction of the college and ensure alignment with initiatives of the university

# Christie Denniston, APR

Strategic Communicator &  
Creative Thinker

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## CONTACT

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Tel: 303-827-5164



Christie.denniston@gmail.com



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Salt Lake City, UT

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## Professional Involvement & Speaking Engagements

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**Public Relations Society of America**, Accreditation Chair 2010-2020

**Public Relations Society of America**, National Finance Board Member 2013

**Utah Public Relations Spring Conference (2017)** "9 Ways to Develop a Thought Leadership Strategy for You and Your Organization"

**Western District PR Conference, Speaker 2013** "Building a Thought Leadership Strategy"

**Colorado American Marketing Association (2013)** "The Essential Elements to Building a Thought Leadership Program"

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## SKILLS

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Microsoft Office

Cision

Google Analytics

InDesign/Illustrator/Photoshop

MailChimp/Word Press

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## PROFESSIONAL EXPERIENCE

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### Senior Director of Client Accounts 2005 - 2013

*Catapult PR-IR / Boulder, CO*

- Led public and analyst relations efforts for a total of 12 clients including two publicly traded companies that are in the education, government and software development industries
- Developed communications positioning and messaging strategies to encourage mutual understanding amongst clients and their diverse publics
- Created and execute all social media strategies and programs for clients
- Communicated with local and national media on behalf of all clients
- Wrote all marketing materials including news releases, newsletters, face sheets, annual reports and crisis communications plans
- Advised key spokespersons on all outbound communications including analyst relations, media interviews, investors relations activities and national television appearances
- Oversaw all support staff and directed activities to lead client accounts

### Adjunct Professor / 2005 - 2013

*University of Colorado at Boulder/ Boulder, CO*

- Taught capstone marketing and public relations course to upper-division students
- Led students through a series of steps to plan, develop and execute a public relations campaign for a local non-profit organization
- Worked with students to present campaign to local non-profit organization
- Advised and counsel students on issues related to school publications, career choices and interaction with local media

### Marketing & Public Relations Manager / 2002 - 2005

*Merit Resources/ Des Moines, IA*

- Executed a broad range of communications programs designed to attract and retain clients and employees
- Created a branding campaign positioning Merit Resources as the *Employee Expert* in Central Iowa
- Managed all crisis communications activities involving more than 5,000 co-employees
- Delivered key messages relating to company healthcare benefits, 401(k) and payroll programs to all clients
- Coordinated marketing activities relating to customer leads
- Led company's development of company's first crisis communication plan related to nearly 5,000 employees

# CHRISTINA BAUM

IT EXECUTIVE

christinabaum@gmail.com



801.865.9038



Saratoga Springs, UT



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christinabaum



## PROFESSIONAL PROFILE

Results-oriented leader who enjoys providing strategic and operational vision to meet organizational needs. Able to interface between stakeholders and IT team to ensure that solutions delivered meet practical business needs. Skilled at building teams and empowering individuals. Experienced at modernizing IT within an organization and implementing new practices and technologies to achieve dramatic results. Able to collaborate and consult with others to bring together intra- and inter-institutional objectives. Focused on Higher Education and the digital transformation necessary to modernize education and facilitate student-success and accessibility through technology.

## SKILLS

Attention to Detail  
Budgeting  
Team Leadership  
Project Planning  
Accountability  
Improving Efficiency  
IT Applications  
Business Systems  
Risk Assessment  
Resource Management

## EXPERIENCE

### VICE PRESIDENT & CHIEF INFORMATION OFFICER

Utah Valley University, Orem, UT | June 2022 – present

- Board member for the Utah Education Telehealth Network (UETN)
- Guides UVU's digital transformation process of applying technology to enhance student learning, improve UVU operations, transform campus services, and increase information informed decision-making.
- Engages with leaders, faculty, staff, and students in an integrated enterprise approach to workflow, process, data management, technology, and culture.
- Leads enterprise-wide change management efforts and serves as a central advisor and strategic partner in implementing UVU's strategic plans.

### ASSOCIATE VICE PRESIDENT, ACADEMIC & STUDENT DIGITAL SERVICES

Utah Valley University, Orem, UT | October 2020 – June 2022

- Oversaw institutional technology in the areas of business intelligence, engaged classroom technology, web and mobile access, and academic and student technologies, etc.
- Translated academic, student, and institutional needs into workable digital solutions.
- Engaged with students, faculty, staff, and administrators in an integrated enterprise approach to improve workflow, process, decision making, technology, and culture.

### CHIEF INFORMATION OFFICER

LDS Business College, Salt Lake City, UT | Oct. 2017 – October 2020

- Collaborated with leadership to align IT efforts with college goals and strategies.
- Developed a three-pronged technology strategy and vision to:
  - ~ migrate "commodity IT" to be hosted by ICS,
  - ~ eliminate faculty/staff technology redundancies to improve efficiencies
  - ~ focus resources and efforts on innovative technologies for students
- Led cross-organizational effort to inventory, upgrade, migrate, and standardize all IT server assets, resulting in a 48% reduction of server footprint.
- Directed efforts to merge LDSBC network architecture into ICS framework.
- Unified team during transitional period through transparent communication and employee empowerment.
- Led effort to migrate from a legacy HR and Finance system to Workday.
- Named LDS Business College President's Award recipient for 2018.

## EDUCATION

### MASTER'S DEGREE

Business Administration  
Washington State University  
2010 – 2011  
*magna cum laude*

### BACHELOR OF SCIENCE

History, Business Management  
Brigham Young University  
2000 – 2005

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IT EXECUTIVE

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## CERTIFICATIONS

Project Management Professional  
(PMP)

ITIL v.4 Foundations Certification

## AWARDS

OUTSTANDING PERFORMANCE  
Brigham Young University 2019  
*(as awarded by Church Education  
System CIO)*

PRESIDENT'S AWARD  
LDS Business College, 2018

1ST PLACE  
Business Plan Competition,  
Washington State University  
Graduate Division, 2011

MOST ENTHUSIASTIC  
ENTREPRENEUR  
Washington State University  
Business Plan Competition, 2011

VAL MISKIN DISTINGUISHED  
MBA SCHOLAR  
Washington State University 2011  
*(comparable to valedictorian)*

## EXPERIENCE continued

### SOLUTION MANAGER, DATABASE PLATFORM

The Church of Jesus Christ of Latter-day Saints, Riverton, UT | Sept. 2015 – Oct. 2017

- Provided leadership and vision for a team of Database Engineers (12).
- Demonstrated success building, deploying, and operating enterprise-class solutions.
- Managed all financial, infrastructure, security, technical, and human resources supporting end-to-end solution life-cycle ownership (including budgeting and resource management).
- Established and maintain trusted partner relationships with stakeholders and vendors.
- Oversaw the operations of the team to ensure that the Church's databases remained highly available, stable, and secure.

### IT OPERATIONS MANAGER, ENTERPRISE INFORMATION MANAGEMENT

The Church of Jesus Christ of Latter-day Saints | Oct. 2013 – Sept. 2015

- Assisted the Portfolio Director to manage the business operations (budgeting, annual planning, HR recruitment) for 120 technical staff.
- Lead efforts to integrate Identity teams from ICS and FamilySearch.
- Coordinated operational activities of 8 teams (incident and request tickets, alerts and monitoring, downtime, etc.).
- Lead the implementation of new security measures for the Portfolio
- Implemented ITIL and Project Management principles into daily workflows.

### PRODUCT OWNER

Jive Communications | June 2013 – Oct. 2013

- Translated business needs into a product backlog for a team of 30 developers.
- Coordinated the work of developers, QA, Operations, etc. to provide a superior product to customers.
- Acted as Product Owner and Scrum Master. Instituted Scrum Agile planning
- Identified product vision through work with end-user customers and stakeholders.
- Communicated product features and status to Senior Management.

### ASSOCIATE PROJECT MANAGER

Schweitzer Engineering Laboratories | May 2011 – June 2013

- Coordinated the activities of R&D, Manufacturing, Marketing, Sales & Customer Service, Quality Systems, Operations, and other departments as necessary to meet project objectives.
- Managed high-profile product development projects that included multi-stage deliverables and with budgets exceeding \$1.5M.
- Drove consensus decisions among project stakeholders and team members.
- Ensured project teams followed applicable processes, projects met cost and schedule objectives, and product deliverables met performance and quality objectives.

# Clark Collings

## PROFESSIONAL EXPERIENCE

### Utah Valley University, Orem, Utah

*General Counsel and Secretary to the Board of Trustees*

January 2020 – Present

- Serves as the university's chief legal officer by providing proactive professional counsel and advice on critical strategic, legal, and policy issues to the President, UVU's administration, and other university decision makers
  - *Strategic Impact:* Assisted in the drafting and implementation of the university's Vision 2030 strategic plan; helped navigate the university through the legal, ethical, and operational challenges of COVID-19; and oversaw the creation of a cross-university effort to improve and streamline internal investigations and mandatory trainings
- Coordinates all university legal services, including litigation, contract development, policy review, settlement negotiations, government relations, intellectual property protection, and other internal employment matters
  - *Museum Impact:* Counseled key stakeholders through UVU's acquisition and founding of Utah's first mansion museum
  - *Student Success Impact:* Established strategic affiliations and student placements with large healthcare providers, international universities, global corporations, and student housing facilities
  - *Advancement Impact:* Helped secure over \$100 million in university support from 2019 to 2023
  - *Real Estate Impact:* Facilitated land and real estate acquisitions in key campus locations, including Lehi, Payson, Vineyard, and Orem, Utah
  - *Litigation Impact:* Obtained successful outcomes in dozens of critical matters
- Leads the Office of General Counsel (5 attorneys and 1 staff), as well as the Office of Risk Management and University Compliance (2 Risk Specialists)
- Oversees the Utah Valley University Board of Trustees by serving as the primary communication conduit between the Board and UVU administration, ensuring compliance with the Utah Open and Public Meetings Act, and organizing meeting agendas, and establishing board strategies

*Associate General Counsel*

June 2017 – January 2020

- Responsible for the provision of legal services for all university contractual matters, including real estate contracts, franchise agreements, travel waivers, volunteer consent forms, sponsorship contracts, gift agreements, international affiliation agreements, and all procurement contracts
- Served as counsel and liaison to the Utah Valley University Foundation Board providing advice and counsel on conflicts of interest, corporate finance, and governance matters
- Managed the provision of legal services for all data privacy and cybersecurity matters, including FERPA, HIPAA, GLBA, and GDPR compliance

### InsideSales.com, Provo, Utah

*Associate General Counsel*

May 2013 – June 2017

- Responsible for structuring, drafting, and negotiating all inbound and outbound commercial agreements, including SaaS agreements; software license agreements; telecommunication agreements; advertising, marketing, and promotional agreements; professional services agreements; and non-disclosure agreements
- Performed due diligence and document review for multiple financing rounds
- Reviewed and negotiated stock/asset purchase agreements for strategic acquisitions
- Advised stakeholders regarding contract disputes, data privacy and security issues, and employment matters

### Utah Attorney General's Office, Commercial Enforcement Division, Salt Lake City, Utah

*Law Clerk*

Spring 2013

- Participated in regulation and compliance matters representing state agencies and employees
- Drafted trial briefs, assisted in discovery and litigation planning
- Assisted Assistant Attorney General with commercial investigations and trial preparation

**Cohne Kinghorn, Salt Lake City, Utah**

*Summer Associate*

Summer 2012

- Researched and drafted appellate briefs and trial briefs for commercial and municipal cases
- Supported the Chapter 7 Trustee with bankruptcy estate liquidations and reorganizations

**Utah Court of Appeals, Presiding Judge Carolyn McHugh, Salt Lake City, Utah**

*Judicial Clinic Extern*

Spring 2012

- Drafted bench memoranda, reviewed appellate briefs, and assisted in oral argument preparation

**Office of the Standing Chapter 13 Trustee for the District of Utah, Salt Lake City, Utah**

*Law Clerk*

Summer 2011

- Researched and drafted bankruptcy memoranda, reviewed appellate briefs, and assisted in oral argument preparation for cases scheduled for hearing by the 10th Circuit Court of Appeals

**DealerTrack, Inc., South Jordan, Utah**

*Inside Sales Manager*

August 2005 – July 2010

- Received top grossing salesperson honors for 2007 and 2009 by increasing annual revenue by \$1.2 million and \$1 million respectively
- Managed a team of three sales managers and met with key customers to discuss their evolving needs

## EDUCATION

**University of Utah S.J. Quinney College of Law, Salt Lake City, Utah**

*Juris Doctor, high honors*

May 2013

- GPA 3.726 (Top 15% of Class)
- UTAH LAW REVIEW: Executive Symposium Editor, 2012–2013; Staff Member, 2011–2012
- Outstanding Oral Argument Award, Lawyering Skills I, Professor Lisa Pearl, Spring 2011
- CALI Award (highest grade in the course): Human Rights and Corporations, Fall 2012
- American College of Bankruptcy 2012 Distinguished Student for the 10th Circuit

**Brigham Young University, Provo, Utah**

*Bachelor of Science, Business Management*

August 2009

## PUBLICATIONS, PRESENTATIONS, AND RECOGNITION

- “Corporate Counsel Honoree,” *Utah Business Magazine*, April 2023
- “40 Under 40 Award,” *Utah BusinessQ Magazine*, July 2021
- “Principles of Strategic Planning for the Office of the General Counsel,” National Association of College and University Attorneys, 2022 Annual Conference, Pittsburgh, PA, June 2022.
- “Update on Educational Privacy Issues,” Utah iSymposium, Lehi, UT, April 2019
- *Oral Argument Reform in Utah’s Appellate Courts: Seeking to Revitalize Oral Argument through Procedural Modification*, UTAH ONLINE LAW REVIEW, Summer 2013
- *Viacom v. Youtube: The Crossroads of Copyright Law*, 22 BYU PRELAW REVIEW 23 (2008)

## LANGUAGES AND SERVICE

- *Portuguese*, Native Fluency, Reading, Writing, and Conversational
- Member, National Association of University and College Attorneys, Committee on Legal Resources Library
- Adjunct Professor, Utah Valley University, College of Engineering and Technology. Designed and taught required course, “Law, Ethics, and Privacy in Cybersecurity,” for M.S. program focusing on cybersecurity and data privacy
- Mentor, Utah Women’s Leadership Exchange
- Executive Committee Member, Utah Valley Senior Executive Leadership Forum
- Therapeutic Preschool Volunteer, The Children’s Center, Salt Lake City, Utah

## ADMISSIONS

- Utah State Bar, July 2013

# CURRICULUM VITAE

## COURTNEY R. DAVIS

School of the Arts  
Utah Valley University  
800 West University Parkway  
Orem, Utah 84058  
Email: Courtney.Davis@uvu.edu

3879 North 300 West  
Provo, Utah 84604  
Office Phone: 801-863-8118  
Cell Phone: 801-372-4528

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### EDUCATION

- J.D. Law, Brigham Young University (J. Reuben Clark Law School), 2006
- M.A. Art History & Curatorial Studies, Brigham Young University, 2001  
Thesis title: "Beneath the Gendered Gaze: Rosalba Carriera and British Grand Tourist Portraiture"
- B.A. Art History, Brigham Young University, 1998

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### ADMINISTRATIVE EXPERIENCE

- 2022 – pres. Dean, School of the Arts, Utah Valley University
- 2021 – 2022 Interim Dean, School of the Arts, Utah Valley University

I serve as the Dean of the School of the Arts, which houses four academic departments, 35 programs, and 1800 program enrollments. The School of the Arts also oversees the Noorda Center for the Performing Arts as well as the UVU Museum of Art. The School is home to 69 FT faculty, 31 FT staff, with an annual operating budget of \$13 million. I directly supervise four department chairs and four administrative staff positions.

#### *Key Responsibilities:*

- Provide leadership and strategy that aligns with UVU's mission and strategic plan
- Provide leadership support for four academic units as well as The Noorda Center for the Performing Arts and Museum of Art
- Advocate for the School of the Arts to the university through strategic planning and PBA process (current focus on utilizing key metrics data to make strategic leadership decisions)
- Assist with and advance fundraising efforts for SOA.
- Support and assist with the development of robust arts programming, including marketing and communication efforts
- Implement initiatives to increase recruitment, retention, and completion rates
- Implement efforts focused on fostering a culture of collaboration within the school community

#### *Key Initiatives and accomplishments:*

- Leading task force of SOA leadership to develop an integrated financial plan for all units that is fiscally responsible and sustainable
- Launch of UVU Museum of Art at Lakemount
- Institution of SOA High Impact Practices Funding of \$90,000
- Creation of SOA Procedures Committee
- Creation of SOA Collaboration and Communication Committee



2017 - 2021 Chair, Art & Design Department, Utah Valley University

I provided departmental leadership for the Art & Design Department, including faculty evaluations, strategic planning, program/course development. The Department was home to 24 FT faculty, approximately 65 adjunct faculty, and with an annual operating budget of \$3.4 million. I supervised two full-time staff positions and simultaneously served in the role of art history program coordinator.

*Key Responsibilities:*

- Oversight of largest department in the School of the Arts (and largest art department in USHE system) with a headcount of 1100 majors
- Active collaborative member of the Dean's Leadership Council in furthering the goals and mission of the School of the Arts
- Collaborated with faculty and staff to set goals and provide vision for all aspects of department operations
- Coordinator for BA-Art History and AA/AS and BA/BS in Art & Design programs
- Assisted with curriculum process and the development of new courses and program changes
- Oversaw all committees within the department
- Reviewed and coordinated transfer credit requests

*Key Initiatives and accomplishments:*

- Assisted with Gunther Technology Building renovation: coordinated reassignment of vacated space to A&D, which led to a significant footprint increase. Sought and was awarded funding through university PBA system for renovation and additional FF&E. Led faculty through all planning stages; coordinated significant faculty input on design. Coordinated multi-staged move that impacted majority of classes and offices in the department. Coordinated department support during two-year renovation period.
- During period as chair completion rate increased 22% and headcount increased 11%.
- Restructured department organization by eliminating Foundations as a separate area, implemented programming changes to all degrees in core electives/requirements.
- Instituted matriculation requirements for AA/AS and BA/BS programs to manage high demand (go into effect in Fall 2022).
- Increased online course opportunities by doubling the number of certified courses offered in A&D (personally developed two online courses)
- Assisted with creation of Entertainment Design BFA program, approved in 2021.
- Launched summer youth art classes in collaboration with Community Education.
- Provided significant support to faculty and staff to navigate COVID-19 shutdown and post-shutdown; developed COVID-19 protocols for lab spaces, assisted with coordinating scheduling/modality changes and training. It should be noted that Art & Design experienced an increase in student enrollments during this period.

2017 Associate Director, UVU Center for the Study of Ethics, Utah Valley University

- Director and organizer of Annual Student Ethics Symposium
- Assisted with all CSE programming and events

2016 Interim/Acting Director, UVU Center for the Study of Ethics, Utah Valley University

- Led CSE from July 1 to December 31 while director was on sabbatical leave
- Oversaw all programming for the CSE during the interim period; assisted with marketing; managed budgets and staff
- Directed Ethics Awareness Week – Ethics & Values Jubilee marking 30<sup>th</sup> anniversary of Ethics & Values course at UVU. For this historic event, Ethics Awareness Week held 23 separate panels



- over five days, including Annual Excellence in Ethics Award, bestowed upon U.S. Senator Orrin Hatch.
- Associate Director of International Society for Ethics Across the Curriculum Conference held in Salt Lake City. Coordinated with SEAC, UVU leadership, and Marriott Hotel management. Assisted with organization and execution of multi-day conference with numerous breakout sessions
- Assisted in planning the 2017 Environmental Ethics Symposium, “Climate Refugees: The New Era of Environmental Migrations”
- Assisted in planning the 2017 Annual Student Ethics Symposium

2015 Interim Associate Director, UVU Center for the Study of Ethics, Utah Valley University

- Initiated and directed first Annual Student Ethics Symposium
- Assisted with all CSE events and programming
- Taught PHIL 130R: Ethics Forum, Department of Philosophy & Humanities as part of position

### **ADMINISTRATIVE PROFESSIONAL DEVELOPMENT**

2021 – pres. Accepted, degree-seeking student in ALM: Museum Studies program at Harvard Extension School. Completed 16 credits of graduate coursework to date.

2022 - 2023 New Leadership Academy of Senior Leaders at USHE Institutions

2021 International Council of Fine Arts Deans (ICFAD) Leadership Development Workshop (six bi-weekly two-hour sessions; five separate sessions with mentor)

2021 UVU Academic Affairs Leadership Program

### **FACULTY APPOINTMENTS**

Utah Valley University

2019 – pres. Associate Professor (Art History), Art & Design Department

2013 – 2019 Assistant Professor (Art History), Art & Design Department

2007 – 2013 Lecturer (Art History), Art & Visual Communications Department

2006 – 2007 Adjunct Instructor (Art History), Art & Visual Communications Department

### **AWARDS AND HONORS**

2021 UVU Best Online Course Design, Second Place (for ART-4850)

2019 UVU Alumni Outstanding Educator of the Year, School of the Arts

2018 International Award of Excellence for The Arts in Society Journal Collection (Volume 12), awarded by Common Ground Research Networks

2017 Best Paper, Utah Academy of Sciences, Arts & Letters 2017 Conference, Arts Division

2016 UVU Faculty Senate Excellence Award, School of the Arts

2015	Honorable Mention, Utah Original Writing Competition (sponsored by the Utah Division of Arts and Museums)
2013	UVU Alumni Outstanding Educator of the Year, School of the Arts
2012	Award of eighth in the United States for short-term study abroad programs, ranked by Abroad 101, presented by STA Travel
2011	UVU Alumni Outstanding Educator of the Year, School of the Arts
2009	UVU Faculty Senate Award of Excellence, School of the Arts, Non-Tenure Track Faculty

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## GRANTS

2018	UVU GEL Seed Grant awarded for “Arts Symposium: Narratives of Gender and Hidden Power in the Visual Arts;” co-developer and co-director of event with grant project lead Jamie Johnson (\$6,800)
2018	Utah Division of Arts & Museums Grant, a subaward of the State Arts Agency Partnership Agreement with the National Endowment for the Arts, awarded for “Arts Symposium: Narratives of Gender and Hidden Power in the Visual Arts;” co-developer and co-director of event with grant project lead Jamie Johnson (\$1,500)
2016	School of the Arts Performance Enhancement Grant, received as project lead for 2017 UVU Biennial Art History Symposium (\$1000)
2016	School of the Arts Performance Enhancement Grant, received for 2017 “Reclaiming Gaia: Community, Art, and Environmental Awareness;” co-developer and co-director of events with project lead Lori Santos (\$5200)
2016	Faculty Travel Grant, awarded by the Faculty Senate Development Committee (\$600)
2014	Faculty Travel Grant, awarded by the Faculty Senate Development Committee (\$600)
2014	School of the Arts Performance Enhancement Grant, received for 2015 Art History Symposium (\$500)
2013	School of the Arts Performance Enhancement Grant, received for 2014 Art History Symposium (\$750)
2013	Faculty Travel Grant, awarded by the Faculty Senate Development Committee (\$500)
2013	School of the Arts Performance Enhancement Grant, received for 2013 Art History Symposium (\$750)
2011	GEL Grant, received for 2011 Art History Symposium (\$1000)

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## PUBLICATIONS

2023	<b>Davis, Courtney R.</b> “The Fairbanks Legacy: An American Art Dynasty.” Essay for forthcoming exhibition catalog published by The Springville Museum of Art.
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- 2022 **Davis, Courtney R.** Chapter introductions. *Utopia: State of Abstraction*. Orem, Utah: Utah Valley University (2022): 1, 16, 18, 34, 50, 66, 82, 84, 100, 116, 134, 136, 152.
- 2020 **Davis, Courtney R,** Kaye Milligan. "Romanticism and The German Tradition: The Brothers Grimm and the Reawakening of Once-Forgotten Literature." *Grimm Gestalt*. Orem, Utah: Utah Valley University (2020): 6-7.
- 2019 **Davis, Courtney R,** Melissa Hempel and Rebekah Monahan. *Maximalism and Visual Delight: Jeanne Leighton-Lundberg Clark and Contemporary Genre Painting*. Champaign, IL: Arts in Society Book Imprint/Common Ground Research (2019).
- 2018 **Davis, Courtney R.** "Teaching Copyright: Moral Balancing in the Age of Appropriation." *Teaching Ethics* 18 (2018): 27-38.
- 2018 **Davis, Courtney R.** "A Mighty Voyage: Making Visible the Once Invisible." *Dividing Colors: War & Rights*. Orem, Utah: Utah Valley University (2018): 91-92
- 2018 **Davis, Courtney R.** "So Sue Me: Legal Action as New Staging Ground Legal Performance Art." *The International Journal of the Arts & Society: Annual Review* 12, No. 1 (2018): 25-30. doi:10.18848/1833-1866/CGP/v12i01/25-30.
- 2018 **Davis, Courtney R.** "Je suis Arthur: Medievalism, Escapism and the Romantic Ideal." *Arthur Futuris: Lands & Legends*. Orem, Utah: Utah Valley University (2018): 86-89.
- 2017 **Davis, Courtney R.** "Intellectual Theft or Creative License? Copyright Education & the Visual Arts." *Journal of the Utah Academy of Sciences, Arts & Letters* 94 (2017): 19-32.
- 2016 **Davis, Courtney R.** "Art Historical E-Learning and the Virtual Museum Space." *Ubiquitous Learning: An International Journal* 9, No. 4 (2016): 13-26. doi:10.18848/1835-9795/CGP/v09i04/13-26.
- 2016 **Davis, Courtney R.** "Utah National Parks and Monuments: The Immortal Landscape." *Uncommon Ground: The National Parks Service, 100 Years in Utah* (Orem, Utah: Utah Valley University, 2016): 3-6.
- 2016 **Davis, Courtney R.** "The Intellectual Simulacrum: Landscape Photography, Intellectual Property & Claiming the American West," *Journal of the Utah Academy of Sciences, Arts & Letters* 93 (2016): 19-31.
- 2015 **Davis, Courtney R.** "Order From Chaos: The Rule of Art," *Utah Bar Journal* 28, No. 3 (2015): 34-35.
- 2012 **Davis, Courtney R.** "A Fairey Tale: Pop, Presidents, and Propaganda," *Journal of the Utah Academy of Sciences, Arts & Letters* 89 (2012): 19-30.
- 2008 **Davis, Courtney R.** "Hyunmee Lee: Contact Sensation," catalogue essay, Nüart Gallery, Santa Fe, New Mexico, 2008.
- 2008 **Davis, Courtney R.** "Hyunmee Lee's *Touch*: Meditation Joins Gesture," catalogue essay, Phillips Gallery, Salt Lake City, Utah, 2008.

## CONFERENCE ACTIVITY

### PAPERS PRESENTED

- 2021 “Rota Fortunae: Divining the Future of Viewership & Arts Consumption.” Presented at the Annual Conference for the Utah Academy of Sciences, Arts & Letters (Arts Chapter), held virtually.
- 2019 “Cultivating Excellence, Ambition & Optimism through the Roots of Knowledge.” Presented at the SECAC National Conference held in Chattanooga, Tennessee in concert with the University of Tennessee.
- 2017 “So Sue Me: Legal Actions as a New Staging Ground for Performance Art.” Presented at the “Twelfth International Conference on Arts in Society” conference held at the American University of Paris, co-sponsored by the Sorbonne-Pantheon University, Paris, France.
- 2017 “Intellectual Theft or Creative License? Intellectual Property in the Arts.” Presented at the Annual Conference for the Utah Academy of Sciences, Arts & Letters (Arts Chapter), held at Utah Valley University.
- 2016 “Joseph Bonaparte: Royal Refugee in America.” Presented at “Migrants, Borders, Refuge” Fifth Annual UVU Humanities Symposium.
- 2015 “Art Historical e-Learning and the Virtual Museum Space.” Presented at the International E-Learning and Innovative Pedagogies Conference, held at the University of California at Santa Cruz.
- 2015 “The Intellectual Simulacrum: Landscape Photography, Intellectual Property & Claiming the American West.” Presented at the Annual Conference for the Utah Academy of Sciences, Arts & Letters (Arts Chapter), held at Snow College, Ephraim, Utah.
- 2014 “Striking a Visual Claim: Taming the American West Through Landscape Photography and Intellectual Property Rights”, presented at the Association of Historians of American Art Biennial Symposium held in Philadelphia at the Pennsylvania Academy of the Fine Arts.
- 2012 “A Fairey Tale: Pop, Presidents, and Propaganda,” presented at the Annual Conference for the Utah Academy of Sciences, Arts & Letters (Arts Chapter).
- 2011 “Pop-aganda: Pop Art Propaganda During the Vietnam Conflict,” presented at the international symposium, *Illustrating War*, held at Brigham Young University.

### CONFERENCES/PANELS ORGANIZED

- 2019 Symposium Co-organizer & Co-director. Biennial Art Symposium: “Narratives of Gender and Hidden Power in the Visual Arts: Renegades, Revolutionaries & Rebels.” Utah Valley University.
- 2017 Conference Organizer. Second Annual Student Ethics Symposium, sponsored by the Center for the Study of Ethics.
- 2017 Symposium Organizer & Director. Seventh Biennial Art History Symposium: “More is More is Better: The Study of Maximalism in Art.” Utah Valley University.

- 2016 Conference Director. UVU Ethics Awareness Week and Ethics & Values Jubilee Celebration.
- 2016 Panel Organizer & Moderator. “Self-Censorship & Sanitization in the Arts,” UVU Ethics Awareness Week.
- 2016 Conference Organizer. First Annual Student Ethics Forum, sponsored by the Center for the Study of Ethics, UVU.
- 2015 Panel Organizer. “Freedom of Expression in the Arts,” UVU Ethics Awareness Week.
- 2015 Symposium Organizer & Director. Sixth Annual Art History Symposium: “Museums, Museology & the Exhibition Space: The Study of Spectatorship in Art.” Utah Valley University.
- 2014 Panel Organizer and Panelist. “Intellectual Property Rights and Creativity,” UVU Ethics Awareness Week. Developed panel theme, co-organized panel of five presenters, and participated as panelist.
- 2014 Symposium Organizer & Director. Fifth Annual Art History Symposium: “Over the Horizon: Imaging Identity in the American West.” Utah Valley University.
- 2013 Symposium Organizer & Director. Fourth Annual Art History Symposium: “Art & Nature: A Study in Green.” Utah Valley University.
- 2012 Symposium Organizer & Director. Third Annual Art History Symposium: “Art and Mass Media: The Age of Modernity.” Utah Valley University.
- 2011 Symposium Organizer & Director. Second Annual Art History Symposium: “Art and Mass Media: Aesthetics, Audiences, and Academics.” Utah Valley University.
- 2010 Symposium Organizer & Director. First Annual Art History Symposium: “Word & Image: The Interaction of Art and Text” Utah Valley University.

### **COMMISSIONED WORK**

- 2021 - Commissioned by Daniel Fairbanks to write introduction for forthcoming catalog to accompany Fairbanks multigenerational exhibition at The Springville Museum of Art in 2023.
- 2018 – pres Commissioned by artist Hyunmee Lee to edit and contribute writing to a manuscript of the artist’s work intended for publication (project currently in process)
- 2017 Commissioned by artist Hyunmee Lee to write descriptions for nine bodies of work for the artist’s website

### **INVITED TALKS & WORKSHOP PRESENTATIONS**

- 2022 Forthcoming: “From Seurat to Gauguin: Fashion, Femininity & the Structure of Power.” UVU Roots of Knowledge Lecture Series.
- 2018 “Culture and Identity in Contemporary Art: Investigating the Visual Narrative.” Invited workshop for the Utah Art Education Association Fall Conference, held November 2018.

- 2018 “Blazing Arch of Lucid Glass: The Crystal Palace as Roots of Knowledge.” UVU Roots of Knowledge Lecture Series.
- 2017 ”El Guernica: Historical & Historical Impact.” Presented with Dr. Baldomero Lago at the Global Spotlight Series (Spain), UVU.
- 2016 Faculty Keynote Speaker, UVU Faculty Convocation.
- 2014 Tour of the English wings of the Victoria & Albert Museum, London; presented to the students on the UVU Literature Study Abroad Program, May 2014
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## **TEACHING EXPERIENCE**

### **COORDINATION**

- 2013 – 2021 Art History Coordinator, Art & Design Department  
 2011 – 2013 Acting Art History Coordinator, Art & Visual Communication Department

### **COURSES TAUGHT: ART & DESIGN DEPARTMENT**

- ARTH 2710 History of Art to the Renaissance
- ARTH 2720 History of Art From the Renaissance
- ARTH 272H History of Art From the Renaissance – Honors
- ARTH 3060 Nineteenth-Century Art History (developed course, Fall 2009)
- ARTH 3070 Modern Art & Architectural History
- ARTH 3100 History of American Art & Architecture (developed course, Fall 2013)
- ARTH 3120 History of Contemporary Art (developed course, Spring 2013)
- ARTH 3400 Arts Management (developed course, Fall 2014)
- ARTH 391R Art History Seminar: The Age of Napoleon (developed course, Spring 2016)
- ART 200R Art & Design Lectures
- ART 281R AVC Internship
- ART 481R A&D Internship
- ART 4830 Professional Practices II
- ART 4850 Writing for the Visual Arts
- ART 491R Independent Study: Topics in Art History

## **COURSES TAUGHT: OUTSIDE ART & DESIGN DEPARTMENT**

- PHIL 130R Ethics Forum, Department of Philosophy & Humanities
- PHIL 205H Honors Ethics & Values
- THEA 4633 Theatre Management II, Theatre Department, co-taught

## **CURRICULUM & COURSE DEVELOPMENT**

- 2018 – 2020 ART 4830: Professional Practices for the Visual Arts II (developed curriculum in 2018; developed online section in 2020; piloted Fall 2020)
- 2018 – 2019 ART 4850: Professional Writing for the Visual Arts (developed curriculum in 2018; developed online section in 2019; piloted Spring 2020)
- 2015 ART 1010: Introduction to Art; co-developed online section (piloted Spring 2016)
- 2014 – 2015 BA Art History; assisted with Executive Summary and R401; represented degree before the UVU Board of Trustees (September 2014) and the Utah Board of Regents (January 2015); worked with advisors and department to implement degree requirements after full approval
- 2014 ARTH 3070: Twentieth-Century Art & Architectural History – developed online section (piloted Fall 2014)
- 2013 ARTH 3400: Arts Management
- 2013 ARTH 3100: History of American Art & Architecture
- 2012 Art History Minor (drafted Executive Summary and full R401, represented minor at the UVU Board of Trustees level)
- 2011 ARTH 3120: Contemporary Art History

## **STUDY ABROAD & TRAVEL STUDY**

- 2013 Director, Europe Study Abroad: Art History & Photography, UVU. In concert with co-director Travis Lovell, developed four-week international study program to London, Paris and Belgium.
- 2012 Director, Europe Study Abroad: Art History & Photography, UVU. In concert with co-director John Rees, developed new four-week international study program to London, Paris and Barcelona. Placed eighth in the nation for short-term programs in Abroad101's annual study abroad rankings.
- 2011 Co-Director, London Study Abroad: Literature & Art History, UVU. Co-Director of six-week international study program in London (with Professor Grant Moss, English Department).
- 2010 Faculty Observer, Italy Study Abroad, UVU. Participated in pre-departure meetings and joined four-week international study program (study abroad training).

2010 Assisting Faculty, New York City Art Trip, UVU. Assisted with student visits to museums and photography studios during six-day trip.

### **TEACHING-RELATED WORKSHOPS & TRAINING**

2018 Completion of Pathway 3: Teaching Across Flexible Modes

2017 Engaged Learning in Any Mode Workshop, UVU Office of Teaching & Learning

2017 Enhancing Accessibility in Course Design Workshop, UVU Office of Teaching & Learning

2016 Participation in the USHE General Education Task Force Focus Group; held at the University of Utah

2016 – 2015 New and Emerging Themes Working Group, UVU Office of Teaching and Learning

2016 – 2015 Large Section Working Group, UVU Office of Teaching and Learning

2015 “Considering the Courage and Practice of Teaching”, Magna Online Seminar, presented by Parker Palmer, Ph.D. and Maryellen Weimer, Ph.D.

2015 “What is Blended Learning?” Magna Online Seminar, presented by Ivan A. Shibley, Jr. Ph.D and Timothy D. Wilson, Ph.D.

2015 International Outbound Programs Procedures Training, presented by the UVU Office of International & Multicultural Studies

2015 “How Can I Use Informal Writing as Part of Low-stakes Grading?”, Magna Online Seminar, presented by Scott Warnock, Ph.D.

2013 UVU December Cutting Edge: Effective Lecturing, presented by the UVU Office of Teaching and Learning

### **SERVICE**

#### **SERVICE/UTAH VALLEY UNIVERSITY**

2023 – pres UVU EverGreen Steering Committee

2021 – 2022 UVU Recruitment Council, SOA rep

2020 Faculty Senate Grievance Committee

2022 Strategic Enrollment Management Recruitment Committee

2022 Student Communications Governance Committee

2021 Policy 136 Drafting Subcommittee (limited scope: copyright)

2021 Academic Affairs/Faculty Senate Policy 648/649 Drafting Committee

2018 – 2019 UVU Provost Search Committee

2014 – 2019 Ethics Center Faculty Advisory Board

2018 New Faculty Orientation Presentation on the Roots of Knowledge, Office of Teaching & Learning

2018 Large Section Support Manager Search Committee, Office of Teaching & Learning

2017 Roots of Knowledge Academic Committee

2014 – 2017 Faculty Senate, Art & Design representative  
Ad Hoc Committee Member: Policy 162 (2015)



	Ad Hoc Committee Chair: Large section courses (2014-2015)
2016	Study Essay Competition Committee, “Building Bridges: Exploring Georgian Art & Politics,” for the Office of International Affairs & Diplomacy
2016	New Faculty Orientation Student Success Panel, sponsored by the UVU Office of Teaching & Learning
2015	Study Abroad/International Travel Insurance Selection Committee
2015	Search Committee, Assistant Professor of Mathematics, Quantitative Reasoning (represented SOA)
2013 – 2014	Faculty Senate Policy Committee, SOA representative
2013 – 2014	UVU Scholarly & Creative Activities Committee, SOA representative
2011	University Art Selection Committee, UVU Science Building
2009	Career Options Event Panel; UVU College of Humanities & Social Science and the School of Arts

### **SERVICE/SCHOOL OF THE ARTS**

2021 – pres	TYE Center Board
2021 – 2022	Arts Resource Council
2020 – 2022	SOA Flex Learning Committee, Art & Design Representative
2019 – 2020	SOA Search Committee, Marketing Director Search
2018 – 2020	SOA Exhibition Committee, co-chair with Museum Director Lisa Anderson
2017	SOA Search Committee, Woodbury Museum of Art Director
2017	SOA Search Committee, Academic Advisor
2017	Search Committee, School of the Arts Dean
2015 – 2017	SOA Study Abroad Committee
2016	SOA Engaged Learning Week Activities Committee
2010 – 2011	SOA Dean’s Task Force on the Arts, AVC Representative
2010 – 2011	SOA Dean’s Library Committee, AVC representative
2011	“Orem Big Read” Panel, Woodbury Art Museum

### **SERVICE/DEPARTMENT OF ART & DESIGN**

2017 -2021	Chair, Art & Design Textbook Committee
2017	Chair, Art & Design Search Committee, Art History Lecturer
2015	Member, AVC Faculty Search Committee, Graphic Design Assistant Professor
2015	Member, AVC Faculty Search Committee, Photography Assistant Professor
2014	Member, AVC Faculty Search Committee, Illustration Lecturer
2014	Member, AVC Faculty Search Committee, Graphic Design Lecturer
2012 – 2014	Chair, AVC Departmental Procedures Committee
2010 – 2011	Member, AVC Faculty Search Committee, Photography Asst. Professor
2010	Chair, AVC Faculty Search Committee, Photography/Fine Arts, Asst. Prof.
2010	Chair, AVC Faculty Search Committee, Photography/Commercial, Asst. Prof.
2009	Member, AVC Faculty Search Committee, Graphic Design, Asst. Professor
2009	Member, AVC Faculty Search Committee, Illustration, Asst. Professor
2008	Member, AVC Departmental Procedures Committee

### **SERVICE/FIELD OF ART HISTORY**

2019	Reviewer for <i>Frontiers: Journal of Women Studies</i> ; peer-reviewed article for publication
2017	Keynote panel, “Maximalist Method: The Life and Work of Jeanne Leighton-Lundberg Clarke.” Art & Design Biennial Art History Symposium, “More is More is More is Better: The Study of Maximalism in Art.” Utah Valley University.

- 2016 Associate Editor, *Journal of Technologies in Society*, Volume 12, Issue 2, 2016 (for article by Peter DePietro, "Tech in Europe: Cultural Reboot," pp. 21-30).
- 2016 Associate Editor, *Journal of Tourism and Leisure Studies*, Volume 1, Issue 2, 2016 (for article by William Lenz, "The Persistent Power of Souvenirs: Analyzing Short-term Study Abroad Data Collected via Social Media," pp. 18-32).

### **COMMUNITY INVOLVEMENT/OUTREACH**

- 2019 Invited Speaker, Northeastern Utah Educational Services (NUES) Regional Art Show Awards Night
- 2018 Invited Speaker, Northeastern Utah Educational Services (NUES) Regional Art Show Awards Night
- 2017 "Copyright for Artists" Podcast, prepared for Department of Art, Benedictine College, Atchison, Kansas
- 2017 "Invitation into the Infinite: Embracing the Intuitive in the Paintings of Marcus Vincent," essay written for solo exhibition of the artist's work held at the Woodbury Art Museum
- 2015 "Art and Copyright" Workshop, featured speaker for the Utah County Artists Community
- 2014 Guest Juror, 90<sup>th</sup> Annual Springville Spring Salon, Springville Museum of Art, Springville, Utah
- 2014 Featured Guest on Arts & Facts podcast episode 101, "Jacques-Louis David: Neoclassical Painter and Revolutionary" (42 min. program)
- 2014 "Kent Wing: Unfurling the Infinite," essay written for exhibition held at Snow College, 2014

### **INTERVIEWS, PRESS & PR**

- 2021 Interview for PBS Utah Contact Series, "The Noorda at Utah Valley University: Voctave."
- 2021 Participated in UVU "We Saved a Seat for You" Campaign (appeared on billboards, UTA bus wraps, and campus signage).
- 2017 "UVU panel tackles Trump and ethics." *Daily Herald*. March 15, 2017.  
[http://www.heraldextra.com/news/local/education/college/uvu/uvu-panel-tackles-trump-and-ethics/article\\_bb092023-dfaa-5441-a9a9-4d06254981f2.html](http://www.heraldextra.com/news/local/education/college/uvu/uvu-panel-tackles-trump-and-ethics/article_bb092023-dfaa-5441-a9a9-4d06254981f2.html)
- 2015 Interview for KSL.com regarding 2015 Utah Original Writing Competition Award
- 2014 Interview for KSL.com article on the 2014 90<sup>th</sup> Annual Springville Spring Salon (<http://www.ksl.com/?nid=148&sid=29622067>).

### **RELATED PROFESSIONAL EXPERIENCE**

- 2006 - pres Licensed member, Utah Bar Association

2006 - pres	Licensed member, U.S. District Court for the District of Utah
2006 - 2007	Associate Attorney, Hill, Johnson & Schmutz, LC, Provo, Utah
2005 - 2006	Legal Clerk, Utah County Attorney's Office, Provo, Utah
2004	Legal Clerk, Office of the City Attorney, Springville, Utah
2003	Legal Clerk, Honorable James R. Taylor, Fourth Judicial District Court, Provo, Utah

### **PROFESSIONAL MEMBERSHIPS/AFFILIATIONS**

Since 2021	Member of International Council of Fine Art Deans (ICFAD)
Since 2021	Member of the Council of Colleges of Arts and Sciences (CCAS)
Since 2021	Member of the Utah Council of Fine Art Deans (UCAD)
Since 2019	Member of SECAC National Arts Organization
Since 2016	Member of the Napoleonic Historical Society
Since 2012	Member of the Utah Academy of Sciences, Arts & Letters
Since 2014	Member of Association of Historians of American Art
Since 2007	Member of College Art Association
Since 2006	Licensed member, Utah Bar Association
Since 2006	Licensed member, U.S. District Court for the District of Utah
Since 2005	Member, Phi Delta Phi, a legal society

**DR. DANIEL M. HORNS**  
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## **EDUCATION**

Doctor of Philosophy: Geology, University of California at Davis, 1992

*Dissertation: Paleomagnetic and Structural Analyses of the San Gregorio Fault Zone, California.*

Graduate Work: Geophysics, University of California at Berkeley, 1985-1986

Bachelor of Science: Applied Geophysics, University of California at Los Angeles, 1985

## **EMPLOYMENT HISTORY**

***Dean, College of Science, Utah Valley University (UVU), May 2020 – present*** (Interim Dean August 2019-May 2020)

Oversee administration of the College of Science and serve as a member of the university's Academic Affairs Committee. Activities include development and execution of academic and administrative initiatives; strategic planning for continual improvement of the college, including program assessment and improvement; promotion of faculty development; oversight of faculty hiring, tenure, and promotion; resolving employee conduct issues; coordinating the college's annual resource allocation request; cultivating community relationships through outreach events and interactions with donors and representatives of industry.

***Associate Dean, College of Science, Utah Valley University (UVU), 2010 – May 2020***

Assist with administration of the College of Science, including development of academic and administrative goals; management of the student research fund, strategic planning for continual improvement of the college; oversight of construction and remodeling, student recruitment; community outreach; and cultivation of relationships with donors and representatives of industry.

***Chair, Department of Earth Science, UVU, 2001-2010***

Founding Chair of the department. Oversaw curriculum, including development of four new degree programs and several new courses; scheduled courses and teachers; developed and implemented program assessment activities; created and implemented faculty professional development program; recruited students; coordinated hiring new staff and faculty; prepared documents for accreditation, and conducted community outreach.

***Professor, Department of Earth Science, UVU, 1997 - present***

Taught courses in general geology, geologic hazards, environmental geology, oceanography, and survey of physical science. Courses included a distance-learning course that was broadcast live to sites throughout Utah, a "learning community" geology course combined with an art history course, and courses for the Honors program. Developed several field trips to investigate the geology throughout parts of Utah, California, and Hawaii. Supervised student research projects and theses.

***Visiting Professor, Semester at Sea, summer 2009***

Taught geology and oceanography courses on a ship-based university program. Developed and led field trips to explore the geology and oceanography in Spain, Italy, Croatia, and Turkey.

***Project Geologist, Kleinfelder Engineering, part-time 1992-94, full-time 1994-97, part-time 1997-07***

Provided geologic expertise and project management for a variety of engineering- and environmental-related jobs in Utah, California, Nevada, and Idaho. Assessed earthquake and landslide hazards pertinent to development of homes, businesses, government buildings, and water and gas transmission pipelines. Developed and managed project budgets and schedules. Participated in business development and marketing.

***Adjunct Professor, Utah Valley State College, 1993-1994 (part-time)***

Taught courses in geology, survey of physical science.

***Adjunct Professor, California State University at Sacramento, 1992 (one semester)***

Taught a physical geology laboratory course.

**ACCOMPLISHMENTS IN EDUCATIONAL ADMINISTRATIVE LEADERSHIP**

Following are selected examples of accomplishments in educational administrative leadership from my 25+ years at Utah Valley University.

**Developed and Grew a New Academic Department**

Appointed as founding chair of the Department of Earth Science when the department was first created in 2001. Remained chair until 2010. As chair, accomplished the following:

- Worked with the faculty to create and update the department's vision, mission, and goals.
- Helped grow the department from three faculty members in 2001 to eleven members in 2011.
- Designed four new degree programs and had them approved (see below).
- Designed and implemented the department assessment programs (see below).
- Worked with faculty to improve teaching and student mentoring, including design and implementation of a faculty peer evaluation program.
- Prepared materials for accreditation.
- Recruited regional and national earth science professionals to evaluate the department and its programs.
- Designed and implemented the department's outreach and recruitment activities.
- Initiated the department's seminar series.

### **Developed Curricula**

Designed four new degree programs, ushered all four programs through the UVU curriculum process, and ushered the two bachelor's degree programs through the USBOR R401 curriculum approval process:

- *Bachelor of Science in Earth Science* (later changed to Bachelor of Science in Geology) (2005). This was the first bachelor's degree in a physical science at UVU.
- *Bachelor of Science in Earth Science Education* (2006).
- *Minor in Earth Science* (2004).
- *Emphasis in Earth Science* for the Integrated Studies degree program (2004).

### **Planned and Assessed Academic Programs**

Involved with planning and assessment at the department level and the college level. Following is a selected list of accomplishments.

- *Strategic Plan*: Wrote and updated the strategic plan for the College of Science (2016 to present)
- *Division goals*: Wrote the goals for the College of Science (2018 to present).
- *Accreditation Preparation*:
  - Coordinated the College of Science preparation for an accreditation review by the Northwest Commission on Colleges and Universities (2017).
  - Wrote the 43-page Department of Earth Science Unit Self Study and coordinated other departmental preparation for an accreditation review by the Northwest Commission on Colleges and Universities (2010).
- *Degree program outcomes assessment*: Created the outcomes assessment programs for the Earth Science and Earth Science Education degree programs. Ran those assessment programs and wrote assessment reports from 2005 to 2010.
- *Curriculum mapping*: Defined intended knowledge, skills, and abilities (KSA's) for the Earth Science and Earth Science Education degree programs and mapped those KSA's onto the curricula for those degree programs. Ensured that all the desired KSA's were introduced in at least one class, and that each class in the curriculum played a role in developing the desired KSA's.
- *Mission statements*: Wrote the original mission statement for the Department of Earth Science (2001); twice re-wrote the mission statement for the College of Science (2015, 2018).

### **Promoted Effective Teaching**

- As Department Chair:
  - Initiated a peer-mentoring pedagogical training program.
  - Wrote tenure and promotion policies that emphasized teaching and that gave credit for participation in pedagogical training programs.
  - Developed a procedure for faculty candidate interviews requiring candidates to teach full class sessions of actual UVU courses.

- As Associate Dean:
  - Advanced teaching excellence in the College of Science by promoting pedagogical training programs.
  - Encouraged inclusion of teaching-related criteria in departmental RTP documents.
  - Encouraged faculty search committees to carefully assess teaching potential and to hold teaching skill as the top priority when ranking faculty candidates.
  - Served on the Global/Intercultural (G/I) Initiative oversight committee, which seeks to increase the quality of global and intercultural teaching across campus.
  - Served on the Honors Program Oversight Committee, helping to provide educational opportunities for students interested in pursuing the Honors graduation distinction.

### **Served on Campus-wide Committees**

Long history of collaboration with professionals from across the UVU campus to jointly pursue the goal of educational excellence. Following are selected examples.

- UVU SRI Revision Task Force (2022-present)
- Campus Inclusion Committee member (2022-present)
- Environmental Ethics Symposium organizing committee co-chair (2015-2019)
- UVU committee to plan the 2019 United Nations DPI/NGO conference, committee member (2018-2019)
- Global Academic Advisory Board (2008-2018)
- Global/Intercultural Initiative Oversight Committee (2014-2019)
- Grants for Engaged Learning Grants Review Committee (2011-2019)
- Honors Program Oversight Committee (2016 – 2019)
- Institutional Effectiveness Committee/Academic Excellence Committee (2010-2018)
- Campus-wide STEM Coordinating Committee (2013-2018)
- Summer Transitions Advisory Committee (2012-2018)
- University Image Committee (2011-2018)
- UVU Sustainability Committee (2010-2016)
- Capitol Reef Field Station Advisory Board (2010-2015)
- *UV Self* leadership training fellow (2012-2013 cohort)
- Advisement Leadership Council (2009-2012)
- Women’s Success Center Coordinating Council (2010-2013)
- Completed the process to make UVU a member of the Colorado Plateau section of the Cooperative Ecosystems Study Unit (2012)
- Advisement Leadership Council (2009-2012)
- Institute for Professional Engagement committee member (approx. 2007-2009)

### **Provided Leadership in Hiring**

- *University-wide executive/staff hiring:*
  - Chaired two executive-level search committees:
    - Dean of the Woodbury School of Business (2022)
    - Senior Director for International and Multicultural Studies (2013)
  - Served on two executive-level search committees
    - Assistant Vice President for Recruitment (2014)
    - Associate Vice President for Academic Programs (2012)
  - Served on three search committees for university-wide staff positions
    - Director of Undergraduate Research (2018)
    - Program Director for Engaged Curriculum (2017)
    - Latino Initiative Program Coordinator (2022)
- *Department faculty hiring:* Chaired eight faculty search committees for the department of Earth Science. This included writing job descriptions, advertising the positions, organizing search committees, defining candidate ranking criteria and rating procedures, defining interview formats, writing interview questions, and running interviews. Acted as committee member on an additional two faculty hiring committees.
- *Faculty hiring best practices guidelines* – wrote best-practices guidelines for hiring faculty in the College of Science to promote continuous faculty improvement.

### **Recruited Diverse Students through Extensive Outreach**

- *Community STEM outreach:* In collaboration with colleagues, organize and staff booths featuring hands-on science-learning activities for STEM promotion at community events (two to four events per year). These include local events (e.g., Provo Science Palooza), regional events (e.g., Craft Lake City DIY festival), and state-wide events (e.g., Utah STEM Fest).
- *Grade school STEM outreach:* In collaboration with colleagues organize and staff booths featuring hands-on science-learning activities for STEM promotion events at grade schools. Includes three to six events per year, many at schools that serve populations that are underrepresented in sciences (e.g., Title I schools, schools on the Navajo Nation).
- *High School outreach:* In collaboration with colleagues, organize and staff College of Science informational booths at events aimed at recruiting high school students to UVU. These include UVU open houses held at locations along the Wasatch Front and the annual Sterling Scholar Banquet held at UVU (two to four events per year).
- *Transfer college outreach:* Organize and staff College of Science informational booths at events aimed at recruiting students from two-year colleges to UVU. These include events at Salt Lake Community College and Snow College (one to two events per year).
- *College of Science Annual Newsletter:* Edited *The Synapse*, the annual newsletter for the College of Science, since 2012 (co-edited starting in 2017). The Synapse includes stories about accomplishments in each of the six College of Science departments.
- *Utah PREP:* Served as PI on a 2.5-year (2016-2019) NSF-funded effort to create and enhance a series of 7-week summertime STEM workshops (“PREP” programs) for middle-school students.



UVU has run a PREP program for 4 years. The \$350,000 grant provides funds to assess the success of the UVU PREP and to create resources to turn PREP into a state-wide program (“Utah PREP”)

- *Utah Conference on Undergraduate Research* (2016): Served on the committee that planned and ran the conference. My contribution focused on recruiting and coordinating student volunteers and on securing space resources for the conference.
- *Science Kids Camp*: Designed and organized the first-ever, week-long UVU Science Kids Camp, which was offered through Community Education (2013).
- *College of Science Open House*: Devised, designed, and ran College of Science Open Houses 2012 – 2016. The open houses brought 250 to 400 high school students to campus to attend workshops by each of the six departments in COS. The organizational format for this open house was adopted by Prospective Student Services to be used during the 2013/2014 UVYou Days.
- *College of Science brochure* – Worked with University Marketing to design and write a brochure that has pull-out informational sheets for each of the six College of Science departments (2011 - 2018).

### **Promoted Inclusion and Student Success**

- *Latino Scientists of Tomorrow* (2012 – present): Created and continue to co-manage (with the UVU Latino Initiative) the Latino Scientists of Tomorrow (LST) summer bridge program (following the format of the Latino Educators of Tomorrow). LST offers two UVU science courses, college prep activities, and career exploration activities, to selected Latino high school students. The program has run for six years, with an average enrollment of 24 students per year.
- *UVU Inclusivity Advisory Board* (2014-2020): Participate as a member of the board that develops and implements UVU’s inclusion plan.
- *Expanding Your Horizons and Empowering Your Tomorrows conferences* (2004 – 2019): Serve on event organizing committees, plan and staff information tables for the Department of Earth Science and College of Science at these annual conferences for grade-school girls and boys.
- *Utah Governor’s Native American Summit* (2014 – present): Served on the committee to plan and run educational events for school-age Native American youths who attend the annual summit at UVU.
- *UVU First Generation Initiative* (2016-present): Work with the First-Gen initiative to offer “learning lunches” and COS tours for first-generation college students.
- *SheTech Explorer Day* (2014-2017): Co-Chaired SheTech Explorer Day, an annual, all-day event for high-school girls to explore STEM careers.
- *Women in STEM Brown Bag series* (2014-2016): Co-Chaired series of lunchtime and evening social events for female STEM students to network and to hear about keys to success from peers and from mentors who are female STEM professionals.
- *Tri-Ute Conference*: Served on the organizing committee for the 2013 Tri-Ute Conference, which brought 120 youths from the three Ute tribes to UVU for educational and motivational activities.

- *Health Scholars Mentoring Day*: Worked with Mountainland Technical College to design and run the first-ever Health Scholars Mentoring Day, which brought several dozen high school students to UVU to learn about health careers (2013).

### **Facilitated and Promoted Student and Faculty Research**

- *College of Science Scholarly Activities Committee (SAC)* committee chair: SAC funds faculty-mentored student research within the College of Science. As chair of the SAC, I work with a committee to establish criteria for what SAC will fund, created SAC funding proposal forms, establish proposal timelines, establish proposal ranking criteria, and ranked proposals. Along with administrative assistants I track SAC budgets (2011- 2019).
- *Office of Engaged Learning*: Served on committees to develop and run programs that fund scholarly and creative works and pedagogical development (2011 – 2019).
- *Utah Conference on Undergraduate Research* organizing committee (2017).
- *Scholarly and Creative Undergraduate Leadership Partnership Team (SCULPT)* committee member (2016-present).

### **Fostered Community Relations**

- *Public science presentations*: Skype a Scientist presentations to K-12 schools (2020-2021), Provo Library science series (2018), Orem Library science series (2018), Timpanogos Gem and Mineral Society monthly meeting (2018), UVU Science for Breakfast (2012), Cottonwood Canyons Foundation (2010-2012), Park City Sunrise Rotary Club (2006), Salt Lake Rotary Club (2006).
- *Thanksgiving Point collaboration* (2020): Arranged a meeting of UVU faculty and staff with Axel Estable, Director of Learning and Engagement at Thanksgiving Point to discuss possible research and educational projects involving a wetland area owned by Thanksgiving Point.
- *doTERRA collaboration* (2019): Worked with Dr. Russ Osguthorpe, doTERRA Chief Medical Officer to explore possible research collaborations between doTERRA and UVU College of Science. Introduced Dr. Osguthorpe to several members of the College of Science faculty. Promoted process by which faculty may submit research funding proposals to Dr. Osguthorpe.
- *Nu Skin collaboration* (2019): Arranged a meeting of representations of the UVU College of Science, UVU Department of Chemistry, and Nu Skin at the request of Helen Knaggs, Nu Skin V.P. of Global Research and Development. The focus of the meeting was development of a program at UVU to train students in formulation science. Nu Skin and many other local nutraceutical businesses need employees with formulation skills. The Department of Chemistry is developing a formulation science program to meet this need.
- *Loveland Living Planet Aquarium* Education Advisory Board member (2015-2018).
- *School district collaborations* (2013-present): Worked on various collaborative projects with the Alpine, Nebo, and Provo school districts to improve preparation of students for success in college science majors. Included presentations on college-readiness to representatives of the Alpine and Provo districts, a tour of science research labs for Provo District elementary teachers,

and collaboration on the UVU PREP summer STEM program with representatives of the Alpine, Nebo, and Provo districts.

- *Alternative Spring Break Grand Canyon service project leader* (2018): Led a group of UVU students on an environmentally oriented service project that was arranged by the UVU Center for Social Impact.
- *Geoscientists Without Borders* presenter at annual meeting (2016).
- *Snow College Division of Natural Science and Mathematics* program review team member (2015).
- *Weber State University Geosciences Department* program review team member (2013).
- *UCCU Family Festival* planning team member (2012, 2013).
- *Elderhostel (Road Scholar)* (2000-2001): Led educational workshops for participants in several Elderhostel (now Road Scholar) programs. Workshop topics included the geology of ski resorts, the geology of golf courses, the origins of mountains, and earthquake hazards. Some of the ski resort workshops included on snow geologic tours of ski resorts (2002-2010).
- *Project Impact*: Member of the FEMA-funded Project Impact landslide committee, tasked with reducing landslide hazards in Salt Lake City.

### **Cultivated Donor Relations**

As department chair and associate dean, worked with UVU Donor Relations to foster relationships with the following donors:

- Chris Peper (donated mineral specimens)
- Anne Peper (endowed a scholarship and donated a world-class mineral collection).
- Lilian Hayes (endowed a scholarship).
- Dennis McMurdie (donated hundreds of books, maps, and journals).
- Dozens of regional professional earth scientists, who collectively donated approximately half of the UVU Fulton Library geology book collection.

### **Oversaw Building Construction and Occupancy**

- Acted as liaison between the College of Science & Health (now College of Science), UVU Facilities, and the contractor during the final 18 months of construction of the UVU Science Building. Helped to ensure that the building was constructed according to plans and to wishes of CSH. Gathered information from CSH faculty and staff to help the contractor with final design issues. Worked with UVU Campus Scheduling to determine which rooms in the building were appropriate for general class scheduling and which were appropriate for department-specific use. Coordinated plans to distribute department-specific space within the building among CSH departments.

## **TEACHING ACTIVITIES**

### **Extensive Teaching Experience**

- More than 25 years teaching
- Over 80 individual sections of ten different courses

### **Multi-Format Teaching Experience**

- *Lecture*: Taught several dozen sections of “lecture” classes, utilizing student-centered, engaged-learning pedagogies.
- *Lab*: Taught ~20 sections of laboratory-based classes.
- *Distance Ed*: Taught ~ten course sections that were delivered to distant sites via live-interactive television.
- *Field*: Taught around 20 sections of field-based classes, including general-interest classes and upper-division geology classes. These courses explored parts of Utah, Idaho, Wyoming, Montana, Nevada, California, and Hawaii.
- *International*: Developed geology and oceanography classes for teaching assignment with Semester at Sea, a ship-based university program. Included class meetings on the ship as it traveled across the Atlantic and through the Mediterranean, and field-based learning activities in Spain, Italy, Croatia, and Turkey.

### **Interdisciplinary Teaching Experience**

- *Combined geology/biology class*: Developed and taught short (4-day to 2-week) field-based course that explored elements of geology and biology in areas throughout the western U.S., in collaboration with a biologist (every year since 2004)
- *Combined geology/history/art history class*: Developed and taught a course that explores the eruption of Mt. Vesuvius in AD 79 and the impact of that eruption in preserving elements of Roman art and culture (taught as a UVU Honors course, Spring 2019).
- *Combined geology/art history class*: Developed and taught this full-semester course that combined *Introduction to Geology* with *History of Art to the Renaissance*, in collaboration with an art historian (2014, 2015)

### **Pedagogical Training**

- Participated in workshops from the UVU Office of Teaching and Learning (1997 - present)
- Participated in workshop on securing funding for research from the Council on Undergraduate Research (2015)
- Participated in workshop on incorporating research into teaching from the Council on Undergraduate Research (2014)
- Participated in workshop on promoting success among diverse groups of students from the Association of American Colleges & Universities (2013)
- Participated in workshop on student-centered teaching from the National Association of Geoscience Teachers (1997)

## PROFESSIONAL SOCIETIES AND BOARDS

- *Huntsman Cancer Institute PathMaker Programs Advisory Committee*: Member 2022
- *Geological Society of America (GSA)*: Member 2018-2019, General Chair of the May 2020 meeting of the Rocky Mountain Section of the GSA.
- *iUTAH management team* (2013-2015)
- *Utah Professional Geologists Licensing Board* (2011-2014; Board Chair, 2013/2014)
- *Association of Environmental and Engineering Geologists*: Member (1994-present, Intermountain Section Program Chair, 2003-2004, Intermountain Section President 2005 – 2007, Annual Meeting Co-Chair, 2012)
- *Utah Geological Association*: Member (1992-present), President (1997), Program Coordinator (1994, 2013)
- *Utah Quaternary Fault Parameters Working Group, invited presenter* (2008 - 2012)
- *National Association of Geoscience Teachers* (1998-2011)
- *Utah Council of Professional Geologists* (2001-2005)
- *Utah State Geologic Mapping Board*: Member (1997)

## AWARDS AND RECOGNITIONS

- UVU Global Engagement Atlas Award for supporting global education (2021)
- UVU Presidential Award of Excellence for Inclusion (2013/2014)
- UVSC (UVU) School of Science and Health (now College of Science) Teacher of the Year (2000/2001).
- UVSC (UVU) Alumni Association Teacher of the Year (1998/1999).

## GRANTS

- *National Science Foundation*, \$350,000 award for Utah PREP (2016-2019) – Principal Investigator on grant which helps to fund expansion and assessment of Utah PREP, a multi-institutional science education and outreach project. Collaborated with the School of Education and SCUP to write the successful grant application.
- *National Earthquake Hazards Reduction Program (NEHRP)* (2016) - with co-PI Nathan Toké, Characterizing the timing of ruptures crossing the boundary between the Provo and Salt Lake City segments of the Wasatch Fault: \$31,366.
- *UVU College of Science Scholarly Activities Committee*, \$2,495 for WAVES Java (2016) - Principal Investigator on this tsunami research project in Java, Indonesia.

## PROFESSIONAL PRESENTATIONS

Bunds, M.P., Uribe, A.T., Harris, R.A., Berrett, B., **Horns, D.M.**, Prasetyadi, C., and Andreini, J., 2019, Three Years of UAS-Based High Resolution Topographic Surveys of a Coastal Boulder Deposit to Monitor Change and Assess Tsunami vs Storm Wave Deposition in Java, Indonesia, American Geophysical Union 2019 Fall Meeting Scientific Program

Phillips, J., Toké, N.A., Langevin, C., Kleber, E., DuRoss, C.B., Hiscock, A., Wells, J.D., McDonald, G., **Horns, D.**, and Carlson, J.K., 2017, The Traverse Ridge Site: A Wasatch Fault Example of the Challenges in Interpreting Earthquake Records and Hazards at Segment Boundaries, Paper No. 288-10, 2017 Annual Meeting of the Geological Society of America Meeting in Seattle, WA.

**Horns, D.M.**, Hall, S., and Harris, R., 2016, A Multi-Disciplinary Approach to Tsunami Disaster Prevention in Java, Indonesia, American Geophysical Union 2016 Fall Meeting Scientific Program.

Andreini, J., Bunds, M.P., Harris, R.A., Yulianto, E., **Horns, D.M.**, Prasetyadi, C., Putra, P., 2016, Assessment of Differential Uplift Along South Java, Indonesia from Terrace Elevations Mapped with Structure from Motion Photogrammetry, American Geophysical Union 2016 Fall Meeting Scientific Program

Toké, N. A., M.P. Bunds, J.B. Salisbury, JR. Arrowsmith, T. Sato, D. **Horns**, N. Abueg, J. Anderson, J.K. Carlson, L. Kellum, E. Matheson, A. Lawrence, and J. Selck, 2016, Dry Lake Valley Observations of Historical and Prehistoric Creep on the Central San Andreas Fault, Southern San Andreas Fault Evaluation (SoSAFE) Workshop: Project Successes and Future Challenges at the Southern California Earthquake Center Annual Meeting, Palm Springs, California, September 10, 2016

Deng, H., Harris, R.A., **Horns, D.M.**, Yulianto, E., Bunds, M.P., Prasetyadi, C., Emmett, C., and Hall, S., 2016, Tsunami Disaster Risk Assessment and Prevention in West Java, Indonesia, American Geophysical Union 2016 Fall Meeting Scientific Program

**Horns, D.**, Harris, R.A., Bunds, M.P., Fellows, S.A., Valenzuela, A.F., Andreini, J., and Hall, S.M., 2016, Historic and Prehistoric Tsunami Deposits in Java: Implications for Preparation and Evacuation Planning, Association of Environmental and Engineering Geologists Program with Abstracts – 2016, p. 57.

Harris, R., Major, J., Dunn, R., Deng, M., Meservy, W., Stewart, K., **Horns, D.M.**, Bunds, M.P., Fellows, S.A., McFarlane, A., Valenzuela, A.F., Andreini, J., Hall, S., 2016, Discovering a Giant Seismic Gap in Java, Indonesia, and What Community Based Organizations are Doing About It, Association of Environmental and Engineering Geologists Program with Abstracts – 2016, p. 55.

Hall, S., Harris, R., **Horns, D.**, 2016, Tsunami Risk Perceptions, Knowledge, and Efficacy in Java, Indonesia. Association of Environmental and Engineering Geologists Program with Abstracts – 2016, p. 55.

Mower, R. L., Bunds, M. and **Horns, D.**, 2011, Correlation of slip rate with water table height on an active urban landslide, Sherwood Hills, Utah, Association of Environmental and Engineering Geologists Annual Meeting, Anchorage, Alaska, Sept. 22, 2011.

**Horns, D.**, 2011, A Brief Summary of Recent Work on the Northern Nephi segment of the Wasatch fault, Utah, invited presentation to the Utah Quaternary Fault Parameters Working Group, February 15, 2011.

Bunds, M.P., **Horns, D.**, White, R., Gardner, P., Oxford, J., Sailer, V., and Healy, A., 2009, A slow-moving slump in an urban area as a case study in detection mass movements for urban planning, Rocky Mountain Section of the Geological Society of America, Utah, May 13, 2009.

**Horns, D.**, Rey, K.A., Barnes, C.S., McShinsky, R.D., and Palmer, M., 2009, New constraints on the timing of Prehistoric earthquakes on the northernmost part of the Nephi segment of the Wasatch fault, Utah, Rocky Mountain Section of the Geological Society of America, Utah, May 12, 2009.

**Horns, D.M.**, Rey, K., Barnes, C.S., and Vanderplas, R.M., 2008, Constraining the history of large (magnitude-7) earthquakes on the Nephi segment of the Wasatch fault, Utah, Association of Environmental and Engineering Geologists Annual Meeting, New Orleans, Louisiana, Sept. 19, 2008.

Palmer, M., Vanderplas, R.M., Rey, K., Bagshaw, D., Barnes, C.S., McShinsky, R.D., and **Horns, D.M.**, 2008, Constraining the history of large (magnitude-7) earthquakes on the Nephi segment of the Wasatch fault, Utah, Geological Society of America Cordilleran/Rocky Mountain Section joint meeting, Las Vegas, Nevada, March 20, 2008.

Bagshaw, D., Palmer, M., McShinsky, R.D., Rey, K., Vanderplas, R.M., Barnes, C.S., and **Horns, D.M.**, 2008, Constraining the history of large (magnitude-7) earthquakes on the Nephi segment of the Wasatch fault, Utah, Utah Conference on Undergraduate Research, Orem, Utah, February 29, 2008.

**Horns, D.**, 2008, Results of a Paleoseismic Study of the Nephi Segment of the Wasatch Fault, Utah, invited presentation to the Utah Quaternary Fault Parameters Working Group, February 13, 2008.

Dinklage, W., Bunds, M., and **Horns, D.**, 2007, Geology of the Wasatch Mountains, Utah, unpublished field trip guidebook for a meeting of the Rocky Mountain Section of the American Association of Petroleum Geologists, October 7, 2007.

**Horns, D.**, Dinklage, W.S., and R. Zollinger, 2007, Partnering with Industry to Improve Environmental Sustainability, *Geological Society of America Abstracts with Program*, v.39, no.5, p. 16.

White, R.C., Oxford, J., Gardner, P., Bunds, M., and **Horns, D.**, 2007, Episodic Movement of a Suburban Slump, *Geological Society of America Abstracts with Program*, v.39, no.5, p. 4.

**Horns, D.**, Dinklage, W.S., Bunds, M., 2005, Assessing the use of research to motivate students at an open-enrollment college, *Geological Society of America Abstracts with Program*, v.37, no.7.

**Horns, D.**, 1998, Monitoring of the Shurtz Lake Landslide, Spanish Fork Canyon, Utah: oral presentation to the Utah Geological Association.

Ashland, F.X., and **Horns, D.**, 1998, Monitoring of the Shurtz Lake Landslide, Spanish Fork Canyon, Utah: Poster presentation at the annual meeting of the Association of Engineering Geologists.

## PUBLICATIONS

Toke', N.A., Thomas, J., Bunds, M.P., Arnoff, M., **Horns, D.M.**, and Carlson, J.K., 2017, Inferences about Segmentation from Recent Surface Breaks along the Wasatch Front revealed from Lidar, SfM, and Outcrops from American Fork Canyon to Dimple Dell Regional Park, Utah, in Lund, W.R., Emerman, S.H., Wang, W., and A. Zanazzi, eds., *Geology and Resources of the Wasatch: Back to Front*: Utah Geological Association Special Publication vol.46, p. 251-276.

Toké, N.A. and **D. Horns**, 2017, Characterizing the Timing of Ruptures Crossing the Boundary between the Provo and Salt Lake City Segments of the Wasatch fault, National Earthquake Hazards Reduction Program Technical Report # G16P00104, 22 pp.

**Horns, D.**, Dinklage, W.S., Demming, D., and Heder, G., 2006, *Geology of the Wasatch Front*, unpublished guidebook for National Science Teacher's Association field trip, 13 pp.

Bunds, M., Dinklage, W., and **Horns, D.**, 2005, *Geology of the Wasatch — A Two Billion Year Tour through the Upper Third of the Crust*: unpublished guidebook for Geological Society of America field trip, 17 pp.

**Horns, D.** (editor), 2005., *Utah Lake Comprehensive Management Plan, Resource Document*: Written for the Utah Division of Fire, Forestry, and Public Lands, 109pp.

**Horns, D.**, Bunds, M., and Dinklage, W., 2003, *Geology Along the Wasatch Front*: unpublished guidebook for American Association of Petroleum Geologists field trip, 15 pp.

Ashland, F.X., Lund, W.R., Giraud, R.E., McDonald, G.N., **Horns, D.M.**, and Brimhall, W.H., 1999, *Engineering Geology of Spanish Fork Canyon, Utah: Field Trip Guide for the 1999 Association of Engineering Geologists Annual Meeting*, Salt Lake City, Utah.

**Horns, D.**, 1995, Nitrate contamination of the Moroni, Utah municipal water supply and hydrologic control of nitrate contamination, in Lund, B. (Editor), *Engineering and Environmental Geology of the Wasatch Front Region, Utah*: Utah Geological Association Guidebook 24, p. 431-442.

**Horns, D.M.**, and others, 1995, Environmental and engineering geology of the Wasatch Front region; 1995 Utah Geological Association field conference road log, in Lund, B. (Editor), *Engineering and Environmental Geology of the Wasatch Front Region, Utah*: Utah Geological Association Guidebook 24, p. 533-541.

**Horns, D.M.**, and Verosub, K.L., 1995, Paleomagnetic investigation of late Neogene vertical axis rotation and remagnetization in central coastal California: *Journal of Geophysical Research*, vol. 100, no. B3, pp 3873-3884.

Holm, E.J., **Horns, D.M.**, and Verosub, K.L., 1991, Rapid post-Miocene tectonic rotation associated with the San Gregorio fault zone in Central California: *Geophysical Research Letters*, v. 18, no. 12, pp 2213-2216.



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# David R. Connelly

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## EDUCATION

Doctor of Philosophy in Public Administration, *Nelson A. Rockefeller College of Public Affairs and Policy, SUNY Albany.*

- Dissertation: Leadership in the Collaborative Interorganizational Domain: A Qualitative Analysis of Three Intergovernmental Initiatives
- Fields of Study: Organizational Behavior and Theory & Public Management

Master of Public Administration *Romney Institute, Marriott School of Management, Brigham Young University.*

- Emphasis: Public Finance, Human Resources

Bachelor of Arts, *Brigham Young University.*

Major: History

Minor: Sociology

## FIELDS OF EXPERTISE AND TEACHING INTERESTS

Interorganizational Relations

Leadership

Nonprofit Management

Organizational Behavior and Theory

Information technology management

Qualitative and quantitative methods

Public Budgeting Systems

Privatization

Public Management

Contracting

Collaboration

Sustainability Management

Paradox

Strategic Planning

## EXPERIENCE

Associate Provost, Utah Valley University~ 2017- Present

- Oversee Academic Student Success:
  - Office of Teaching and Learning (2017-2022)
  - First-year Advising Center (Created)
  - UVU Online (2017-2022)
  - Office of Curriculum (2017-2022)
  - Academic Scheduling (2017-2022)
  - Concurrent Enrollment
  - University Tutoring Services
  - Office of Academic Probation
  - Articulation Agreements
  - Testing Services
  - University Advising (Consolidated)
  - Curriculum Office (2017-2022)
  - Academic Quality Assurance (2017-2022)
  - Workforce Development

- Adult Learner Initiative
- Summer Academic Programing
- PLA/CBE support
- Adult Learner Initiative
- Enrollment Management Academic Liaison
- Center for Constitutional Studies
- Center for the Study of Ethics
- Honors Program
- Herbert Institute for Public Policy
- Supervise over 220 full-time employees and 250 student employees
- Budget Oversight for operations listed above

Associate Professor, *Utah Valley University*

August 2008- Present

- Department Chair- History and Political Science 2011-2017
- Faculty Senate President- 2012-2015
  - Parliamentarian 2015-2017
  - Senate Member 2009-2012
- Initial Cohort Graduate Faculty at UVU
- IRB Member 2009-2018

Associate Professor, *Western Illinois University*

August 2006- 2008

- Joint affiliation with the *Illinois Institute for Rural Affairs (IIRA)*
- Asst. Director of *The Western Survey Research Center* and Board Chair
- Founding Board Member *WIU Environmental Studies Program (Grant Funded)*
- IRB Member 2002-2008

Assistant Professor, *Western Illinois University*

August 2000- 2006

- WIU Research Faculty
- Joint appointment with *Illinois Institute for Rural Affairs*- Coordinate public management initiatives and research associate on rural technology program (Grant Funded)
- College Liaison- *Peace Corps Fellows Program (Grant Funded)*
- Founding faculty associate in the *Western Illinois Survey Research Center (Grant funded)*

Research Assistant, *The Center for Technology in Government, SUNY Albany*

May 1996- August 2000

- Process evaluation and re-design
- Criminal Justice Integration
- SMART IT Design associate

Lecturer, part time, *Department of Public Administration, Nelson A. Rockefeller College of Public Affairs and Policy, SUNY Albany*, September 1996-1999

- Taught Introduction to Public Administration
- Taught Introduction to Organizational Behavior
- Taught Introduction to Public Management graduate seminar

## SELECTED PUBLICATIONS

Rands, Gordon, Ribbens, Barbara, and Connelly, David. (2008) “The Sustainability Coordinator: A Structural Innovation for Managing Sustainability” in *Innovative Approaches to Global Sustainability* editor James Stoner, Macmillan Publishing Solutions

Connelly, David R., Zhang, Jing, and Faerman, Sue. (2008) “The Paradoxical Nature of Collaboration” in *Big Ideas in Collaborative Public Management* edited by Rosemary O’Leary and Lisa Blomgren Bingham, M.E. Sharpe, Inc., N.Y.

Connelly, David R. (2007) “Leadership in the Collaborative Interorganizational Domain” *International Journal of Public Administration*, vol. 30, pp. 1231-62

Gruidl, John, Merrett, Chris, and Connelly, David. (2007) “You Can’t Get There from Here: Issues in Rural Passenger Transportation Policy” in *Handbook of Transportation Policy and Administration* edited by Jeremy F. Plant. CRC Press, Taylor & Francis Group

Connelly, David R. “Executive Branch Organizations,” International City/County Management Association (ICMA),” and “Public Administration” in Ellis Katz, Joseph Marbach, and Troy Smith (eds). *The Encyclopedia of Federalism* (2 vols.) Westport, CT: Greenwood, 2005

Book Review: *The Failure of Rural National Policy: Institutions and Interests* by William P. Browne for *The Journal of Politics*, Vol. 66, No. 1, February 2004.

Fukami, Cynthia, assembler (2002) “9/11 Montage: Professors Remember” *Academy of Management Learning and Education*. vol. 1, no. 1. pp. 14-37.

Dawes, *et al.* (1999) “Four Realities of IT Innovation in Government” *The Public Manager*. Spring 1999, vol. 28, no.1. pp. 27-31.

## MANUSCRIPTS UNDER REVIEW/DEVELOPMENT

“Interorganizational Conflict: The Same Old Thing or Something New” Submission-  
*International Journal of Public Administration*

“The Sustainability Coordinator: The Greening of Public Administration” Submission-  
*Public Administration Review*

“Conference Papers and Publications: Do Conference Presentations Really Matter?”  
Submission- *Academy of Management Learning and Education*

## SELECTED CONFERENCE PAPERS/PRESENTATIONS

NSSR 2021 Live “Creating a Culture of Accountability and Ownership for Students and Completion”. Co-presenters Michelle Kearns and Jason Terry

Institute on Cross Campus Collaboration for the First-Year Experience, November 2019  
Columbia South Carolina.

American Association of State Colleges and Universities (AASCU). 2018 Winter Meeting, San Antonio, TX. *Working Partnerships: Using Shared Governance to Improve Teaching Outcomes at a Teaching University*. Co-author- Kat Brown.

American Association of State Colleges and Universities (AASCU). 2018 Winter Meeting, San Antonio, TX. *Defining and Realigning for Student Success: Easy to Say, Harder to Do*. Co- authors- Wade Oliver, Michelle Kearns and Tim Stanley.

Association of American Colleges and Universities (AAC&U). 2018 Institute on High-Impact Practices and Student Success.

American Association of State Colleges and Universities (AASCU). Guided Pathways Summit. Orlando, FL., June 2018. AASCU efforts at defining guided pathways summit participant.

AAC&U, Diversity, Learning, and Student Success: Voices Leading Change, March 2017, *More Than Words: Conceptualizing and Implementing a University-Wide Inclusion Strategy*. Co-authors. Kyle Reyes, Janet Colvin, and Steven Sylvester.

AAC&U, Academic Affairs Winter Meeting, San Diego, CA. Feb. 2017, *Making A Case for Change at UVU*. Co-Authors. Maureen Andrade, Michelle Kearns and Tiffany Evans. This is part of our participation in the *Reimagining the First Year (RFY) Project*- AAC&U/Gates Foundation selected university

AAC&U, Diversity, Learning, and Student Success: Assessing and Advancing Inclusive Excellence, San Diego, CA March 2015, *Understanding Student, Faculty, and Staff Reactions to the Implementation of an Institutional Diversity Plan*- Co-authors, Kyle Reyes and Janet Colvin

*International Women of the Mountains Conference*- 2009, 2011, 2013, 2015. Assist Organizing this UN sponsored conference highlighting the role and condition of Women in Mountainous Regions of the Globe.

Western Political Science Association (WPSA), April 2014, Seattle, WA. *Sustainability Officers: Centralized Leadership in Sustainability within Higher Ed. Institutions and Municipalities*. Undergraduate Research Posters- Co-author- William Ng

- Association for Public Policy Analysis and Management (APPAM), Nov. 2013, Washington D.C. *When Budgeting Decisions Giveth and Taketh Away*. Co-author Robert C. McMurray (undergraduate student).
- Western Political Science Association (WPSA), 2012, Portland, OR. *Information Technology Decisions and Political Ideals*, Organized panel- Technology Advances and Politics, both Historical and Contemporary.
- Public Management Research Conference (PMRA), 2011, Syracuse, NY. *Market Based or Government Based: Does a Distinction Still Really Exist?* Themed Panel: Market-Based Alternatives to Government
- Midwest Political Science Association (MPSA), April 2007, Chicago, IL. *Success Factors in Intergovernmental Information Technology Projects*. Co-author, Canestraro, D.
- 2006 & 2011 Collaborative Public Management Conference, (invited participation) The Maxwell School at Syracuse University, Collaborative Governance Initiative, September 28-30, 2006. *Paradox in Collaborative Relationships: Calls for Paradoxical Behaviors in Leaders*. Co-authors, Zhang, J. & Faerman, S.
- Academy of Management (AoM), August 2006, Atlanta, GA. *Interorganizational Conflict: Still Emerging After All These Years*.
- Community Development Society (CDS), June 2006, St. Louis, MO. *Can You Hear me Know? Rural Residents Speak Out about Community Issues in Illinois*, Technology and demographics section.
- Southern Political Science Association (SPSA), January 2006, Atlanta, GA. *The Issue-Attention Cycle and Executive Opportunity: An Integrated Approach to the War on Terror*, Co-author Wrobel, S.
- Association for Public Policy Analysis and Management (APPAM), November 2005, Washington D.C., *Organizations on the Edge: Introducing a General Analytic Construct and Empirical Tool for Measuring Hierarchy and Organizational Fitness*, Co-author Taylor, R.
- Illinois Political Science Association (IPSA) November 2005, Elmhurst College, IL. *Western Survey Research Center Meets the Illinois Rural Life Poll*. Co-author Helm C.
- Midwest Political Science Association (MPSA) April 2005, Chicago, IL. *Go as a Metaphor of Organizational Complexity*. Co-author Taylor, R.
- The American Political Science Association (APSA), August 2003, Philadelphia, PA. *Civil Service Reform in a "Market-Based" World*
- The American Political Science Association (APSA), August 2002, Boston, MA. *Revisiting the Issue Attention Cycle: New Perspectives and Prospects*

American Society for Public Administration (ASPA), March 2002, Phoenix, AZ.  
*Service and Trust in an e-world*

The Academy of Management, August 2001, Washington D.C., *Safer Streets: Criminal Justice Collaboration in Terms of Information Sharing*

24<sup>th</sup> Annual Conference on Teaching Public Administration, February 2001, Arizona State University, Tempe, AZ. *Teaching IT in PA Programs- What Does the Syllabus Look Like?*

24<sup>th</sup> Annual Conference on Teaching Public Administration, February 2001, Arizona State University, Tempe, AZ. Roundtable Participant- *It's Not Your Father's Oldsmobile: Rethinking PA Programs for the New Millennium*, Wrobel, S., Boeckelman, K., Chacksfield, A., Connelly, D.

American Anthropology Association (AAA), November 2000, San Francisco, CA.  
*Organizations, New Social Relations, and Knowledge: Researching the Cultural Dimension*, Thompson, F., Connelly, D. R., & Cresswell, A. M.

Conference on Text and Talk at Work: Discourse Practices in, around, and about the Workplace, August 2000, University of Gent, Belgium. *Getting the story right: Talk and text in the restructuring of public sector interorganizational relations*, Thompson, F., Cresswell, A. M., & Connelly, D. R.

American Society for Public Administration (ASPA), April 2000, San Diego, CA.  
*Practicing Public Administration in the Hollow State (when data is all you have)*

American Society for Public Administration (ASPA), April 1999, Orlando, FL.  
*Making Smart IT Choices*, Co-author Pardo, T.

American Society for Public Administration (ASPA), April 1999, Orlando, FL.  
*It's not the Technology- You supply the expletive!!!*

## OTHER PUBLICATIONS

*Teaching Writing at Western Illinois University* (3<sup>rd</sup> ed. 2004), Contributed material for sections concerning writing assignments in General Education courses.

*New York State Central Accounting System Stakeholder Needs Analysis*  
Center for Technology in Government, July 2000

*Reassessing New York: A Collaborative Process*  
Center for Technology in Government, June 2000

*And Justice for All: Designing Your Business Case for Integrating Justice Information*  
Center for Technology in Government, March 2000

## COURSES TAUGHT

POLS 101 (1010- UVU)- Introduction to Political Science- WIU  
POLS 122- American Government and Politics- WIU  
POLS 2350- Introduction to Political Theory- UVU  
POLS 284- Critical Thinking (undergraduate methods course)- WIU  
POLS 300- Introduction to Public Administration- WIU and UVU  
POLS 3030- State and Local Government- UVU  
POLS 389- Politics and Ethics- WIU and UVU  
POLS 493G- Seminar in Organization Theory & Behavior- WIU  
POLS 494G- Public Budgeting Systems- WIU and UVU  
POLS 546- Public Administration- WIU  
POLS 550- Nonprofit Management- WIU and UVU  
POLS 558- Scope and Methods of Political Science- WIU  
PAD 506- Foundations of Public Management- SUNY-Albany  
PAD 303- Introduction to Public Administration- SUNY-Albany  
PAD 201- Living in Large Organizations- SUNY-Albany  
EDUC 6460- Student Success and Development- UVU

## PROFFESIONAL AFFILIATIONS

Public Management Research Association (PMRA)  
Association for Public Policy Analysis and Management (APPAM)  
American Society for Public Administration (ASPA)  
American Political Science Association (APSA)  
Academy of Management (AoM)  
Midwest Political Science Association (MWPSA)  
Phi Kappa Phi  
Society for College and University Planning (SCUP)  
Western Interstate Commission for Higher Education (WICHE)- Utah Representative

## **Frank R. Young**

2420 Canyon Road  
Springville, Utah  
801-368-6644

### **Professional Experiences**

#### **Facilities Department**

Utah Valley University  
Orem, Utah

##### **Associate Vice President of Facilities**

Aug 2014 – Present

Plan, direct, and manage all facility functions for university. Oversee capital development projects. Coordinate facility functions at satellite campuses. Work with State and Local leaders to fulfill mission of university. Responsible for \$20M budget.

#### **Facilities Department**

Utah Valley University  
Orem, Utah

##### **Senior Director, Space Development, Planning, and Engineering**

July 2007 – August 2014

Manage and direct all construction and remodel projects for the University. Act as owner's representative in planning, design, and construction phases of major projects. Work with State DFCM group on Capital Improvement Project and Development Projects. Lead user groups in designing and implementing minor projects. Project Management duties for all minor projects. Problem-solve and coordinate with other facilities directors and staff to assure that the department mission is met. Lead staff consisting of draftsmen, project manager, engineer, designer, and architect. Maintain campus construction documents collection. Manage space inventory. Guide campus master planning. Participate as staff member on the Infrastructure Committee and various selection and hiring committees. Serve on State Procurement Committees. Attend Utah Association of Physical Plant Administrators (UAPPA) meetings.



**Facilities Department**  
Utah Valley State College  
Orem, Utah

Director, Space Management

September 2001 – July 2007

Manage and direct all construction and remodel projects for the college. Act as owner's representative in planning, design, and construction phases of major projects. Work with user groups in designing and implementing minor projects. Project Management duties for all minor projects. Supervise staff of three draftsmen. Maintain campus construction documents collection. Manage space inventory for college. Guide campus master planning. Participated as committee member on Green Space Committee, Facilities and Space Allocation Committee, Deans and Facilities Committee, and various selection committees and focus groups. I was promoted to Senior Director July 2007.

**Facilities Planning and Construction Department**

University of South Florida  
Tampa, Florida

Building Code Administrator

October 2000 – August 2001

Developed and implemented the initial building code enforcement program for the University and its satellite campuses. Created rewarding working relationships with campus user groups, contractors, and architects that led to project success. Leadership of the inspection and plan review staff. Maintained records, issued building permits and certificates of occupancy. Team member in campus master planning including: greenway projects, medical facility expansions, campus housing, and parking structure planning for the Tampa campus and its three satellite facilities. Sat on selection committees, the University Safety Committee, and participated in the Continuous Quality Improvement Program.

**Facilities Planning and Construction Department**  
University of South Florida  
Tampa, Florida

Construction Coordinator

June 1998 – October 2000

Responsible for over 140 million dollars in new construction projects as owners' representative on main campus and three regional campuses. Team member in master planning, development, and construction phases of assigned projects. Campus liaison and Code Compliance Officer assigned to the Moffitt Cancer Center's clinic, garage, and research facility expansion project. Reviewed contractor payment applications and enforced university standards. Leader of project teams that completed successful projects.

**AmeriComp Insurance Services, Inc.**  
Daytona Beach, Florida

Safety & Loss Consultant

September 1997 - June 1998

Responsible for assisting workers compensation insured clients to plan and implement workplace safety programs. Assessed accident causation and develop plans to prevent reoccurrence of injury. Initiated beneficial partnering relationships with my supervisor and the company's clientele.

**Failure Diagnosis & Investigation, LC**  
Springfield, Missouri  
Tampa, Florida

Partner

May 1997 - April 1998

Partner and co-founder of a consulting engineering services company serving the needs of individuals and corporations. Responsible for daily operations, direct sales and marketing to targeted customers, promoted regional expansion, and performed work assignments. Provided expert witness testimony at depositions and trials based on the opinions and facts gathered in work assignments.

**Dressler Consulting Engineers, Incorporated**

Springfield, Missouri  
Oklahoma City, Oklahoma

Regional Director

August 1994 to May 1997

Responsible for the daily office operations including: fiscal budgeting, supervision and training of staff, and client development in the Springfield office of Dressler Consulting Engineers. Other duties: new product development, expert witness testimony, and completion of engineering studies including written reports. Developed and opened the Oklahoma City office. Worked successfully with attorneys, business owners, insurance adjusters, and the public in promoting the business plan.

**Dressler Consulting Engineers, Incorporated**

Springfield, Missouri

District Engineer

March 1993 to August 1994

Charged with the responsibility of day-to-day operation, development, and success of the company's first expansion office in Springfield, Missouri. Duties included: Marketing of clients, completion of work assignments, written reports documenting observations, analysis of findings, and conclusions, supervision of required subcontractors, and accountability for budget targets. Achievements included increasing gross income by a factor of thirteen. Promoted to Regional Director.

**Dressler Consulting Engineers, Incorporated**

Overland Park, Kansas

Associate Engineer

November 1989 to March 1993

Responsible for supervision and completion of multiple engineering projects, communication of findings and conclusions in written reports, achieving deadline on report turn-around, supervision of staff and subcontractors on projects, and client contacts. Promoted to District Engineer.

**Dressler Consulting Engineers, Incorporated**  
Overland Park, Kansas

Construction Specialist

January 1989 to November 1989

Duties included construction draw inspections, inspection of retail and commercial properties prior to real estate transactions, asbestos inspections, and construction failure analysis. Lead engineering project teams. Promoted to Associate Engineer.

**Hall-Kimbrell Environmental Services**  
Lawrence, Kansas

Construction Inspector

August 1988 to December 1988

Duties included supervision of subcontractors and contract supervision of asbestos removal projects, sample collection and analysis to assure environmental protection, meetings with contractors, and final completion inspections.

**Community Service**

Springville City Planning Commission  
Vice-Chair  
Chairman

April 2011 to Present  
April 2014 to April 2015  
April 2015 to Present

**Education**

Brigham Young University  
Provo, Utah

Bachelor of Science Construction Management

Course work included: Mathematics, Engineering, Physics, Natural Sciences, Accounting, Management, Contract Law, Critical Path Method Scheduling, Master Planning and Project Development, Drafting, Estimating, and Quality Control.

Seminar attendance and training related to building code issues and campus planning.

UVSelf: Fellow. Utah Valley Senior Executive Leadership Forum

Society for College and University Planning: SCUP Planning Institute

## **Licenses and Certifications**

### **Limited Inspector**

License Number: 5118453-5602

## **UVU Projects List**

### Larger Projects

Liberal Arts Building  
Wasatch Campus  
Baseball Stadium  
Education Building  
Wolverine Service Center  
Alumni House  
Library  
UCAS Multipurpose Building  
Surface Parking Expansions  
Losee Remodel  
Noorda Theatre  
BRC  
Science Building  
Parking Garage  
Student Life & Wellness  
Classroom Building  
Noorda Center  
Keller Building  
Smith Engineering

# DR. JARED SUMSION

316 N. 1800 E. Spanish Fork, UT 84660  
jsumsion@gmail.com  
(801) 360-4814

## QUALIFICATION SUMMARY

- **Skilled Communication Abilities:** Possess strong communicative organizational skills and understanding of the dynamics of Utah Valley University and the Department of Intercollegiate Athletics.
- **Collaborative Leadership Aptitude:** Experience employing an assertive team-oriented leadership approach with a unifying attitude to accomplishing desired outcomes.
- **Strategic Planning Expertise:** Successfully helped guide the athletic and university administration through the eventual acceptance into the Western Athletic Conference/Big 12 conference with comprehensive strategic planning initiatives and effective overall implementation.
- **Progressive Innovative Philosophy:** Expertise in forward thinking with an inventive approach and a never settle attitude.
- **Visionary Engagement Skills:** Successful fund-raising and friend-raising proficiency with original program implementations that have brought financial stability and cooperation.
- **Student Success Oriented:** Proponent of the student-athlete and their overall welfare with successful academic and athletic efforts at the forefront.
- **Commitment to Lifelong Education:** Advocate for personal and professional self-improvement through educational endeavors with an example driven approach to learning.

## PROFESSIONAL EXPERIENCE

### UTAH VALLEY UNIVERSITY, *DEPARTMENT OF INTERCOLLEGIATE ATHLETICS*

*Associate Vice President - Athletic Director*

*Senior Associate Athletic Director – External Operations*

*Associate Athletic Director – External Operations*

*Interim Assistant Athletic Director – Corporate Partners & Marketing*

*Assistant Athletic Director – Development & Branding*

*Executive Director – Wolverine Club*

*2007 – Present*

- Successfully obtained many major athletic donations and contracts (philanthropic scholarships, facilities, media contracts, university-wide apparel deal, medical provider agreements, corporate partnerships, etc.).
- Creator of conference affiliation fund (millions of annual budgetary dollars).
- Secured the largest one-time corporate partnership contract in athletic history.
- Increased annual fund donations and membership by more than 270%.
- Recently acquired a fifth athletic scholarship endowment.
- Negotiated millions of new cash & trade revenues with corporate partners.
- Oversee the following sporting programs and areas: baseball, men's and women's cross country, men's soccer, women's soccer, men's and women's track & field, wrestling, corporate partners, development, major gifts, wolverine club, licensing, media relations, marketing, promotions, ticketing, strategic directions, and community relations.
- Entrusted as the sport administrator to steward the welfare of 232 out of 334 student-athletes in our athletic department while hiring and managing coaches and staff.
- Represent the athletic department on various NCAA, WAC/Big 12 Conference, and University Committees.
- Obtained media rights with Fox College Sports (potential viewership of 56 million), Altitude TV (potential viewership of 10 million), ESPN 3/BYU TV and ESPN 960 and The Zone Radio Sports Network (listenership for central and parts of northern Utah).

## ***DR. JARED SUMSION***

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- Prepared and presented strategic directions for athletic department to various campus and community groups.
- Represented the athletic director in various capacities including public presentations.
- Strategy administrator for athletic department.
- Created and implemented a comprehensive development program for UVU Athletics which is consistent with university-wide advancement activities, including annual giving campaigns both internally and externally.
- Originator of UV3 campaign which tripled athletic donations and membership.
- Architect of UVU's first institution-wide, head-to-toe apparel deal with Adidas.
- Developed custom athletic font and managed regulation of athletic brand licensing.
- Initiated and received UVU administrative funding and approval for UCCU Center, Brent Brown Ballpark, and Clyde Field branding initiatives.
- Established brand awareness through various marketing mediums.
- Authored first-ever UVU specific children's book.
- Tournament Director, NCAA west wrestling regional and various WAC championships.
- Former Deputy Commissioner for the Western Wrestling Conference.
- Regularly resolved politically sensitive issues, which impact the university both internally and externally.
- Successfully strategized, planned, and implemented many athletic and university-wide events.

### **UTAH VALLEY UNIVERSITY, *EXERCISE SCIENCE & OUTDOOR RECREATION***

*Adjunct Instructor, Fitness for Life*

2009 – 2010

- Planned, prepared, and followed an approved course of study that included measurable objectives for each course taught.
- Prepared instructional material for an engaging educational experience.
- Instructed, managed, and supervised students through appropriate teaching methods.
- Maintained a student-oriented approach to teaching.

### **UTAH VALLEY UNIVERSITY, *OFFICE OF THE PRESIDENT***

*Assistant to the President, Constituent Relations & Legislative Affairs*

2006 – 2007

- Represented the President in various capacities.
- Assisted the President in day-to-day functions and in the formulation of policies, plans, procedures and development activities with multiple constituencies.
- Assisted in defining, developing and directing the implementation of managing programs to enhance and improve the services of the university.
- Coordinated events and opportunities for public exposure for the university President.
- Regularly resolved politically sensitive issues, which impacted the university and President both internally and externally.
- Serve as the liaison between the President, civic leaders, donors, potential donors, faculty, staff, students, alumni and general public.
- Assisted with legislative affairs, including the acceptance and transition to university status.
- Prepared and organized presentations for public viewing.
- Member of the following councils and committees: president's council, college leadership council, strategic directions advisory committee, community relations committee, campus image committee, trustees, etc.

## SMALL BUSINESS CONSULTANT

*Pinnacle Quality Insight, Sage Creek Salon, Moosie's & Roots* 2005 – 2011

- Developed industry specific business and marketing strategies.
- Performed comprehensive company analysis.
- Presented variable options to owners for increased revenue opportunities.
- Established end-result analysis based on a comprehensive overview.
- Increased market exposure through local and national resources.
- Advised ownership on marketing principles, return on investment, and SWOT analysis strategies to improve overall efficiencies.

## INTERMOUNTAIN HEALTHCARE

*Orthopedic Surgical Assistant and Orthopedic Preceptor* 2001 – 2006

- Responsible for developing reputable relationships with physicians utilizing Intermountain Healthcare facilities.
- Assisted in the specialized delivery of aseptic medical pre, intra & postoperative care.
- Developed comprehensive techniques to deliver specialized intra-operative care with each individual physician.
- Participated in three surgical humanitarian missions, Guatemala (twice), and Ghana.
- Developed a strong reputation with physicians for effective job performance and efficiency.

## EDUCATION CREDENTIALS

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***Doctorate of Education – Organizational Leadership. Minor in Conflict Resolution.***  
*Nova Southeastern University*

***Certificate of Advanced Doctoral Study in Education – Organizational Leadership***  
*Nova Southeastern University*

***Mentoring Institute Graduate – National Association of Collegiate Directors of Athletics***

***Master of Business Administration – Westminster College and University of Phoenix***

***Bachelor of Science – Integrated Studies, Leadership & Community Health***  
*Utah Valley University*

- *Leadership Certification*
- *Service Learning Distinction*
- *Student Body President*

***Graduation Diploma & Certificate of Advanced Achievement – Orem Institute of Religion***

## NATIONAL ASSOCIATIONS, PRESENTATIONS

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***National Association of Collegiate Directors of Athletics***

***National Association of Athletic Development Directors***

- *WAC Conference Representative*
- *Multiple Presentations and panel discussions*

***National Association of Collegiate Marketing Administrators***

***Mentoring Institute, NACDA***

***D-I AAA Athletics Directors Association***

***International Collegiate Licensing Association***



# Jim Mortensen

## PROFILE

With 25+ years of experience as a strategy professional, I have a proven track record in leadership and strategy development, with strong facilities in financial analysis. I have provided guidance to senior executives on \$21 billion worth of projects, led human capital projects worth \$100+ million, and earned the trust of C-suite clients through superior leadership skills and problems-solving abilities. I have experience in fundraising and real estate development, having spearheaded successful negotiations for \$17.5 million in investments to acquire 1,500+ acres in Wasatch County. 10+ years of higher ed experience in award-winning teaching, university consulting, and administering graduate programs have developed keen insights into the successful implementation of innovative academic programs.

## WORK EXPERIENCE

### **Vice President of Budget and Finance**

#### **Utah Valley University**

05/2023 – present OREM, UT

- Oversee the preparation of the annual appropriated budget request and the University's annual operating budget and advise the President, senior University leaders, members of the Board of Trustees, Utah System of Higher Education (USHE) staff, and members of the Utah Board of Higher Education (UBHE) on issues relating to the financial operations and fiscal health of the university.
- Direct, develop, and analyze budget and financial information to support decision-making including revenue/expenditure projections and variances, tuition and fee schedules, and compensation increases.
- Promote the financial health of the University and develop and implement short and long-term financial strategies and revenue/expenditure models to support student success and university growth. Ensure financial and business policies, processes and services are developed and executed to advance the strategic mission of the University in accordance with federal, state and University guidelines. Provide administrative oversight of the Internal Audit Office.
- Direct, evaluate, and improve UVU's Planning, Budget, and Assessment (PBA) process to connect the resource allocation decision-making process with university and divisional assessment, plans, priorities, and initiatives.
- Oversee and engage direct reports and departments within the division providing guidance toward optimal performance and constructive feedback.

## **Founder & CEO**

### **Idyllwood Investments, LLC**

04/2020 – present UTAH

- Very recently spearheaded successful negotiations for our real estate investment firm's Series A round, securing \$15 million to acquire 1,500+ acres in Wasatch County. Project value to exceed \$200 M at entitlements and \$2.3 B at build out.
- Guided our 2020 Seed round, which raised \$2.5 million.

## **MBA Professor: Strategy & Consulting**

### **Utah Valley University**

07/2013 – 08/2023 OREM, UT

- MBA faculty specializing in strategy & consulting.
- Served as interim WBS Graduate Programs director, managing an internal audit of our program financials that resulted in a reduction of excess costs by \$70k. I also reprogrammed our travel budget to pre-pay \$100k, freeing up significant revenues for marketing and program growth.
- Appointed to conduct a project to turnaround UVU's aviation program, where I successfully helped to slash \$1 M in annual losses.
- Co-created and managed the partnership to co-brand our MBA with Silicon Slopes, repositioning the Woodbury School at the forefront of the tech sector.
- Extensive experience in directing scores of fee-for-service MBA engagements with corporate partners across a range of projects, including financial, marketing, and operations analyses.

## **Public Speaker and Facilitator**

08/2013 – present UTAH

- Facilitated strategic planning sessions for public-private partnerships, including the Utah Valley Visioning Summit and the Mighty Five Parks.
- Led speaking and training engagements on leadership for such organizations as UVU's own UVSELF program, Utah Highway Patrol, Davis County SWAT Team, Human Resource Association of Central Utah, Utah Sheriff's Association, and Utah's Certified Public Manager program.

# WORK EXPERIENCE

## **Member Of The Board Of Advisors**

### **WETx**

08/2019 – 07/2021 SALT LAKE CITY, UT

- Led public sector engagement for a blockchain startup company.
- Advised the CEO on investment pitches to ensure successful funding.

## **Adjunct Professor: Economics, Statistics, Leadership & Project Management**

### **Brigham Young University**

01/2014 – 04/2021 PROVO, UTAH

- Taught MPA courses in leadership, economics, cost benefit analysis & strategic management, developing relationships throughout state government.

## **Board Member**

### **Heber City: Envision Heber 2050**

01/2019 – 01/2020 HEBER CITY, UTAH

- Mayoral appointment to board overseeing the creation of Heber City's 2050 development plan.

## **Management Consulting**

### **Booz | Allen | Hamilton**

10/2005 – 08/2013 USA & MIDDLE EAST

- Provided superior capacity-building services as the Deputy Program Manager for a \$24 million/year contract in the Middle East, utilizing expertise in strategic planning, leadership coaching, and human capital management.
- Orchestrated the development of multiple human capital projects valued at \$100+ million as the lead consultant.
- Served as a strategic advisor for an \$18+ billion foreign naval modernization program.
- Managed the development of a nation-wide assessment of disaster preparedness for the Department of Homeland Security (Capabilities Assessment Pilot/HSPD-8).
- Oversaw and co-facilitated multiple state-level engagements for public-private partnerships, focused on preparing for and responding to major disasters.
- Recognized with multiple awards in project leadership and client engagement.

## **Researcher & Instructor**

### **Brigham Young University, Marriott School of Management**

04/2003 – 04/2005 PROVO, UTAH

- Taught graduate classes in managerial cost analysis (cost-benefit/cost-effectiveness analysis) and management of international non-governmental organizations from 2004-05.
- Led a research team studying developmental entrepreneurship in the Philippines.

## **Co-founder**

### **Entrepreneurs Global Alliance**

05/2001 – 04/2003 WASHINGTON, DC

- Founded and directed a non-profit organization focused on creating capacity-building programs for small and medium-sized businesses in developing countries.
- Collaborated with the Inter-American Development Bank and created a partnership with Nacional Financiera, the Mexican national development bank, to design and implement programs for Mexican entrepreneurs.

WORK  
EXPERIENCE

**Director of Administration & Lobbyist**

**JBC International**

09/1999 – 05/2001 WASHINGTON, DC

- Advocated for clients' trade interests with US elected officials and staff, and foreign ministerial leadership.
- Provided guidance to Fortune 500 firms on potential impacts of the Y2K bug on financial systems and international supply chains.

**Management Consultant**

**Defense Logistics Agency**

01/1995 – 09/1999 FT. BELVOIR, VIRGINIA

- Conducted organizational assessment and development for the world's largest logistics organization.
- Facilitated strategic planning, leadership coaching, conflict management, and training sessions to enhance organizational effectiveness.

EDUCATION

**Public Administration | MPA**

**Brigham Young University**

2004 PROVO, UTAH

GPA: 3.98, Graduated with Distinction

**Human Development | Master of Science**

**Virginia Tech**

2002 FALLS CHURCH, VIRGINIA

GPA: 3.87

Thesis: *"Incorporating Solution-Focused Techniques into the Federal Strategic Planning Process"*

**Business Administration | Bachelor of Science**

**Brigham Young University**

1994 PROVO, UTAH

Organizational Behavior Emphasis

AWARDS

**Ian Wilson Community Engagement Award**

**Woodbury School of Business**

2019

**Faculty Excellence Award**

**UVU Faculty Senate**

2018

**Dean's List (top 5% of students)**

**Marriott School of Management**

2004

**Romney Institute Scholarship**

**Marriott School of Management**

2003

Awarded for academic achievement.

# Kara L. Schneck



karaschneck44@gmail.com



801.787.8934



11 McKinley Drive  
Lindon, UT 84042

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## CORE COMPETENCIES

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- Reputation Growth Strategy and Corporate Narrative Architect
- Global Corporate Brand Developer and Champion
- Executive Advisor and Thought Leadership Expert
- Crisis Communications Expert and Technologist
- Orchestrator of Digital/Social/SEO Centers of Excellence Supporting all Functions/all Markets
- Corporate Social Responsibility (CSR) Strategist
- CEO Transition (3) Expert

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## EXPERIENCE

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### **Vice President, Marketing & Communications**

**Utah Valley University**, Orem, UT (October 2020 – present)

- Oversee the campus-wide marketing and communications, building the university's brand and reputation among its key internal and external constituencies
- Develop full-scale, integrated marketing/communications plans, leading 50+-member team responsible for all aspects of the university's brand including design, university narrative, digital marketing and social media, website, video, photography, public relations, employee communications, and publications
- Promote UVU's unique value proposition to attract and retain students, faculty, and community supporters

### **Chief of Staff, Office of the President**

**Utah Valley University**, Orem, UT (March 2020 – present)

- Senior strategic and tactical advisor for the University President, supporting the advancement and achievement of UVU's Vision 2030
- Continually review and refine the executive structure and processes, ensuring optimal efficiencies and productivity
- Liaison with internal and external stakeholders in support of UVU's values and strategic objectives

**Senior Advisor and Brand & Communications Strategist**, Lindon, UT (2019 – present)

- Built a referral-based consulting practice to help commercial and non-profit organizations realize full growth potential by leveraging an insights-based marketing and sales messaging framework
- Clients include international direct sellers and research institution, a nationally-ranked home developer, and up-and-coming travel affiliate; also serve as senior advisor for the U.S. Direct Selling Association (DSA) through partnership with Sunwest Communications

- Strategic counsel and tactical know-how have produced: launch strategy generated record sales and became model for future product introductions; internal branding efforts resulted in first-ever global employee culture and communications initiative; integration of online awareness and giving strategy generated three-fold increase in donations; and new national accolades and international media attention became key brand ‘proof points’ for successful sales messaging

### **Vice President, Global Corporate Communications**

**Nu Skin Enterprises (NYSE: NUS)**, Provo, UT (2015 – 2018)

- Architect of global reputation management strategy including all stakeholder research, value equation analysis and the creation of multi-market, ROI-based decision-making framework grounded in a single principle: Generate global commercial initiatives that promote revenue growth by leveraging the company’s reputation to improve commercial behaviors (purchase intent, recruiting, recommendation)
- Led research and development of global corporate narrative, aligning messaging through integrated marketing and communications channels to drive commercial behaviors (purchase, sign-up and benefit of the doubt) among key stakeholders; initial U.S. pilot program of new messaging framework resulted in 10% month-over-month increase in sales, as well as growth in group sales volume and retention
- Directed all global social media, SEO, online influencer and thought leadership programs, as well as online marketing strategy to generate awareness and brand credibility, helping create a positive online environment for the global sales force to sell and attract new salespeople
- Engineered and oversaw all global social media influencer campaigns; organically grew Facebook community to more than 1 million followers with industry-leading engagement levels, and established positive results (first and second page) for key search terms; after two years, global online reputation score increased 152% in all strategic markets
- Led the creation of a first-to-market crisis app that provided international executives and communicators with up-to-the-minute stand-by statements, crisis protocols, procedures and contacts; the app was highlighted by the Public Relations Society of America (PRSA) as part of its first-ever Reputation Management Certification Program

### **Head of Global Corporate Communications**

**Nu Skin Enterprises (NYSE: NUS)**, Provo, UT (2005 –2014)

- Reporting directly to CEO, oversaw all aspects of the corporate communications function, including reputation and issues management, corporate social media and SEO, media/influencer and PR, CSR communications/fundraising, executive and employee communications, and industry advocacy
- Created online reputation and communications center of excellence, including collaborating with markets to develop a global tier system to measure capabilities, resources, and online reputation results; system helped more than double global resources, train more than 100 international new and existing team members, and led to a more than 150 % increase in global reputation results
- Oversaw global CSR programs/communications, including creation and oversight of annual global ‘Force for Good’ day where sales leaders and employees serve in their respective communities (now in its 15th year); also led foundation fundraising (gala event raised \$2+ million twice)
- Member of Global Marketing Leadership responsible for largest product launch in company history

### **Senior Director, Marketing Communications**

**Nu Skin Enterprises (NYSE: NUS)**, Provo, UT (1999 – 2005)

- Oversaw global marketing and communication for the company's personal care line, developing integrated strategies to empower the sales force and grow our consumer base
- Developed full-scale marketing/communications plans, leading 15-member team in launching 20+ personal care products, helping generate consistent, year-over-year growth
- Led personal care promotion and product licensing for the company's sponsorship of the 2002 Olympic Games in Salt Lake City, including national lead-generation campaign, development of three on-site athlete and press spas, global spokesperson promotion, and comprehensive PR initiative garnering significant national/international media coverage

### **Media Relations Manager/Director**

**Nu Skin Enterprises (NYSE: NUS)**, Provo, UT (1995 – 1999)

- Led the development and execution of the company's global media relations efforts to secure top-tier editorial coverage for the company's management team, products, business opportunity and charitable giving; regularly served as company spokesperson for media
- Media plans produced placements in *The New York Times*, *USA Today*, and *The Oprah Winfrey Show*

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## **INDUSTRY LEADERSHIP AND VOLUNTEERISM**

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- Utah Valley University (UVU) Foundation Board Member (completed 9-year term Nov 2018)
- Utah Valley University (UVU) Women's Success Center Advisory Board Member and Mentor
- Executive Board Member for the Utah Valley Chamber of Commerce
- Former Executive Committee Member of the Direct Selling Education Foundation (DSEF) and Past Chairman of the DSEF Industry Engagement Committee
- Member and Past Chairman of Direct Selling Association's (DSA) Communications Committee

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## **EDUCATION**

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Bachelor of Arts Degree, Communications, Brigham Young University

## Kathren A. Brown, Ph.D.

Office of Academic Administration, Academic Affairs  
Utah Valley University  
Orem, UT 84158  
(801) 863-8700  
kbrown@uvu.edu

### ACADEMIC DEGREES

- Ph.D. Bowling Green State University, Policy History, August 1997  
Dissertation, "Some Are More Equal than Others: Interest Groups and the Tariff Policies of the United States, Russia, and Soviet Union, 1880-1930.  
Chair, Don Rowney, Ph.D. (History)
- M.A. Bowling Green State University, Russian History, December 1991
- B.A. Alma College, History, May 1989

### ACADEMIC APPOINTMENTS

**Utah Valley University (UVU):** a large public, comprehensive, open-admission, and undergraduate teaching-focused university with a Carnegie Community Engaged designation

**Deputy Provost, Academic Affairs, UVU,** February 2021 – present. (six direct reports, approx. 65 full-time staff)

- All previous AVP duties, excluding Academic IT

**Associate Vice President of Academic Affairs, Administration, UVU,** January 2014 - 2021. (four direct reports, approx. 60 full-time staff; portfolio budget approx. \$5 million)

#### *Faculty*

- Evaluate all new full-time faculty position requests, advertisements, and hire offers (approx. 75 per year); benchmark and set new faculty members' salaries; annually evaluate approximately 800+ full-time faculty salaries to CUPA/market to ensure equity and market relevance; work with deans on hiring, workload, terminations, and appeals; facilitate deans' appropriate retention and equity funds; assess faculty workload with deans and Institutional Research and Information; confer with General Council on progressive discipline and terminations; represent University during appeals of discipline and terminations;
- Review and advise on all mid-term retention review, tenure, and rank advancement portfolios during period of extensive growth (more than 800 portfolios), sabbatical and leave applications; represent the University during midterm, tenure, promotion appeals; collaborate with Faculty Senate Tenure Appeals Committee to ensure all departments have rank/promotion criteria in effect and reviewed regularly; approve revisions of retention, tenure, and promotion (RTP) criteria; created and implemented annual institution-wide training and materials for probationary faculty and RTP committees;
- Coordinate faculty issues related to immigration: work with departments, deans, and General Counsel to determine OPT/H1B/PERM issues for faculty;
- Collaborate with People and Culture and departments to manage approximately 1,200 part-time faculty members;
- Created position of and oversee Faculty Relations Coordinator: mediate among faculty to resolve non-Titles VII and IX conflicts, inquiries into faculty issues;
- Revised and strengthened department chair and associate dean trainings, roundtables, and workshops to standardize compliance on regulations and policies and improve



communication line from Academic Affairs and support deans, empowering approximately 42 chairs and 10 associate deans;

- Initiated a significant increase in shared governance by working with Faculty Senate to appoint faculty to all academic policy writing committees; convinced Student Affairs leadership to do same for student policies that involve faculty; increased collaboration with Faculty Senate and committees on RTP criteria reviews and faculty rights and responsibilities;
- Liaison to Student Affairs regarding ombuds/faculty issues;

#### *Diversity and Inclusion*

- Drafting and implementing the Campus Accessibility Strategic Plan with co-chair Associate Vice President of Student Life/Dean of Students in Student Affairs;
- Coordinate with Student Affairs on accessibility for university's learning management system and other academic enterprise systems;
- Drafted, collaboratively, Campus Inclusion Strategic Plan as part of the Inclusion Committee Core Team;
- Strategize and implement high impact practices for developing pipelines and networks for under-represented groups in higher education leadership;
- Regularly review unit and departmental practices to encourage a more welcoming workplace for faculty and academic staff; provide data to showcase benefits of diverse hires;
- Strategize with P&C diversity-focused recruiting and hiring and on-boarding efforts;
- Executing academic policies review to identify potential hiring, retention, tenure, and promotion obstacles for under-represented faculty members;
- Implementing review of academic policies to identify potential academic obstacles for under-represented students, first-generation students, and;
- Work with faculty to establish cross-campus affinity groups.

#### *Policies and Compliance*

- Strategize and drive academic policy creation, stewardship, and implementations: responsible for the writing, shepherding, and negotiation of all academic policies through the institution's policy system; notable policies include those related to classroom management, tenure, rank and promotion, annual reviews, post-tenure review, and remediation/discipline, among others;
- Strategize and implement with P&C the University policies and procedures reacting to the Affordable Care Act, changes in the Fair Labor and Standards Act, and others;
- Collaborate with Student Affairs on policies that involve faculty issues, including credit hours, tuition, fees, free speech, among others;
- Data steward for Academic Affairs;
- Review and make recommendations on all academic contracts with budgetary implications;
- Document activities and evidence for NWCCU accreditation reports related to faculty affairs, academic freedom, library, intellectual property, and conflicts of interest;
- Collaborate in planning, budgeting, and accountability process (PBA) for Academic Affairs; direct PBA for my unit; contribute to PBA in Student Affairs and Office of IT;
- Review deans' and academic associate vice presidents' travel requests and reimbursements;

#### *Academic Information Technology and Academic Business Intelligence*

- Supervise Academic IT: oversee academic enterprise systems, including the University's Learning Management System, Content Management System, student ratings system, student and faculty e-portfolios, software systems; initiated and implemented protocols for tech-pedagogy pilots;

- Chair, Academic Technology Steering Committee, approve academic enterprise requests and pilots; establishing standardized and coherent BYOD standards and practices; facilitate faculty development of creative tech solutions;
- Developed Academic IT Strategic Plan, adopted by Office of Academic Affairs, for developing a culture of data-conscious decision-making;
- Responsible for all academic operational reports outside of state-mandated reports;
- Head Academic Analytics/BI: all operational reports and analyses for Academic Affairs come through my portfolio; collaborate with IRI to create, run, and review institutional reports for Academic Affairs' analysis;
- Implement Student Affairs software initiatives and collect data for Student Affairs assessments.

#### *Fulton Library*

- Supervise innovative services and practices to improve student learning outcomes, such as the use of “embedded librarians” in courses to assist writing/research skills, a "qualitative BI" initiative to contextualize data reports and decisions, and others;
- Spearhead Library efforts to increase student access through more online resources and student-driven hours;
- Oversee activities and budget related to Roots of Knowledge Windows;
- Collaborated with Foundation in Library's first ever six-figure development campaign, resulting in naming of the Library; working with Foundation to secure more resources for the Library's mission.

#### *Academic Space and Buildings*

- Strategized, implemented repurposing of Campus Classroom Testing Center to save University approximately \$100,000 per academic year while maintaining high levels of service to students;
- Review and determine academic space/infrastructure decisions at Academic Affairs level;
- With Office of IT, determine all technology in all non-specialized classrooms, lecture halls, supplemental learning spaces, and conference rooms;
- Academic liaison on 250,000 sf classroom building, determined student-centered design and approved all academic spaces; committee for planned mixed-use satellite buildings;

*Set strategic divisional priorities, guided by the Academic Master Plan and university strategic plans.*

*Represent and signatory for the Senior Vice President of Academic Affairs while he is off- campus*

*Teach upper division History courses, one per semester. I maintain tenure to the Department of History and Political Science at the current rank of associate professor.*

#### *"Dotted Line Reports:"*

- Director, Media Services and Engineering (under Office of IT)
- Director, Office of Teaching and Learning (under Office of Academic Programs)

**Acting Senior Vice President of Academic Affairs and Chief Academic Officer** (June 24 – September 17, 2018) (approximately 20 direct reports, excluding five non-academic vice presidents; budget approx. \$150 million)

- In addition to my AVPAA duties,
- Represent Academic Affairs at all senior executive meetings and Board of Trustees meetings;
- Represent Utah Valley University at all Chief Academic Officer meetings in the Utah System of Higher Education activities and meetings;
- Coordinate with other vice presidents to achieve the mission of the university;
- Work closely with deans and academic associate vice presidents to achieve the mission of Academic Affairs and the university;

- Oversee Academic Affairs budget of approximately \$150,000,000;
- Oversee academic personnel decisions;
- Maintain Academic Affairs' Academic Master Plan.

**Assistant Vice President of Academic Affairs, Administration, UVU, September 2011 – December 2013** (three full-time direct reports, five full-time staff)

- Portfolio included Retention, Tenure, and Promotion/Rank Advancement; faculty hiring, immigration, sabbaticals, salaries, appeals, and terminations; Academic Policy creation and stewardship; Academic IT (academic enterprise systems, including Canvas); Academic Analytics/BI;
- Taught upper division History courses, one per semester. Maintained tenure to the Department of History and Political Science.

**Chair, Department of History and Political Science, Utah Valley University, April 2008-August 2011.** (supervised 15 full-time faculty, three staff; approx. 21 adjuncts) Teaching duties on 2/2 rotation.

- History Program worked through Utah System of Higher Education as one of Utah's Lumina Foundation's Tuning Process partners;
- Assisted creation of the Native American Initiative and American Indian Studies program
- Collaborated with Dean of Science and Health to transfer Geography from department to Environmental Science to better align with student demands and community needs;
- Directed department's documentation in university reaccreditation;
- Pioneered large sections (100-150 students) in college, initiated assessment to determine whether student outcomes differed among small and large class sizes;
- Supported development of online, hybrid, evening, and weekend courses to ensure access for a variety of student needs;
- Oversaw initiative to establish learning outcomes at each course level in History;
- Organized and implemented third year Political Science program review;
- Organized and implemented History program review;
- Spearheaded elimination of Public History emphasis after History program review, but expanded internship opportunities;
- Strategized History and Political Science programs' course offerings and scheduling;
- Shepherded new department courses through the curriculum process;
- Regular duties included course scheduling, catalog updates, adjunct hiring, faculty mentoring, annual tenure reviews, among many others.

**Assistant Chair, Department of History and Political Science, Utah Valley University, April 2003 – March 2008**

- Supervised department during summers; hired adjunct instructors for Fall;
- Managed course scheduling for History and Political Science programs.

**Assistant Professor, August 2002 – June 2009; Associate Professor, July 2009 - present, Department of History and Political Science, Utah Valley University**

12-15 CH/Semester: courses in intro, core major, European, Russian, US, and genocide histories

- Developed and continually updated six courses in Modern European and genocide histories;
- Revamped US History, 1890-1945;
- Revamped senior capstone into senior thesis with defense;
- Revamped Ancient World Civilizations and Modern World Civilizations to include ELOs;

- Updated “Nature of History” (Introduction to the discipline) to include career exploration and comparative elements;
- Initiated archival collection of World War II veteran interviews.

**Visiting Assistant Professor**, May 1998 – July 2002, Department of History, Bowling Green State University, Bowling Green, Ohio (public regional research-intensive university)

- 12CH/Semester: courses in intro, core major, Russian;
- Taught senior capstone research paper course;
- Redesigned History of World War II course;
- Departmental representative to College curriculum committee;
- Initiated archival collection of World War II veteran interviews.

**Visiting Assistant Professor**, August 1996 – April 1997, Department of History, Heidelberg University, Tiffin, Ohio (small private liberal arts college with commitment to adult/non-traditional education)

### CONFERENCE PARTICIPATION, PUBLICATIONS, SELECTED WORKS

- “Access for All: Keeping the Community College inside the Comprehensive University,” joint presentation. Academic Affairs Summer Meeting, American Association of State Colleges and Universities, Seattle (Bellevue), Washington, July 2018.
- “Building Trust with Faculty in Policy Development.” Association of College and University Policy Administrators, National Conference, Anaheim, California, April/May 2018.
- “Working Partnerships: Using Shared Governance to Improve Teaching Outcomes at Teaching Universities,” joint presentation. Academic Affairs Winter Meeting, American Association of State Colleges and Universities, San Antonio, TX, February 2018.
- “Effectively Partnering with Writing Committees,” Pre-Conference Workshop, Association of College and University Policy Administrators, National Conference, Minneapolis, June 2017.
- “Women at War: Jewish Female Partisans in Belorussia and the Issue of Agency, 1941-1944,” Ethics Awareness Week, Utah Valley University, September 2014.
- “Policy Wheeling and Dealing with Faculty Senate: Booze, Sushi, and Smoke-Filled Rooms,” Association of College and University Policy Administrators, National Conference, Chicago, September 2013.
- Moderator, Plenary Session: “How Rocky Mountain States Would Like to Work with the Mountain Partnership,” Second International Women of the Mountains Conference, UVU, March 2011.
- Moderator, “Indigenous Traditions of Consulting the Will of the Governed in the Turkic World, and their Relation to the Contemporary Situation in the Region,” UVU, March 2009.
- “Preliminary Findings on the Red Army Treatment of Female Jewish Partisans, 1943-1945,” International Conference on Soviet Jewish Soldiers, Jewish Resistance, and Jews in the USSR during the Holocaust. Center for Advanced Holocaust Studies, United States Holocaust Memorial Museum and the Skirball Department of Hebrew and Judaic Studies, New York University, New York City. November 2008.
- (with Dr. Walter Grunden) “WWII Speaks,” Archival collection of veterans’ and related interviews housed in Jerome Library’s Archival Collection, BGSU, 1999-2002.
- “Using the ‘List of Creepy Coincidences’ as a Learning Tool,” with Kevin Kern. *The History Teacher*, vol. 34, (4) (August 2001).

- “Economic Russification in Turkestan, 1865 - 1917,” National Policy History Conference, Bowling Green, Ohio, 2000.
- “Interest Group Theory and the Formulation of Protectionist Tariff Policy in the Soviet Union, 1918-1927,” Mid-West Russian History Colloquium, Madison, Wisconsin, 1996.
- “Potential Economic and Political Impacts in Eastern Europe of the Administration of Tariff Agreements: Precedents from Russian History,” Fifth World Conference, International Council for Central and Eastern European Studies, Warsaw, Poland, 1995.
- “*O mezhdistsiplinarnom podkhode k izucheniiu rossiiskoi promyshlennosti* (On Interdisciplinary Approaches to the Study of Russian Industrialization),” Third Conference, Association for History and Computers, Zvenigorod (Moscow), Russia. Paper received special recognition for its interdisciplinary approach, 1995.
- “Armed Conflict Oral History Archive,” Archival collection of veterans’, refugees’, and related interviews housed in Utah Valley University’s Archival Collections.

## INVITED PRESENTATIONS

- "Russia's Political Traditions: 100 Years since the Revolution." Presentation at Fulton Library Roots of Knowledge Speaker Series, February 2017.
- "Looking Like a Million Bucks in a Five Dollar Skirt: Thrift Isn't Cheap." Presentation to UVU Summer University, May 2015.
- [Pizza and Politics] “For Us All: The Holocaust to Ferguson, Missouri—A Curated Discussion on Race and State Violence,” panelist representing US Holocaust Memorial Museum, University of Utah Hinckley Institute for Politics, October 2014.
- "Women's Voices in Leadership," UVU Women's Success Center, March 2014.
- Presentation to College of Humanities and Social Science Advisory Board on importance of short-term domestic study trips, August 2010.
- “Academic Faculty Panel,” Utah Academic Library Consortium Professional Development Retreat, Salt Lake City, Utah, August 2008.
- Presentation to UVU Faculty Welcome Back Days on behalf of the Community of Engaged Learners regarding short-term domestic study trips, August 2008.
- Utah Jewish Federation, Holocaust Remembrance Days, “The Effects of the Holocaust on Generations,” 2005.

## SELECTED PROFESSIONAL SERVICE (pre-2010 available upon request)

### Institutional

- University Digital Transformation Committee, 2018 - present
- University Executive Committee (Deans, assistant/associate deans, executive staff, VPs, and assistant/associate VPs), 2011 - present;
- University Women’s Council Executive Committee, 2018 – present;
- University Re-imagining the Undergraduate Experience Committee, 2018 – present;
- University Planning Advisory Committee, 2017 – present;
- Completed Search Advocacy Training, Oregon State University, 2018.
- President's Council (VPs, executive staff; AVP of P&C and AVP of Academic Administration *ex officio*--AVPs excluded starting late 2016), 2011 - 2016;
- Co-chair, University Associate Vice President Working Group, 2017
- Co-chair, Campus Accessibility Strategic Plan (with Student Affairs), 2016 - present;
- University IT Oversight Committee, 2015 - present;

- University Infrastructure (Space) Committee, 2015 - present;
- Executive Leadership Core Committee, UVU Inclusion Initiative, 2013 - present;
- Executive Leadership Core Committee (Chief of Staff to the President, AVP of P&C, AVP of Academic Administration, AVP of Student Affairs), Utah Valley Senior Executive Leadership Forum (UVSELF), 2013 - present
  - In this organization, I have formally mentored the Director of Crisis Services (Student Affairs), Director of Student Conduct and Conflict Resolution (Student Affairs), Director of Student Retention (Student Affairs), Senior Director of Public Relations (University Relations); two associate academic deans, four academic department chairs, four faculty members, an academic department coordinator, and an academic advisor;
- Women's Executive Leadership Committee, 2012 - 2018;
- President's Council University Policy Sub-Committee, 2011 - present;
- IT Enterprise Application Committee, 2011 - 2015 (replaced by IT Oversight Committee, 2015);
- Search chair, Senior Vice President of Academic Affairs, 2013 – 2014;
- Chair, Branch Campus Infrastructure Committee, 2012 - 2014;
- Fellow, Utah Valley Senior Executive Leadership Forum, 2012 – 2013;
- Search member, Associate Vice President of Human Resources, 2018, 2012; Associate Vice President for Finance, 2016; General Council, 2015.

#### Academic Affairs

- Lead Liaison for executive onboarding, 2017 – present
- Lead Executive Liaison for Academic Affairs, Graduation Committee, 2013 - present;
- Lead Liaison, Academic Affairs, Academic Space, 2012 - present;
- Chair, Faculty Convocation Committee, 2011 - present;
- Faculty Senate, *ex officio*, 2011 - present;
- Executive lead, UVU Department Chairs Workshop and Roundtable (monthly meetings and trainings), 2011 - present;
- Chair, Academic Technology Steering Committee, 2011 - present;
- Senior Vice President of Academic Affairs Staff Committee, 2011 - present;
- Academic Affairs Committee (Deans' Council), 2011 - present;
- Chair, Associate Deans Council, 2011 - 2017;
- Co-chair, with Associate Vice President of Student Retention (Student Affairs), Testing Center Budget and Administration Task Force, 2012 - 2014;
- University Honors Steering Committee, Utah Valley University, 2008 - 2014;
- Search member, Associate Vice President of eLearning and Academic Outreach, 2014;
- Search chair, Assistant Vice President of Community College Programs, 2011; Associate Vice President for Academic Programs, 2017
- Student Retention and Success Committee, Utah Valley State College, 2005 – 2010.

#### HONORS AND AWARDS

##### International:

- United States Holocaust Memorial Museum (USHMM), Center for Advanced Holocaust Studies, Silberman Seminar for University Faculty: *Legacies of the Holocaust, Eastern Europe*, June 2008.
- USHMM, Center for Advanced Holocaust Studies, Silberman Seminar for University Faculty: *Teaching About the Holocaust*, June 2006.

University:

- UVU Wolverine Achievement Award, Commitment to Excellence (for administrators who demonstrate "a willingness to perform beyond conventional expectations to heighten the quality of the UVU student experience."), 2018.
- UVU Woman of Influence Award, Education, recipient. Recognition for my role in furthering women's education at UVU, 2016.
- Senior Vice President of Academic Affairs Award of Excellence, 2015.
- CHSS Dean's Grant, to take students to USHMM, UVU, March 2010.
- UVSC Community of Engaged Learners Grant and IPE Grant, to take students to
- USHMM, UVU, March 2009, March 2008.
- Presidential Faculty Scholarship Award, Fully funded, UVSC, President's Office, 2004.

Community:

- Utah Women's Walk. Utah Women's Walk for work done in furthering women's education in Utah, 2016.

***References available upon request***

## Kedric Black, CPA

Work: 801-863-8536  
Mobile: 801-310-4185

Kedric.black@uvu.edu  
1341 S. 1100 E.  
Spanish Fork, UT 84660

Solid background in financial accounting and auditing related to governmental and non-profit entities. Skilled in auditing, financial analysis and preparation, evaluation of controls and implementing standardized policies and procedures. Knowledge of federal and state laws and regulations with respect to governmental and non-profit entities. Experienced in management and interpersonal relations.

## EXPERIENCE

### UTAH VALLEY UNIVERSITY

Orem, UT

#### *Controller*

August 2010 – Present

- Oversee general accounting processes for the University
- Ensure transactions are reported in accordance with federal and state statutes
- Oversee preparation of annual financial statement
- Oversee the prepare of the annual financial statements and tax returns
- Evaluate audit recommendations made by internal and external auditors and ensure appropriate implementation
- Stay current of all applicable accounting and auditing standards
- Review reports and statements prepared by other accountants prior to distribution

### UTAH VALLEY UNIVERSITY

Orem, UT

#### *Senior Accountant – Payroll and Internal Controls*

January 2004 – August 2010

- Oversee year-end financial reporting for University
- Ensure Payroll related transactions are properly reported in Banner
- Oversee all federal and state tax related filings
- Prepare of the annual financial statements and tax returns
- Stay current of all applicable accounting and auditing standards

### PETERSON, BLACK AND ASSOCIATES, P.C.

Spanish Fork, UT

#### *Audit Partner/Manager*

December 1994 – January 2004

- *Responsible for governmental, non-profit, and private audits*
- Planned and implemented audit fieldwork for various audits including UVSC and Snow College
- Organized and Scheduled audits
- Coordinated audit schedule with audit clients and staff
- Evaluated audit client internal controls
- Prepared and reviewed audit work papers and drafted financial statements
- Presented audits at public meetings
- Supervised audit and accounting staff
- Taught governmental audit, internal control, and fraud courses for CPE credit

### WIGGINS AND COMPANY

Brigham City, UT

#### *Staff Accountant*

August 1992 – December 1994

- Conducted audits of federal programs, internal controls, and financial information for various government entities including UVSC and Dixie College
- Analyzed client internal controls and policies and procedures



## EDUCATION

Utah State University, Logan, Utah

- Business Management, Accounting, May 1992
- Bachelor of Science Degree, Accounting, Dec 1991

Utah Valley Community College, Orem, Utah

- Associates of Applied Science

## LICENSES

- Certified Public Accountant, State of Utah

## PROFESSIONAL MEMBERSHIPS

- AICPA – American Institute of Certified Public Accountants
- UACPA– Utah Association of Certified Public Accountants

## COMPUTER SKILLS

- Experienced in various computer programs including Excel, Word, Power Point, Adobe, and Windows. Knowledge of accounting software products including SunGard Banner and QuickBooks.

# KELLY FLANAGAN

Dean, Smith College of Engineering and Technology  
Utah Valley University  
Orem, Utah 84058

Email: [kelly.flanagan@uvu.edu](mailto:kelly.flanagan@uvu.edu)  
Phone: 801-863-4848

I am an experienced educator, researcher, and academic administrator. As a professor of computer science, I created several innovative courses, won a teacher of the year award, successfully competed for a highly competitive National Science Foundation grant, published numerous technical papers, mentored undergraduate students, advised graduate students, and served in administrative positions. As a university vice president and chief information officer, I led hundreds of people, created and managed substantial budgets, wrote successful funding proposals and created physical and organizational environments where academic and administrative innovation flourishes.

## EDUCATION

Ph.D., August 1993, Brigham Young University, Electrical and Computer Engineering  
Dissertation: A New Methodology for Accurate Trace Collection and Its Application to Memory Hierarchy Performance Modeling

M.S., August 1989, Brigham Young University, Electrical Engineering  
Thesis: Processor Design Using Path Programmable Logic

B.S., April 1988, Brigham Young University, Electrical Engineering

## ADMINISTRATIVE EXPERIENCE

Dean, Scott M. Smith College of Engineering and Technology, Utah Valley University, 2022–Present

- Responsible for the management of the administrative functions of the college
- Participate in the development of college strategic initiatives and participates in university long-term planning and policy setting
- Responsible for fundraising and cultivating relationships with industry partners and donors
- Responsible for Providing senior-level administrative leadership in curriculum development, institutional assessment and improvement, human resource, faculty development and performance appraisals, budget and finance, and facilities planning and management.
- Report to the Provost
- Member of the Academic Affairs Council

Vice President of Digital Transformation and CIO, Utah Valley University, 2020–Present

- Responsible for the digital transformation of UVU processes, culture, and technology
- Responsible for the vision, strategy, policy, guidelines, planning, coordination, and oversight of academic and administrative information technology for UVU
- Report to the president
- Member of the President’s Cabinet and various subcommittees
- Work closely with other Vice Presidents, Deans, Faculty Senate, and other faculty and staff to help them effectively use IT to achieve their purposes and advance their strategies
- Participate in the creation and development of university policy, procedures, planning, and the development of the annual university budget request
- Direct the activities of the Office of Information Technology and Academic and Student Digital Services

Chief Information Officer (CIO), Church Educational System (CES) of the Church of Jesus Christ of Latter-day Saints, 2015–2020

- Responsible for the vision, strategy, policy, guidelines, planning, coordination, and oversight of information technology (IT) for the CES institutions of higher education (3,800 faculty and 84,000 students at five institutions)
- Report to the Commissioner of Church Education
- Work with the presidents, vice presidents and CIOs of the CES institutions to develop solutions to resolve institutional issues
- Chair the CES CIO Committee consisting of the CIOs from each CES institution
- Approve institutional IT budgets for inclusion in the CES budget request presented to the Board of Trustees
- Specific accomplishments include:
  - Proposed a strategy and implementation plan to use artificial intelligence systems to quickly identify and rescue academically at-risk students at BYU-Idaho
  - Established a CES Networking Center that provides high-quality network services for BYU, BYU-Hawaii and BYU-Idaho
  - Acquired and modified an open source eTextbook reader to enhance the quality of instruction and reduce the cost of education
  - Worked with faculty leadership at each institution to adopt a standard learning management system that reduces overall cost and makes sharing content easier
  - Created an IT security strategy, architecture and implementation that provides consistent high-quality security for each institution
  - Established and refined a model for funding IT projects, the acquisition of commercial software, and ongoing maintenance of IT infrastructure
  - Developed an ecclesiastical endorsement system to allow the institutions to receive student status information from ecclesiastical leaders in a private, appropriate and legal way
  - Implemented a CES Shared Application that enables applicants to apply to one or more of the institutions through a single application

Vice President, Information Technology and CIO, Brigham Young University, 2002–2020

- Responsible for the vision, strategy, policy, guidelines, planning, coordination and oversight of academic and administrative information technology for BYU (1,630 faculty and 34,240 students)
- Report to the president
- Member of the President’s Council and various subcommittees such as the Human Resource Committee and the Campus Planning and Use Committee
- Work closely with other Vice Presidents, Deans, Faculty Advisory Council, and other faculty and staff to help them effectively use IT to achieve their purposes and advance their strategies
- Participate in the creation and development of university policy, procedures, planning and the development of the annual university budget request
- Direct the activities of the Office of Information Technology, the Print and Mail Production Center and the Office of Research Computing, (300 full-time and 1000 student employees)
- Specific accomplishments include:
  - Initiated a Domain of One's Own initiative that has taught over 6,000 students basic Internet technology, how to select a professional Internet domain name and use it to publish content of their own

- Developed a vision statement describing how to implement online education in a way that improves the quality of instruction, reduces cost, reduces time to graduation and allows more students to be taught with the same resources
- Led an effort to replace expensive proprietary hardware in over 700 technology-enabled classrooms with open source commodity components saving \$400,000 annually
- Defined a University Application Programming Interface (API) that enables faculty, staff, students and organizations to easily interact with university information, data and processes without violating university policy or procedures
- Created a culture and practice of IT excellence that enticed others to participate in centralized services rather than mandating compliance
- Received a commendation in BYU's accreditation reaffirmation from the Northwest Commission on Colleges and Universities "for the effective use of information technology"
- Proposed and oversaw the construction of a 40,000 square foot building to house the Office of Information Technology, a 12,000 square foot data center to house computing infrastructure for BYU and the Church of Jesus Christ of Latter-day Saints and a high performance computing data center to house the Ira A. Fulton Supercomputing Laboratory
- Developed the strategy that led to the selection and acquisition of technology that enabled BYU Broadcasting to become a premier award-winning university broadcasting organization
- Led a team of individuals from Athletics, Special Events and IT to acquire approval and funding for the BYU Marriott Center scoreboard, WiFi in the Marriott Center and WiFi in LaVell Edwards Stadium
- Developed the Administrative Mission, Vision and Values document used at BYU

Associate Chair, Department of Computer Science, Brigham Young University, 2000–2002

- Assisted and advised the Chair on all matters of substance
- Assisted in the faculty hiring process
- Participated in Department budget preparation

Graduate Coordinator, Department of Computer Science, Brigham Young University, 1999–2000

- Assisted and advised the Chair on matters related to graduate education and research
- Represented the Department in meetings with Graduate Studies and the Associate Academic Vice President for Research
- Validated the completion of each graduate student's coursework and thesis or dissertation
- Enhanced and maintained the Department's Graduate Handbook

## ACADEMIC EXPERIENCE

Dean, Scott M. Smith College of Engineering and Technology, Utah Valley University, 2022–Present

Professor, Computer Science, Utah Valley University, 2020–present

Professor, Computer Science, Brigham Young University, 2004–2020

Associate Professor, Computer Science, Brigham Young University, 1999–2004

Assistant Professor, Computer Science, Brigham Young University, 1993–1999

Visiting Professor and Researcher, High-Performance Computer Architecture Group, Intel Corporation, Hillsboro, Oregon, 1993–1994

Instructor, High Performance Computer Architecture, Oregon State University, Corvallis, Oregon, 1994

## SERVICE

### EXTERNAL

Founder and Chair, Internet of Things (IoT) Workshop, 2016–Present  
Founder and Chair, University API (UAPI) Workshop, 2015–Present  
Member, Academic Review Board for Computer and Information Sciences Department of Brigham Young University–Hawaii, 2015  
Member, Academic Review Board for Computer and Information Sciences Department of Brigham Young University–Hawaii, 2011  
Member, Utah Innovation Awards Devices Committee, 2016  
Chair, Utah Innovation Awards Devices Committee, 2015  
Reviewer, Numerous IEEE and ACM journals and conference proceedings  
Reviewer, Numerous National Science Foundation grant proposals

### CHURCH EDUCATIONAL SYSTEM

Member, CES Presidents' Roundtable, 2015–2020  
Chair, CES CIO Committee, 2015–2020  
Member, CES Budget Review Committee, 2015–2020  
Member, Institutional Budget Review Committee, 2015–2020

### UNIVERSITY

Member, UVU President's Cabinet, 2020–present  
Member, BYU President's Council, 2002–2020  
Chair, BYU Information Technology Policy Committee (ITPC), 2002–2020  
Member, BYU Online Committee, 2016–2020  
Member, BYU Academic Vice President Search Committee, 2017  
Member, BYU Academic Vice President Search Committee, 2010  
Chair, BYU Information Technology Resources Committee (ITRC), 2000–2002

### COLLEGE

Chair, BYU College of Physical and Mathematical Sciences Computing Committee, 2000–2002

### DEPARTMENT

Member, BYU Computer Science Faculty Search Committee, 2000–2002  
Chair, BYU Computer Science Department Computing Committee, 1996–1999  
Member, BYU Computer Science Department Computing Committee, 1993–1996

## COURSES TAUGHT

Book of Mormon, Rel 121, Brigham Young University, 2004  
Embedded Systems and Set Top Boxes, CS 598R, Brigham Young University, 2003  
Computer Organization, CS 143, Brigham Young University, 1998–2000  
Computer Architecture, CS 380, Brigham Young University, 1994–2000  
Advanced Computer Architecture, CS 580, Brigham Young University, 1995–2002  
Advanced Computer Architecture, ECE 570, Oregon State University, 1994

## PROFESSIONAL AFFILIATIONS

Association for Computing Machinery (ACM)  
Institute of Electrical and Electronics Engineers (IEEE)  
Special Interest Group on Computer Architecture (SIGARCH), ACM  
Special Interest Group on Measurement and Evaluation (SIGMETRICS), ACM  
EDUCAUSE

## AWARDS AND HONORS

Honored Alumnus, Electrical and Computer Engineering, BYU, 2012  
Distinguished Contributions to Accessibility, BYU, 2005  
Golden Key Award, Utah Citizen of the Year, 2000  
Teacher of the Year, Department of Computer Science, BYU, 1998  
Honored Student Award, College of Engineering, BYU, 1988

## PATENTS

Flanagan et al. 2016. Systems and methods for secure intermediary data transfers using close proximity wireless communication. U.S. Patent 9,397,728, filed June 15, 2015, and granted July 19, 2016

Flanagan et al. 2015. Systems and methods for establishing secure communication using close proximity wireless communication. U.S. Patent 9,088,864, filed October 3, 2013, and granted July 21, 2015

Flanagan et al. 2015. Systems and methods for secure intermediary data transfers using close proximity wireless communication. U.S. Patent 9,084,078, filed October 3, 2013, and granted July 14, 2015

## RESEARCH FUNDING

A National Trace Collection and Distribution Resource, \$1,529,978, National Science Foundation, 1998  
IA-32 Trace Collection and Workload Characterization, \$42,500, Hewlett-Packard, 1998  
Performance Evaluation of Multiprocessor Architectures, \$26,000, Hewlett-Packard, 1998  
Performance Surface Analysis of Wide Area Distributed Systems, \$150,000, Sprint Corporation, 1997  
Using ATM Networks for High Performance Computing, \$100,000, Sprint Corporation, 1996  
Analysis of I/O Activity in Novell NetWare Clients and Server, \$30,000, Intel Corporation, 1996  
Generating R4400 Instruction Traces, Tandem Corporation, \$25,000, 1996  
Analysis of Disk Activity in A Novell NetWare Environment, Intel Corporation, \$30,000, 1995

## PUBLICATIONS

### JOURNALS

M. Clement, G. Judd, B. Morse, and K. Flanagan, Performance Surface Prediction for WAN-based Clusters, *Journal of Supercomputing*, Vol. 13, 1999.

K. Flanagan, J. Archibald, and J. Su, Low Power Memory Hierarchies: An Argument for Second-Level Caches, *Microprocessors and Microsystems*, Vol. 21, No. 5, February 1998.

K. Grimsrud, J. Archibald, M. Ripley, K. Flanagan, and B. Nelson, BACH: A Hardware Monitor for Tracing Microprocessor Based Systems, *Microprocessors and Microsystems*, Vol. 17, No. 8, October 1993.

T. Li, B. Nelson, and K. Flanagan, CMOS Implementation of a Correlator for Delta-Modulated Signals, *International Journal of Electronics*, Vol 67, No. 2, 1989.

## CONFERENCE PROCEEDINGS

Myles G. Watson and Kelly Flanagan. "System-Level Prototyping with HyperTransport." In Proceedings of the Second International Workshop for HyperTransport Research and Applications 2011 (WHTRA2011), Mannheim, Germany, February 2011.

M. Watson and J. K. Flanagan. "Designing Large Memories with Hardware Prototyping." Workshop on Architectural Research Prototyping, Held in conjunction with ISCA, July 2006.

Myles G. Watson and J. Kelly Flanagan, Does Halting Make Trace Collection Inaccurate? A Case Study Using Pentium 4 Performance Counters and SPEC2000, In Proceedings of the Seventh IEEE Annual Workshop on Workload Characterization, October 2004.

Elizabeth S. Sorenson and J. Kelly Flanagan, Evaluating Synthetic Trace Models Using Locality Surfaces, Fifth Annual IEEE Workshop on Workload Characterization (WWC-5), Austin Texas, November 2, 2002, pp 23–33.

Myles Watson and J. Kelly Flanagan. Simulating L3 Caches in Real Time Using Hardware Accelerated Cache Simulation (HACS): a Case Study with SPECint 2000, In Proc. 14<sup>th</sup> Symposium on Computer Architecture and High Performance Computing (SBAC-PAD), Vitoria, ES, Brazil, October 2002, pp. 108–114.

Elizabeth S. Sorenson and J. Kelly Flanagan, Cache Characterization Surfaces and Predicting Workload Miss Rates, Fourth Annual IEEE Workshop on Workload Characterization (WWC-4), Austin Texas, December 2, 2001.

Elizabeth S. Sorenson and J. Kelly Flanagan. Using Locality Surfaces to Characterize the SPECINT 2000 Benchmark Suite. In Lizy Kurian John and Ann Marie Grizzaffi Maynard, editors, *Workload Characterization of Emerging Computer Applications*, pages 101–120. Kluwer Academic Publishers, 2001.

Niki C. Thornock and J. Kelly Flanagan, Facilitating Level Three Cache Studies Using Set Sampling, Proceedings of the 2000 Winter Simulation Conference, Vol. 1, pp 471–479.

Niki C. Thornock and J. Kelly Flanagan, Using the BACH Trace Collection Mechanism to Characterize the SPEC 2000 Integer Benchmarks, Third Annual IEEE Workshop on Workload Characterization (WWC), Austin Texas, September 16, 2000.

Elizabeth S. Sorenson and J. Kelly Flanagan, Using Locality Surfaces to Characterize the SPECint 2000 Benchmark Suite, Third Annual IEEE Workshop on Workload Characterization (WWC), Austin Texas, September 16, 2000.

Jeff Penfold and J. Kelly Flanagan, A First Year Computer Organization Course on the Web: Make the Magic Disappear, IEEE Workshop on Computer Architecture Education (WCAE), Vancouver, BC, June 10, 2000.

- F. Sorenson, E. Sorenson, K. Flanagan, H. Zhou, A System-Assisted Disk I/O Simulation Technique, IEEE International Workshop on Modeling, Analysis and Simulation of Computer and Telecommunication Systems (MASCOTS '99), College Park, Maryland, October 24–28, 1999.
- S. Peng, K. Flanagan, and F. Sorenson, Client-Based Web Prefetch Management, The Eighth International World Wide Web Conference, Toronto, Canada, May 11–14, 1999.
- K. Flanagan and F. Sorenson, A National Trace Collection and Distribution Resource, 1999 SPEC Workshop, San Jose, California, January 25, 1999.
- G. Judd, M. Clement, J. Peterson, B. Morse, and K. Flanagan, Performance Surface Prediction for WAN-Based Clusters, 31st Hawaii International Conference on System Sciences, Hawaii, January 6–9, 1998.
- N. Thornock, X. Tu, and K. Flanagan, A Stochastic Disk I/O Simulation Technique, 1997 Winter Simulation Conference, Atlanta, December 7–10, 1997.
- M. Clement, B. Morse, K. Flanagan, W. Wei and P. Crandall, The Chordal Spoke ATM Interconnection Network, Proceedings of the 1997 International Conference on Parallel and Distributed Techniques and Applications, Las Vegas, Nevada, June 1997.
- M. Clement, K. Flanagan, and M. Steed, Cost Optimal Analysis for Workstation Clusters, Proceedings of the 1996 International Conference on Parallel and Distributed Processing Techniques and Applications, December 1996.
- K. Flanagan, B. Nelson, J. Archibald, and G. Thompson, The Inaccuracy of Trace-Driven Simulation Using Incomplete Multiprogramming Trace Data, IEEE International Workshop on Modeling, Analysis and Simulation of Computer and Telecommunication Systems, February 1996.
- G. Thompson, B. Nelson, and K. Flanagan, Transaction Processing Workloads — A Comparison to the SPEC Benchmarks Using Memory Hierarchy Performance Studies, IEEE International Workshop on Modeling, Analysis and Simulation of Computer and Telecommunication Systems, February 1996.
- W. Wei, M. Clement, and K. Flanagan, The Round Table ATM Interconnection Network, Proceedings of the 1995 International Conference on Parallel and Distributed Processing Techniques and Applications, November 1995.
- K. Flanagan, B. Nelson, J. Archibald, and K. Grimsrud, Incomplete Trace Data and Trace Driven Simulation, IEEE International Workshop on Modeling, Analysis and Simulation of Computer and Telecommunication Systems, January 1993.
- K. Grimsrud, J. Archibald, B. Nelson, and K. Flanagan, BACH: A Hardware Measurement Tool for Microprocessor Systems, Invited paper for IEEE Asilomar Conference, October 1992.
- K. Flanagan, B. Nelson, J. Archibald, and K. Grimsrud, BACH: BYU Address Collection Hardware, The Collection of Complete Traces, In Proceedings of the 6th International Conference on Modeling Techniques and Tools for Computer Performance Evaluation, September 1992.



- B. Nelson, J. Archibald, and K. Flanagan, Performance Analysis of Inclusion Effects in Multi-level Multiprocessor Caches, IEEE Symposium on Parallel and Distributed Processing, December 1991.
- K. Grimsrud and K. Flanagan, PARACHUTE: An Implementation of the Chordal Ring Architecture, Norddata 91, Norway, June 1991.
- K. Flanagan, D. Morrell, R. Frost, C. Read, and B. Nelson, Vector Quantization Codebook Generation Using Simulated Annealing, IEEE International Conference on Acoustics, Speech, and Signal Processing, May 1989.
- C. Read, D. Chabries, R. Christansen, and K. Flanagan, A Method for Computing the DFT of Vector Quantized Data, IEEE International Conference on Acoustics, Speech, and Signal Processing, May 1989.
- K. Flanagan and B. Nelson, Microprocessor Design Using Path Programmable Logic, IEEE International Conference on Computer Design / VLSI in Computers, October 1988.
- T. Li, B. Nelson, K. Flanagan, and C. Read, A Multiprogrammed Parallel Architecture FIR Digital Signal Processing, IEEE International Conference on Acoustics, Speech, and Signal Processing, April 1987.

## **OTHER PUBLICATIONS**

- Niki C. Thornock and J. Kelly Flanagan, A National Trace Collection and Distribution Resource, ACM SIGARCH Computer Architecture News, June 2001, Volume 29, Issue 3.
- Elizabeth S. Sorenson and J. Kelly Flanagan, Using locality surfaces to characterize the SPECint 2000 benchmark suite, Workload Characterization for Emerging Computer Applications, pages 101–120, Kluwer Academic Publishers, 2001.
- C. Rose and K. Flanagan, Complete Instruction Traces from Incomplete Address Traces (CITCAT), Poster Presentation, 1997 Winter Simulation Conference, Atlanta, December 7–10, 1997.
- C. Rose and K. Flanagan, Complete Instruction Traces from Incomplete Address Traces (CITCAT), Computer Architecture News, December 1996.

## **PRESENTATIONS**

- University API Workshop, 2016
- Indie Educational Technology Workshop, 2016
- Office Professionals Association Conference, 2016
- Internet Identity Workshop, 2015
- Office Professionals Association Conference, 2012
- Brigham Young University-Idaho Forum, 2010
- InfoWorld Virtualization Executive Forum, 2007
- InfoWorld Virtualization Executive Forum, 2006
- Keynote, BYU Accessibility Banquet, 2006
- Office Professionals Association Conference, 2005
- BYU Devotional Address, 2002
- Numerous BYU presentations, 2002–Present
- Numerous presentations at Hewlett-Packard, Intel, Texas Instruments and Tandem, 1995–2000

## THESES AND DISSERTATIONS SUPERVISED

- Steven C. Cook, Dynamic Near Field Communication Pairing, 2013, Thesis
- Elizabeth S. Sorenson, Cache Characterization and Performance Studies Using Locality Surfaces, 2005, Dissertation
- Christopher R. Slade, On-Disk Sequence Cache (ODSC): Using Excess Disk Capacity to Increase Performance, 2005, Thesis
- Myles G. Watson, Does the Halting Necessary for Hardware Trace Collection Inordinately Perturb the Results?, 2004, Thesis
- Hyrum Carroll, A Trace-Driven Simulator for Palm OS Devices, 2004, Thesis
- Franklin E. Sorenson, PODS: Physical Object Devices, 2004, Thesis
- Vernon H. Mauery, Inheritance Models in Object-Oriented Hardware Using Physical Object Devices, 2004, Thesis
- Darren Hart, Using Hardware Objects in Object Oriented Software Design, 2004, Thesis
- Briton Barker, Cache Memory Analysis: Effects of the Kernel and the Justification of Associativity, 2001, Thesis
- Elizabeth S. Sorenson, Locality Surfaces, 2001, Thesis
- Alen Peacock, Dynamic Detection of Deterministic Disk Access Patterns, 2001, Thesis
- Dong Lin, Reducing Energy Consumption using Disk Data Reorganization, 2000, Thesis
- Niki Thornock, Using Set Sampling for Level Three Cache Studies, 1999, Thesis
- Charlton Rose, CITCAT: Complete Instruction Traces from Cache Filtered Address Traces, 1999, Thesis
- Song Peng, Client-Based Web Prefetch Management, 1998, Thesis
- YiQiang Huang, Reducing WWW Latency Using Server-Based Prefetching Techniques, 1998, Thesis
- Heng Zhou, A System-Assisted Disk I/O Simulation Technique, 1998, Thesis
- Nianlong Yin, Reducing Application Load Time by Rearranging Disk Data, 1998, Thesis
- Chulkee Sung, A Markov Model for Novell Netware Network Traffic, 1997, Thesis
- Xiao-hong Tu, Disk Rearrangement on Novell Netware Systems, 1997, Thesis
- Jun Su, Cache Optimization for Energy Efficient Memory Hierarchies, 1996, Thesis

# KYLE A. REYES, Ph.D.

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## CAREER PROFILE

- 19 years in higher education
  - Tenured faculty in UVU's School of Education – Multicultural Education
  - Ph.D. in Educational Leadership – U. of Utah, 2012 (Magna Cum Laude)
  - Over 50 peer-reviewed conference presentations
  - Oversaw fundraising of over \$6,500,000
  - Oversaw 850 employees
  - 19 honors and awards (6 national, 4 state, and 9 from UVU)
  - 5 grants received totaling \$70,650
  - Over 150 keynote addresses and 260 workshops/panels in 30 states and Canada
  - Board Member for 14 national/state orgs.
  - 73 university committees, councils, and task forces
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## ADMINISTRATIVE EXPERIENCE



### *VICE PRESIDENT OF INSTITUTIONAL ADVANCEMENT / CEO OF UVU FOUNDATION*

Utah Valley University | October 2022 – Present

- Led the launch of UVU's first ever comprehensive campaign of \$350M over 8 years.
- Oversee a staff of 68 in all areas of university fundraising and development including: donor relations, strategic engagement, executive events, annual giving, alumni relations, planned giving, prospect development, data analysis and management, corporate and foundation relations, and financial accounting.
- Lead the UVU Foundation and the governance of the UVU endowment.
- Establish key collaborations with partners internal and external to UVU to enhance overall support for UVU's priorities, programs, and students.

### *VICE PRESIDENT OF STUDENT AFFAIRS*

Utah Valley University | November 2017 – October 2022

- Co-chaired development of UVU's Vision 2030 Plan (10-year strategic visioning document) (2019) and the Vision 2030 Refresh (2022); garnered campus and community input and support for the plan
- Helped lead the improvement of UVU's Completion rates from 36% to 41% in three years.
- Established nationally recognized Student Affairs Impact Map demonstrating how 27 S.A. departments add value to the student experience and university goals
- Dramatically shifted Student Affairs fundraising culture and worked with our S.A. major gifts officer to increase donations from \$40,000 per year to over \$2M per year to support First Generation student success, women, veterans, student leadership and involvement activities, multicultural initiatives, and mental health
- Developed nationally recognized Exceptional Care model for student support and services
- Elevated staff morale and capacity through the creation of multiple leadership development opportunities for Student Affairs professionals:
  - Student Affairs Institute for Leadership (SAIL) — year-long program that helps SA staff members personally and professionally prepare for advancement in their careers
  - Employee onboarding program with orientation guide and welcome materials
  - Curriculum and structure of the Masters of Education – Higher Education Leadership emphasis
  - Division-wide meetings and appreciation events for over 850 employees (270 ft and 580 pt)
- Developed strong relationships, coordination, and collaboration with the division of Academic Affairs and other university divisions where previous tensions existed

- Successfully maximized a \$38 million budget through ongoing improvements in efficiency, accountability for resource allocation, and clarity of impact of resources
- Led development of restructured Women’s Council to increase cross-campus collaboration for the advancement of women including educational and career opportunities
- Established UVU’s First-Generation Student Success Center—the first of its kind in the state of Utah

### ***CHIEF INCLUSION & DIVERSITY OFFICER***

Utah Valley University | June 2014 – November 2018

- Developed and implemented UVU’s nationally award-winning, campus-wide, strategic inclusion and diversity plan including 36 action steps related to access, equity, and opportunity for historically underrepresented individuals; diverse student and employee representation; global/intercultural curriculum; campus climate; policies; safe spaces; trainings and dialogues; and intercultural competence assessment
- Helped increase enrollment of students of color by 90% from 10.4% to 18.8% of total enrollment
- Developed guidelines and training for hiring and retaining underrepresented professionals
- Designed and developed three award-winning Inclusion Annual Reports (2015, 2016, 2017)
- Led refinement of Inclusion indicators for accreditation self-study and evaluations
- Developed campus-wide Foundations of Inclusion Workshop Series for faculty and staff
- Led development of state-wide Chief/Senior Diversity Officer committee
- Successfully advocated for the development of 24 All Gender and Family bathrooms
- Co-sponsored the African American Initiative Mentoring Program
- Advocated for and successfully secured funding to advance LGBTQ+ activities, spaces, personnel, and programming
- Launched People of the Pacific Initiative (for Pacific Islander student success)
- Selected to represent the Utah System of Higher Education (eight public institutions) on the Governor’s Multicultural Commission since 2015
- Chaired MLK Commemoration Committee seeing an increase in campus-wide participation each year
- Created and chaired campus-wide Inclusion and Diversity Committee
- Advocated for and secured \$4.1 million of institutional funding from 2015-2018 to fund Inclusion Plan action steps, initiatives, programming, positions, scholarships, and facilities
- Directed the Utah Valley Senior Executive Leadership Forum
- Conducted over 100 workshops, dialogues, and trainings within the university and throughout the state on issues of cultural bias, multiculturalism, equity and access issues in education, culturally relevant pedagogy, and arts-based approaches to empowering student voice
- Engaged in fundraising efforts to support Inclusion/Diversity initiatives including the development of case statements, cultivation of donors, and prospect research

### ***CHIEF OF STAFF / SPECIAL ASSISTANT TO THE PRESIDENT***

Utah Valley University | August 2009 – June 2014

- Served in Presidential Cabinet, which is responsible for strategic planning; the development of university core themes, objectives, and indicators; policy analysis and revision; facility and campus master planning; board management; fundraising prioritization; strategic enrollment management; budgeting and resource allocation; leadership development; and constituent relations
- Served as Acting Chief Diversity and Inclusion Officer
- Coordinated and advised on K-16 issues including high school-to-college transitions, developmental education, college readiness, summer bridge programs, and first-year experience
- Assisted in management of presidential initiatives, events, and leadership councils
- Presidential liaison to community, K-12 partners, and other key constituents
- Ghost-wrote speeches, correspondence, and general campus documents
- Prepared presidential presentations for legislature, boards, community, and campus constituents
- Directed the Utah Valley Senior Executive Leadership Forum (leadership development program)

- Launched and led the development of UVU's Native American Partnerships Initiative
- Led development of institutional leadership competencies assessment
- Chaired annual, campus-wide, 3-day UVU Summer University Conference
- Developed and directed the UVU Presidential Internship Program

### ***DIRECTOR OF STUDENT SUCCESS AND RETENTION***

Utah Valley University | April 2009 – August 2009

- Managed campus-wide Student Success & Retention Initiative, Federal Title III Grant (\$2 million, five-year grant), and staff
- Established initiatives and structure targeting underserved populations and faculty connections
- Coordinated First Year Experience and retention efforts across divisions/departments
- Implemented UVU "Three Week Project" and "Retention Mentors" initiatives

### ***LATINO INITIATIVE FOUNDER & DIRECTOR***

Utah Valley University | August 2007 – April 2009

- Established and implemented nationally recognized, campus-wide Latino Initiative including 14 programs, events, and services dedicated to the improvement of access and achievement among Latina/o K-16 students
- Developed Latino-focused programs with three UVU schools/colleges
- Advised and provided data for campus administration, legislators, and community leaders regarding immigrant communities and related policies
- Created the Latino Scholarship Fund and raised over \$60,000 in scholarships
- Advised over 200 UVU Latina/o students each semester
- Visited and spoke with over 3,000 Latina/o students and parents in bilingual settings each year
- University specialist on undocumented student resources and support services

### ***GEAR UP COUNSELOR & REGIONAL COORDINATOR***

Utah Valley University | August 2006 – August 2007

- Advised and coordinated academic services for 230 low-income and first-generation students in the Provo School District
- Visited 160 students with their families in their homes to develop educational road maps/plans
- Conducted over 50 college readiness workshops for students, parents, and community
- Coordinated GEAR UP grant assessment and research for Annual Performance Report (APR)

### ***TRIO ASSESSMENT COORDINATOR & UPWARD BOUND ADVISOR***

Utah Valley University | September 2003 – August 2006

- Coordinated services for 1,200 low-income and first-generation students in eight Utah school districts
- Conducted research for grant renewal and assisted in all aspects of federal grant reports
- Taught over 300 workshops to students and parents about college readiness & life skills
- Advised 40 Upward Bound students in three high schools
- Planned and led Upward Bound summer bridge program services and activities

## **FACULTY/TEACHING EXPERIENCE**

***ASSOCIATE PROFESSOR*** | 2019-Present

Utah Valley University School of Education – Department of Secondary Education

- Awarded Tenure July 1, 2019
- *EDUC 6470* – (Master's) Foundations & Contexts of Higher Education (online & F2F)

- Lead faculty member in the development and design of the M.Ed. in Higher Education Leadership program

### ASSISTANT PROFESSOR | 2014-2019

Utah Valley University School of Education – Department of Secondary Education

- *EDSC 445G* – (Secondary) Multicultural Understanding & ESL Methods (Global/Intercultural or GI designation)
- *EDEL 330G* – (Elementary) Multicultural Understanding (GI designation)
- *EDEL 4540* – (Elementary) Arts Integration Methods (Service-Learning Section)
- *EDUC 6390* – (Master’s) Family and Community Involvement for Practitioners
- *EDUC 6360* – (Master’s) Multicultural Education for Practitioners (hybrid course)
- *EDUC 520R* – (Multiple) Special Topics in Education
  - Developed one-credit Intercultural Immersion preparation course for students pursuing intercultural immersive teaching experiences globally and domestically
- *EDEL 1010* – Introduction to Education (online course)
- Developed intercultural immersion programs (Alternate Spring Break and 7-week student teaching) on the Navajo Nation

### ADJUNCT PROFESSOR | 2006-2014

University of Utah College of Education – Educational Leadership & Policy

- *ELP 6560/7560* (Master’s and Doctoral course) – College Student Retention Theory
- *ELP 6550/7550* (Master’s and Doctoral course) – Leadership in Student Affairs

Utah Valley University School of Education – Elementary Ed. and Master’s Programs

Utah Valley University College of Humanities and Social Sciences – Communication Dept.

## EDUCATION

2012	Ph.D., Educational Leadership & Policy   Cum Laude   University of Utah, Salt Lake City, Utah
2006	M.Ed., Educational Leadership & Foundations   Brigham Young University, Provo, Utah
2003	B.A., Visual Arts - Graphic Design   Brigham Young University, Provo, Utah

## SELECT PEER REVIEWED PUBLICATIONS & CONFERENCE PROCEEDINGS

I have over 50 peer reviewed publications and conference proceedings. Below, I have listed a selection of 20 that represent the diversity of content and audience.

1. **Reyes, K. A.** (In Press). Negotiating spaces: Assessing how senior administrators of color navigate advocacy for social justice. *Journal of Diversity in Higher Education*.
2. **Reyes, K. A.** (2018). Visual counter-storytelling: Empowering navigation of identity in educational spaces. *National Forum of Educational Administration & Supervision Journal*, 35 (1-3), pp. 81-109.
3. Waite, B. & **Reyes, K. A.** (2018). Intersectionality of race and religion: Moving conversations of race in predominantly religious communities. *National Association of Multicultural Education (NAME) Annual Conference*, Memphis, TN.
4. **Reyes, K. A.** (2017). Making the case: Lessons learned from implementation of a campus-wide multicultural education action plan. *National Association of Multicultural Education (NAME) Annual Conference*, Salt Lake City, UT.

5. **Reyes, K. A.** (2017). Indigenous visual counter-stories: Empowering Native youth through artistic voice. National Indian Education Association (NIEA) Annual Conference, Orlando, FL.
  6. Giess, M.E., **Reyes, K. A.**, Manson, S., & Khang, K. (2017). Whose justice? The paradox of religious pluralism within social justice education. National Association of Student Personnel Administrators (NASPA) Annual Conference, San Antonio, TX.
  7. **Reyes, K. A.** (2016). Waves of misunderstanding: Toward a Pacific Islander critical race theory. National Indian Education Association (NIEA) Conference, Reno, NV.
  8. **Reyes, K. A.** (2016). Resistance and identity: Art as a vehicle for authenticity. American Educational Research Association (AERA) Conference, Washington D.C.
  9. Colvin, J., **Reyes, K. A.**, & Connelly, D. (2015). Understanding student, faculty, and staff reactions to institutional diversity plan implementation. Featured LEAP Session presented at the American Association for Colleges and Universities (AAC&U) Diversity, Learning, and Student Success Conference, San Diego, CA.
  10. Bensimón, E., Posselt, J., Rhoades, G., Jackson, J., Gonzales, L., **Reyes, K. A.**, Reyes, K. & Pasque, P. (2014). Equity-minded organizational scholarship in higher education: Conversations to advance theory, methodology, & praxis. Association for the Study of Higher Education (ASHE) Annual Meeting, Washington D.C.
  11. **Reyes, K. A.** (2014). A Pacific Islander critical race analysis of administration in higher education. Association for the Study of Higher Education (ASHE) Annual Meeting, Washington D.C.
  12. **Reyes, K. A.** (2014). New canvases, new landscapes: Discovering the conditions for underrepresented student access to and success in higher education through street art. Association for the Study of Higher Education (ASHE) Annual Meeting, Washington D.C.
  13. **Reyes, K. A.** (2014). Borderland identities in leadership: Administrators of color and social justice advocacy. National Association of Multicultural Education (NAME) International Conference, Tucson, AZ.
  14. Colvin, J., & **Reyes, K. A.** (2014). Encontré mi voz: Breaking the silence in communications courses. National Association of Multicultural Education (NAME) International Conference, Tucson, AZ.
  15. **Reyes, K. A.** (2014). Reframing "the fit": The politics of indigenous faces in administrative spaces. Joint American Educational Studies Association (AESA) and International Association for Intercultural Education (IAIE) Conference, Toronto, Canada.
  16. **Reyes, K. A.** (2014). If not you, then who? Understanding the tensions and terrain for senior administrators of color. American Education Research Association (AERA) Annual Conference, Philadelphia, PA.
  17. **Reyes, K. A.** (2014). Culture and Credibility: Negotiating Pacific Islander heritage in western higher education administration. American Education Research Association (AERA) Annual Conference, Philadelphia, PA.
  18. **Reyes, K. A.** (2014). Competing contexts? A critical race theoretical analysis of social justice advocacy from positions of power. Sociology of Education Association (SEA) Annual Conference, Pacific Grove, CA.
  19. **Reyes, K. A.** (2013). Hidden voices: Disrupting traditional paths to college through graffiti art. National Association of Multicultural Education (NAME) International Conference, Oakland, CA.
  20. **Reyes, K. A.** & Bergerson, A. A. (2012). Assessing how higher education administrators of color navigate spaces of advocacy for social justice. Association for the Study of Higher Education (ASHE) Annual Conference, Las Vegas, NV. ISBN: 978-1-267-82366-3, AAT 3547587.
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## HONORS & AWARDS

- 2022 David R. Barclay Alumni Award | LEAP Organization (Leadership Education for Asian Pacifics)
- 2019 Community Engaged Administrator Award | Utah Valley University Center for Social Impact
- 2018 Inclusion Cultivates Excellence Award | CUPA-HR (College & University Professional Association for Human Resources) – National Award for UVU’s Inclusion Plan (and implementation)
- 2017 Rose Duhon-Sells Multicultural Program of the Year Award | National Association of Multicultural Education – National Award for UVU’s Inclusion Plan (and implementation)
- 2017 NAME Chapter of the Year Award (President) | National Association of Multicultural Education
- 2016 Top 40 Under 40 | Utah Valley Business Q Magazine
- 2015 Top 50 Under 50 Diverse Executive Leaders | Diversity MBA Magazine
- 2014 Region V (Western Region) Student Affairs Professional Award | National Association of Student Personnel Administrators (NASPA)
- 2014 UVU Board of Trustees Award of Excellence | Highest honor given at Utah Valley University
- 2013 Bobby Wright Dissertation of the Year Award (Finalist) | Association for the Study of Higher Education (ASHE)
- 2013 Outstanding Dissertation Award (Finalist) | American Education Research Association: Division J
- 2013 Exemplary Educator for Diversity Award | National Association for Multicultural Education (NAME), Utah Chapter
- 2012 Executive Division Award of Excellence | Utah Valley University
- 2011 Community Engagement Award (Latino Initiative) | Utah Valley University
- 2010 Elmo R. & Frances Bennion Morgan Fellowship | University of Utah
- 2010 Utah Valley Senior Executive Leadership Forum Fellow | Utah Valley University
- 2010 Student Advocate Award (Student Success and Retention) | Utah Valley University
- 2009 Adjunct Faculty of the Year – Wolverine Achievement Award | Utah Valley University
- 2009 PACE (Staff Association) Distinguished Employee Award | Utah Valley University
- 2009 Civically Engaged Staff Member Award | Utah Campus Compact
- 2009 Service-Learning Teaching Fellow | Utah Valley University
- 2007 Liko A’e Scholar (2007 through 2011) | Liko A’e Foundation, University of Hawaii
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## GRANTS AWARDED

- 2016 Grant for Engaged Learning (\$9,150 – 6 months), Navajo Nation Immersive Teaching. Principal Investigator. Awarding agency: Office of Engaged Learning, Utah Valley University, Orem, Utah.
- 2014 STEP UP Ready Grant (\$48,500 – 1 year), College Access Assessment & Preparation: A Focus on First-Generation Student Progress. Principal Investigator. Awarding agency: Utah System of Higher Education, Salt Lake City, Utah
- 2014 Undergraduate Research Scholarly and Creative Activities Grant (\$2,000 – 1 year), The Impact of Intercultural Immersive Teaching Experiences. Faculty Mentor for undergraduate researcher, Janeth Paredes. Awarding agency: Utah System of Higher Education, Salt Lake City, Utah
- 2009 Center for Engaged Learning Grant (\$8,500 – 1 year), Latinos Unidos Mentoring Program. Principal Investigator. Awarding agency: Utah Valley University Center for Engaged Learning, Orem, Utah
- 2008 Center for Engaged Learning Grant (\$2,500 – 1 year), Native American Mentoring. Principal Investigator. Awarding agency: Utah Valley University Center for Engaged Learning, Orem, Utah



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## INVITED PRESENTATIONS

### *Select National Keynote Addresses*

1. April 2019. 3 Canoes of community. **Asian Pacific Americans in Higher Education (APAHE) Annual Conference**, Oakland, CA.
2. October 2018. Understanding how scripts affect learning. **Northern Rocky Mountain Educational Research Association (NRMERA) Annual Conference**, Salt Lake City, UT.
3. June 2018. Checking our lenses to improve intercultural literacy, competence, and leadership. **National Association of Student Personnel Administrators (NASPA) Mid-level Administrators Conference**, Salt Lake City, UT.
4. April 2018. Checking our lenses to become champions of all students. **Rocky Mountain Association for College Admission Counseling (RMACAC) Annual Conference**, Denver, CO.
5. March 2018. Becoming champions of equity. **Western Association of Educational Opportunity Personnel (WESTOP) Annual Conference**, Honolulu, HI.
6. June 2017. Empowering students to become authors of their own stories. **Western Association for College Admissions Counseling Conference**, Visalia, CA.
7. March 2017. Embracing the challenges of leadership: The metaphor of three canoes. **Council for Opportunity in Education (COE) Policy Seminar**, Washington DC.
8. March 2017. Empowering students to become authors of their own stories: Underserved Student Success in Urban and Indigenous Settings. **White House Reach Higher Convening on School Counseling**, Arizona State University, Tucson, AZ.
9. June 2016. Developing a strategic inclusion and diversity action plan: Lessons learned from research and practice. **National webinar sponsored by the Southern Regional Education Board (SREB)**.
10. April 2015. From ripples to waves: API identities and influence. **Asian Pacific Americans in Higher Education (APAHE) National Conference**. San Francisco, CA.

### *Select Local/State/Organizational Conference Keynote Addresses*

I have given over 120 keynote addresses at institutional, local, state, and regional conferences. Below, I have listed a selection of 20 that represent the diversity of content and audience.

1. September 2020. Lenses of humanity: Equity-focused approaches to education. **Utah Board of Higher Education Counselor Conference**. Salt Lake City, UT.
2. October 2019. Lenses of cultural competence: Individual and institutional commitment to lifting all students. **Arizona Community College Leadership Conference**, Flagstaff, AZ.
3. April 2018. Better together: Graffiti and civility. **Weber State University Engaged Learning and Civility Conference**. Ogden, UT.
4. August 2017. Lens development at the early stages: Helping students find their sense of belonging in education. **Early Childhood Education Conference**, Jamestown, NY.
5. July 2017. Developing the lenses to champion all students. **College Changes Everything Conference**, Chicago, IL.
6. April 2017. Individual and institutional understanding and commitment to access and equity. **USHE College Access & Completion Retreat**, Salt Lake City, UT.

7. February 2017. Making a difference: Being deliberate about your legacy of teaching. **Utah Association of Teacher Educators (UATE) Annual Conference**, Provo, UT.
8. November 2016. Art, culture, identity & empowerment: The power of visual counter-storytelling. **Pacific Islander Leadership Conference**, Mount San Antonio College, Pomona, CA.
9. October 2016. CARE pedagogy: Becoming an authentic champion of all students. **School of Teacher Education Conference on Diversity**, Utah State University, Logan, UT.
10. September 2015. Different stories, different journeys: All worth fighting for. **Colorado ACT Statewide Conference**. Denver, CO.
11. May 2015. Is it getting warm in here? Developing a CARE inventory. **Utah Advising Association Conference**. St George, UT.
12. March 2015. Everyone has a story: Lessons from the Freedom Writers. **Utah ACT State Conference**. Salt Lake City, UT.
13. February 2015. Engagement and inclusion: Moving from individual to institutional passion. **Utah Campus Compact Biennial Faculty Retreat**, St. George, UT.
14. March 2014. It's in our DNA: TRiO programs and the art of inclusivity. **Utah ASPIRE (Association for Special Programs in Region Eight) Annual Conference (TRiO Programs)**, Salt Lake City, UT.
15. July 2013. ARC Theory: Authenticity, relevance, and connection in the classroom. **Salt Lake Community College Faculty Senate & Administrative Retreat**, Salt Lake City, UT.
16. December 2012. New lenses of understanding: Student affairs professionals as navigational professors. **University of Utah Staff Development Retreat**, Salt Lake City, UT.
17. April 2012. Creating a culture of care: Working effectively with diverse students. **Utah Association of Student Financial Aid Administrators (UASFAA) Conference**, Salt Lake City, UT.
18. March 2011. Engaging ALL students through an inclusive pedagogy. **Scholarship of Teaching and Engagement Conference**, Orem, UT.
19. March 2010. Moving from pipeline to tapestry: Supporting diverse students from K-16. **Utah K-16 Alliance Counselor Conference**, Orem, UT.
20. September 2009. Village of 100: Reframing Utah achievement gaps. **Utah National Association of Student Personnel Administrators (NASPA) Conference**, Orem, UT.

### *Select Workshops & Panels*

I have given over 200 workshops and panels at institutional, local, state, and regional conferences. Below, I have listed a selection of 20 that represent the diversity of content and audience.

1. November 2019. An API face in an administrative space: Building on community cultural wealth. **NASPA (National Association of Student Personnel Administrators) Western Regional Conference**, Portland, OR.
2. October 2019. Relationships of trust take time: Reframing Native American and Latinx student success. **Arizona Community College Leadership Conference**, Flagstaff, AZ.
3. July 2019. Building staff and faculty capacity for interfaith cooperation and religious diversity work. **Institute on Teaching and Learning for Campus-wide Interfaith Excellence**, Atlanta, GA.
4. July 2019. Becoming the author of your story: Authenticity, work ethic, and creative counter stories. **University of Massachusetts at Boston College Education Day**, Boston, MA.
5. May 2018. The dual-mission model: Stories of why. **National Summit on Dual-Mission Institutions in Higher Education**, Orem, UT.

6. September 2017. Diversity and global learning: Building culturally engaging curriculum. **Metropolitan Community College Teaching & Learning Summit**, Kansas City, MO.
  7. September 2017. Making the glass ceiling visible: Unpacking unconscious bias to advance opportunities for women. **Utah Women's Leadership Speaker and Dialogue Series**, Orem, UT.
  8. July 2017. Effective collaboration for equity: Family and community partnerships. **College Changes Everything Conference**, Chicago, IL.
  9. March 2017. Recruitment and retention strategies for underrepresented students. **White House Reach Higher Convening on School Counseling**, Arizona State University, Tucson, AZ.
  10. November 2016. Elevating the stature of women's leadership at UVU. **Fall Seminar for Utah Women & Leadership Project**, Utah Valley University, Orem, UT.
  11. April 2015. Flipping the Script on Student Learning. **TEDx UVU Conference (Technology, Entertainment, & Design)**, Orem, UT.
  12. February 2015. Code-Switching: Reframing Borderland Identities as Strengths. **Utah chapter of the National Association of Multicultural Education Conference**, Taylorsville, UT.
  13. February 2015. Reconnecting the relevant: Culturally engaging pedagogy and ARC Theory. **Calgary City Teachers' Convention Association (CCTCA) Annual Conference**, Calgary, Alberta, Canada.
  14. February 2014. Authenticity, relevance, and connection: Reframing the conditions for underrepresented student success. **Utah Campus Compact Faculty Retreat**, Moab, UT.
  15. June 2012. Creating a culture of care: Understanding critical-inclusive languages. **Utah Association of Collegiate Registrars and Admissions Officers (UACRAO) Conference**, Logan, UT.
  16. June 2011. Understanding and navigating the changing socio-political context to support our English learners in the public-school setting. **English Language Learner Symposium (Wheatley Institute)**, Provo, UT.
  17. April 2011. The rhythm of classroom inclusion: Exploring pedagogical drumbeats. **National Association of Multicultural Education (NAME Utah Chapter) Conference**, Orem, UT.
  18. February 2009. Latinos unidos mentoring: Infusing culture into service learning. **Utah Campus Compact Conference on Civic Engagement**, Salt Lake City, UT.
  19. December 2007. Multicultural competency as professionalism: Reframing our responsibility to students. **University of Utah Student Affairs Leadership Retreat**, Salt Lake City, UT.
  20. September 2007. Everyone has a story: Lessons from the Freedom Writers. **National Association of Student Personnel Administrators Conference (NASPA – Utah Chapter)**, Salt Lake City, UT.
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## SERVICE

### NATIONAL SERVICE

- **Board Member**, Board of Directors, Asian Pacific Americans in Higher Education (APAHE), Pomona, California. July 2014 – Present. Board Secretary 2015-2018, Board Vice President, 2018 – 2020
- **Faculty Member**, LEAP Advance, Pomona, California. June 2016 – Present
- **Committee Member**, IFYC Curriculum Committee, Chicago, Illinois. January 2016 – 2018
- **Committee Member**, NASPA Western Regional Conference Committee. August 2019 – Present
- **Site & State Chair**, 2017 NAME National Conference Planning Committee

### STATE & COMMUNITY SERVICE

Board Member

- *Governor’s Multicultural Commission*, Salt Lake City, Utah. July 2015 – Present
- *Envision Utah Education Project*, Salt Lake City, Utah. May 2016 – Present
- *Utah NAME* (chapter of National Association of Multicultural Education), Salt Lake City, Utah. July 2015 – Present (President, 2017-2018).
- *American Indian Services*, Provo, Utah. August 2012 – August 2016
- *Somos Foundation*, Salt Lake City, Utah. August 2007 – June 2013
- *United Way of Utah County*, Provo, Utah. May 2014 – May 2018
  - Every Day Strong Panel of Experts. 2018 – Present
- *Utah County Hispanic Chamber of Commerce*, Orem, Utah. August 2008 – August 2010
- *Centro Hispano*, Provo, Utah. June 2008 – August 2010
- *Habitat for Humanity*, Provo, Utah. March 2008 – April 2009

#### Committee Member

- Utah Women & Leadership Project (UWLP) Ambassador. 2018-Present
- Utah Women Leadership Exchange
- “Expect the Great” African/African American College & Career Fair Task Force, sponsored by the Utah System of Higher Education (USHE). 2011-2013
- Senior Student Affairs Officers (SSAO) Committee. 2017-Present
  - Chair of the UBHE SSAO Group, 2020-2021
  - Member of the UBHE Student Affairs Committee. 2020-2021
- Utah Women and Education Initiative, Utah State Board of Regents. 2012-2014
- College Access Network of Utah (CAN-U). 2011-2017 (Chair 2014-2016)
- USHE Participation Task Force. 2009-2011
- USHE Outreach & Access Think Tank, 2008-2011
- Utah English Language Learner Consortium, Provo, Utah. October 2008 – 2009
- Provo Education Task Force, Provo School District, Provo, Utah. June 2008 – January 2010

#### SELECT UNIVERSITY SERVICE

I have participated on over 70 university councils, committees, and boards. Below, I have listed a selection of 30 that represent the diversity of content.

#### Campus Councils, Committees, and Boards

- |  |  |
|--|--|
| 1. Vision 2030 Exec. Comm., 2019-Present   | 16. Strategic Inclusion & Diversity Comm. (Chair), 2015-2018                 |
| 2. UVU President’s Cabinet, 2009-Present   | 17. Strategic Plan for Managing Growth Comm., 2015-2016                      |
| 3. UVU President’s Council, 2009-Present   | 18. First Generation Student Task Force, 2014-2019                           |
| 4. UVU Women’s Council (co-chair), 2018-Present  | 19. Faculty Convocation Planning Comm., 2013-2016                            |
| 5. Student Affairs Institute for Leadership (SAIL), 2018-Present                               | 20. University Planning Advisory Council, 2009-Present                       |
| 6. Racial Justice and Safety Comm. (Chair), 2020-2021  | 21. Martin Luther King, Jr. Commemoration Comm., 2007-2014; Chair, 2015-2019 |
| 7. Adult Learner Task Force (Chair), 2020-2021   | 22. Global Intercultural Engagement Council, 2012-2014                       |
| 8. Undocumented Task Force (Chair), 2019-Present   | 23. Native American Initiative Comm., 2010-2014                              |
| 9. Wolverine Club Board, 2020-Present  | 24. Latin American Studies Comm., 2010-2011                                  |
| 10. International Advisory Board (Co-Chair of Reimagining Student Success Comm.), 2020-Present | 25. UVU/MATC Regional K-16 Alliance, 2009-2017                               |
| 11. CARE Task Force, 2018-2020   | 26. Chair of Summer University, 2009-2013                                    |
| 12. Board of Trustees Academic Affairs Comm., 2017-Present                                     | 27. American Indian Studies Comm., 2009-2013                                 |
| 13. Scholarship Comm., 2017-Present  | 28. Emergency Preparedness Advisory Council, 2009-2012                       |
| 14. Transgender Task Force, 2017-2018  | 29. Intercultural Advisory Council, 2009-2011                                |
| 15. African American Initiative, 2016-2018   | 30. Student Success and Retention Comm., 2008-2015                           |

Director of UVSELF (Utah Valley Senior Executive Leadership Forum), 2012 – 2018

- Assistant Director 2010-2012

**Student Mentoring Service**

- African American Initiative Mentoring Program (Mentor), 2016 – 2019
- Center for the Advancement of Leadership (Mentor), 2011 – 2015
- MOSAIC – UVU's Hip Hop Dance Company (Advisor), 2010 – 2017
- Cultural Cans Club (Graffiti Art Club) (Advisor), 2015 – 2017
- Hidden Voices Graffiti Art Project (Co-founder/ Mentor), 2010 – 2013
- Women's Independence Scholarship Program (Sponsor), 2010 – 2012

\*Comprehensive CV available upon request.

# *Curriculum Vitae*

**Laurie A. Sharp, Ed.D.**

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laurie.sharp2013@gmail.com

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## **Education**

- Doctor of Education (Ed.D.), Tarleton State University, 2010  
Major: Educational Leadership  
Specialization: Reading
- Master of Education (M.Ed.), University of Central Florida, 2005  
Major: Elementary Education
- Graduate Certificate, University of Central Florida, 2005  
Topic Area: Teaching Writing, Grades K-12
- Bachelor of Science (B.S.), University of Central Florida, 2004  
Major: Elementary Education
- Associates of Arts (A.A.), Daytona Beach Community College, 2002  
Major: General Education

## **Employment (Current)**

### **Higher Education Administrator**

- Utah Valley University – Orem, UT (August 2022 – present)  
Associate Provost for Academic Programs and Assessment
  - *Direct Supervisor:* Dr. Wayne Vaught, Provost & Senior Vice President for Academic Affairs
  - *Position Description:* Responsible for the operational management, strategic vision, and administrative direction of the Office of Academic Affairs for Programs and Assessment. Reports to the Senior Vice President of Academic Affairs and Provost and oversees multiple units within the Office of Academic Programs and Assessment. Works closely with appropriate colleagues in Academic and Student Affairs on issues of assessment, curriculum, scheduling, retention, completion, and student success. Responsible for supporting the mission and vision of the University, particularly Academic Affairs' mission and role in curricular delivery and assessment. Represents the University on administrative matters for the division, to include external entities, both public and private.

## **Employment (Previous)**

### **Higher Education Administrator**

- Tarleton State University - Stephenville, TX (February 2021 – August 2022)  
Assistant Vice President for Strategic Academic Initiatives & Associate Professor
  - *Direct Supervisor:* Dr. Jordan Barkley, Senior Associate Provost and Associate Vice President for Academic Administration
  - *Position Description:* Generate a positive and goal-oriented culture among peers; develop and implement processes for managing strategic initiatives; support existing initiatives and add new initiatives; improve efficiency efforts for routine business processes related to initiatives; collaborate with colleagues across campus; facilitate effective communication; and enhance efforts that promote student success and advance diversity, equity, and inclusion. This was a newly created position that was originally titled as Executive Director of Strategic Academic Initiatives and retitled in August 2021 to more accurately represent the scope and nature of responsibilities.
  - *Key Accomplishments:*

To ensure that the diverse needs to the institution were being met, the Provost and Associate Provost of Academic Administration reorganized and created this position in response to the release of an ambitious 10-year university strategic plan, implementation of a 5-year Quality Enhancement Plan connected to regional accreditation requirements, and record-breaking student enrollment growth for three consecutive semesters.

- Leads Tarleton's selection as a public university Texas Reskilling Support Fund Grantee to participate in efforts towards improving student outcomes for the state of Texas through the National Institute for Student Success (NISS) at Georgia State University
  - Received Presidential funding for a five-year period to support operations associated with the establishment and implementation of Academic and Career Engagement (ACE) Communities (Total Commitment: \$5,148,074.50)
  - Awarded external grant from the Greater Texas Foundation for a two-year period to support operations associated with the establishment and implementation of Academic and Career Engagement (ACE) Communities (Total Grant Award: \$691,158)
  - Coordinates strategic planning efforts for *Tarleton Forward 2030* within the Division of Academic Affairs
  - Supports institutional effectiveness planning efforts for the Division of Academic Affairs
  - Plans and implements programming that enhances postsecondary access and success
  - Collaborates with the Director of First- and Second-Year Initiatives, academic departments in the Division of Academic Affairs and Career Services, and Residence Life in the Division of Student Affairs to establish and implement Academic and Career Engagement Communities for first-time-in-college students.
  - Implements the Texan Smart Quality Enhancement Plan (QEP) in collaboration with the founding Director of the Texan Smart Financial Center and the Technical Communications Coordinator in University College. A higher education institution's QEP is connected to Tarleton's Reaffirmation of Accreditation through the Southern Association of Colleges and Schools Commission on Colleges' (SACSCOC). At Tarleton, the Texan Smart QEP (2021-2026) includes establishment of the Texan Smart Financial Center to support financial wellness and well-being among first-time-in-college students.
  - Represents the Office of the Provost and the Division of Academic Affairs on a wide range of committees within the institution, the Texas A&M University System, and beyond.
- Tarleton State University - Stephenville, TX (July 2020 – February 2021)  
Dean of University College & Associate Professor
    - *Direct Supervisor:* Dr. Jordan Barkley, Senior Associate Provost and Associate Vice President for Academic Administration
    - *Position Description:* Oversee student success services housed in the Departments of Academic Advising, Career Services, Student Development & Mentoring, Student Retention, and the Tutoring and Learning Center; generate a positive and goal-oriented culture among the college leadership team and staff; develop and implement enrollment growth strategies with respective academic deans; add new initiatives to the college portfolio, improve advising practices and retention efforts, collaborate with colleague deans, facilitate effective communication; and develop high-impact experiences and academic support programs that facilitate student learning. This was a newly created position that was established to lead University College as a non-academic unit.
    - *Key Accomplishments:*  
While serving in this role, I leveraged the knowledge and experiences of approximately 40 staff members to plan and implement targeted student retention and success initiatives while functioning together as a cohesive unit. Under my leadership, University College was established as a student-centric entity that prioritized the needs of undergraduate students, particularly those

who are at a greater risk for attrition. I became intimately familiar with the work of each department housed in University College and collaborated with the respective Director, Assistant Directors, and staff members to boost productivity, increase efficiency, and coordinate efforts and analytics with other departments throughout the institution to serve students more effectively.

- Academic Advising: Decentralized academic advising services to create advising hubs within the academic colleges; improved processes and protocols for advising services; increased efficiency and boosted productivity among advisors with events that were responsive to student needs; and coordinated with other units that handle advising for specialized student groups and programs (i.e., Athletics, Honors College, Program for System Admission)
  - Career Services: Developed virtual content within the Canvas learning management system aligned with National Association of Colleges and Employers Career Readiness Competencies; formulated a career services model dubbed the Career Cycle that identifies specific career development stages aligned with National Association of Colleges and Employers (NACE) Career Readiness Competencies; identified relevant co-curricular experiences that supports student career development within each Career Cycle stage; and retooled career coaching program from a centralized service to a decentralized service within the academic colleges
  - Student Development & Mentoring: Received Texas Higher Education Coordinating Board (THECB) grant for \$99,955 to support and enhance comprehensive strategies and activities that implement improvements to the developmental education program (i.e., scaled up co-requisite enrollment to 100% and developed a sustainable academic initiative with \$19,000 in expenses and \$321,000 in revenue); re-envisioned academic coaching services to better serve students who experienced academic distress; and developed and implemented a robust peer mentoring program that promoted a seamless transition to the institution among first-time-in-college students.
  - Student Retention: Established as a new department within University College; generated comprehensive retention reports; strengthened use of EAB Navigate, Tarleton's Student Success Management System, including use of analytics, predictive modeling, and early alert processes; and expanded efforts with artificial intelligence technologies.
  - Tutoring and Learning Center: Restructured job requirements for Director to include collaboration with the academic colleges to plan and implement supplemental instruction, tutoring services, and clinic activities housed in the academic colleges (i.e., Math Clinic, Writing Center); increased efficiency with management of operating budget; and improved reporting mechanisms to analyze effectiveness of services.
  - University College: Generated comprehensive semester reports to share information concerning student success services widely throughout the institution; collaborated with Employee Services to develop an efficient and streamlined process for the hiring of student workers in University College that recruits diverse talent; repurposed staff member position to manage and supervise student workers; and engaged and empowered student workers to engage in challenging and complex tasks.
- Tarleton State University - Stephenville, TX (June 2019 – June 2020)  
Assistant Dean of Undergraduate Studies for First- and Second-year Experience & Associate Professor
    - *Direct Supervisor*: Dr. Jordan Barkley, Senior Associate Provost and Associate Vice President for Academic Administration
    - *Position Description*: Plan and implement programs designed to increase academic engagement and success for students during the first and second years of college; the first-year seminar program; coordinate academic activities associated with Orientation and Transition Week; implement common curriculum threads; and academic compliance with developmental education



requirements. This was a newly created position that was later elevated to the new position of dean for University College.

- *Key Accomplishments:*
  - Re-envisioned high impact practices (HIPs) and other vital components associated with the first-year experience.
  - Engaged in the planning and development of second-year programming.
  - Coordinated with the Divisions of Enrollment Management and Student Affairs to plan and implement Orientation and Transition Week events for incoming first-time-in-college students.
  - Collaborated with academic leaders in the Division of Academic Affairs to establish 12 meta-majors at Tarleton: Agriculture; Behavioral Sciences; Business; Education; Engineering, Industry, Manufacturing, & Construction; Fine Arts; Health Sciences & Human Services; Human Communication & Design; Kinesiology & Human Performance; Military & Civil Service; Science & Math; and Social Sciences.
  - Served as Chair for the development of Texan Smart Quality Enhancement Plan, which was a part of the reaffirmation of accreditation process with the Southern Association of Colleges and Schools Commission on Colleges
  - Led the cross-Divisional COVID-19 Student Success and Support Taskforce at Tarleton.

### **Higher Education Endowed Professor**

- West Texas A&M University – Canyon, TX (January 2016 – May 2019)  
Dr. John G. O’Brien Distinguished Chair in Education & Assistant Professor  
Date Tenure and Promotion Awarded: April 11, 2019
  - *Direct Supervisor:* Dr. Janet Hindman, Department Head and Associate Professor of Educational Leadership
  - *Position Description:* Engage in close collaborations with West Texas A&M University, Pre-Kindergarten - Grade12 school district partners, and community agencies to conduct in-depth scholarly research that identifies best teaching practices for current issues in education.
  - *Key Accomplishments:*
    - Directed multiple research projects individually and with colleagues that focused on local, state, and national educational issues for Pre-K through high school learners, as well as adult learners.
    - Led efforts related to the publication and presentation of research findings, which resulted in over 50 peer-reviewed journal articles and over 40 presentations at local, regional, state, national, and international venues.

### **Higher Education Faculty Member**

- Tarleton State University – Stephenville, TX (September 2010 – January 2016)  
Assistant Professor, Department of Curriculum and Instruction  
Direct Supervisor: Dr. Ann Callahan, Department Head and Professor of Curriculum and Instruction
- Tarleton State University – Stephenville, TX (September 2009 – August 2010)  
Instructor, Department of Curriculum and Instruction  
Direct Supervisor: Dr. Ann Callahan, Department Head and Professor of Curriculum and Instruction
- Tarrant County College – Fort Worth, TX (January 2009 – December 2014)  
Adjunct Professor, Education Department  
Direct Supervisor: Dr. Jeremy Byrd, Chair of South Campus’ Behavioral and Social Sciences Department and Professor of Philosophy

### **Pre-Kindergarten – Grade 12 Public School Educator**

- Mansfield Independent School District – Mansfield, TX (November 2005 - July 2009)  
Teacher at Martha Reid Elementary and Mary Lillard Intermediate

- Volusia County Public Schools – Port Orange, Florida (July 2004 – November 2005)  
Teacher at Horizon Elementary

### **Licensures and Certifications**

- Utah State Board of Education (out-of-state credentials currently under review)
- Texas Education Agency, English as a Second Language Generalist (EC-4)
- Texas Education Agency, Generalist 4-8
- Texas Education Agency, Master Reading Teacher, Grades EC-12
- Texas Education Agency, Reading Specialist, Grades EC-12

### **Awards and Honors**

- 2019 Texas Association for Literacy Education’s Jack Cassidy Distinguished Service Award, Texas Association for Literacy Education (March 2019)
- West Texas A&M University’s 2018-2019 Mortar Board Apple Polishing Award (February 2019)
- College of Education and Social Sciences Intellectual Contributions Award, West Texas A&M University (May 2017)
- 2015 Quest for Quality Exemplary Practices Faculty Award: Finalist (October 2015)
- Texas A&M University System Student Recognition Award for Teaching Excellence, Tarleton State University (June 2012)
- O. A. Grant Excellence in Teaching Award, Tarleton State University (April 2012)
- Texas A&M University System Student Recognition Award for Teaching Excellence, Tarleton State University (February 2012)
- Minnie Stevens Piper Professor, Tarleton State University nominee (November 2011)
- Regie Routman Teacher Recognition Award, International Reading Association (May 2008)
- Teacher of the Month, Martha Reid Elementary, Mansfield Independent School District (September 2006)
- FUTURES First Year Teacher of the Year Award, Volusia County Public Schools District (May 2005)
- Gene & Mary Longfellow Outstanding Undergraduate Student Award, University of Central Florida’s College of Education (May 2004)

### **Teaching Experience – Higher Education**

Tarleton State University (Stephenville, TX)

#### *Undergraduate Courses*

- SCMA 1100 Transitioning to University Studies, First Year Seminar (face-to-face)
- EDUC 1100 Transitioning to University Studies, First Year Seminar (face-to-face, HyFlex)

#### *Graduate Courses*

- EDUC 5398 Techniques of Research (online)
- EDUC 5303 Foundations of Curriculum (online)
- EDAD 5301 Research in Educational Leadership (online)

West Texas A&M University (Canyon, TX)

#### *Undergraduate Courses*

- EDPD 3340 Educational Foundations (face-to-face)
- EDRD 3301 Children’s Literature (face-to-face, hybrid)
- EDRD 4386 Secondary Reading in the Content Areas (online)

#### *Graduate Courses*

- EDLD 6303 Introduction to Educational Leadership (online)
- EDPD 6303 Education Research (online)

- EDRD 5386 Secondary Reading in the Content Areas (online)

Tarleton State University (Fort Worth, Stephenville, and Waco, TX)

*Undergraduate Courses*

- EDUC 4315 Elementary Curriculum, Assessment, & Instruction (face-to-face)
- READ 3351 Content Area Literacy (online)
- READ 4309 Implementing Language Arts across the Curriculum (face-to-face)

*Graduate Courses*

- EDUC 5350 Assessment Issues Education Leaders (online)
- EDUC 5398 Techniques of Research (online)
- READ 5370 Literacy Development (online)
- READ 5374 Literacy Resources and Materials (online)
- READ 5377 Digital Literacy (online)
- READ 5386 Problems: Assessments for Educators (online)
- READ 5386 Problems: Reading Strategies for Gifted and Struggling Students (online)

Tarrant County College (Fort Worth, TX)

*Undergraduate Courses*

- TECA 1303 Families, Schools, and Communities (face-to-face, online)
- TECA 1311 Educating Young Children (face-to-face)
- TECA 1318 Wellness of the Young Child (face-to-face)
- TECA 1354 Adolescent and Child Growth and Development (face-to-face, online)

**Teaching Experience – Public School Classroom**

Mansfield Independent School District (Mansfield, TX)

- Mary Lillard Intermediate School  
5<sup>th</sup> Grade, Math & Science (pre-AP and general education)
- Martha Reid Elementary  
4<sup>th</sup> Grade, Generalist (with ESL)

Volusia County Public Schools (Port Orange, FL)

- Horizon Elementary  
4<sup>th</sup> Grade, Generalist (with ESL)

**Grants and Sponsored Research (Awarded)**

*External Grants*

- Texas Higher Education Coordinating Board, Work-Based Learning Opportunity Grant – Internships (PI: Laurie A. Sharp, Co-PI: Tom Tallach), Application Funded at \$250,000 (February 2022)
- Texas Higher Education Coordinating Board, Texas Completion Repayment Grant Program (PI: Shante Hackworth, Co-PIs: Javier Garza, Laurie A. Sharp, Morgan Carter), Funded at \$125,000 (January 2022)
- Texas Reskilling Support Fund Grant Program Round 3 (PI: Javier Garza, Collaborators: Credence Baker, Matt Laurent), Texas Higher Education Coordinating Board, Funded at \$1,500,000 (January 2022)
- Texan Smart: Increasing Educational Access, Opportunity, and Success (PI: Jennifer Edwards, Collaborator: Laurie A. Sharp), US Department of Education, Title III Strengthening Institutions Program, Part A, Funded at \$1,970,000.00 (October 2021)
- Scaling Up Meta-Majors, Living Learning Communities, and Success Teams to Promote Student Success (PI: Laurie A. Sharp), Greater Texas Foundation, Funded at \$691,158.00 (June 2021)
- Transforming Tarleton State University’s Developmental Education Program, 2020 College Readiness and Success Models (CRSM-2020) (PI: Laurie A. Sharp), The Division for College Readiness and

Success at the Texas Higher Education Coordinating Board, Requested and funded at \$99,955.00 (June 2020)

- Educational Equity Emergency Aid Grant (PI: Laurie A. Sharp), Texas Higher Education Foundation, Funded at \$6,500.00 (May 2020)
- Texas Emergency Aid Grant (PI: Diana Ortega-Feerick, Co-PIs: Lora Helvie-Mason, Laurie A. Sharp), Texas Higher Education Coordinating Board, Greater Texas Foundation, and Trellis Foundation, Funded at \$10,000.00 (May 2020)
- Faculty and Staff Together (FAST) Funds (PI: Laurie A. Sharp, Collaborators: Karl Aho, Jenny Watts, & Allison Pruitt Trejo), Hope Center for College, Community, and Justice, Funded at \$5,000.00 (March 2020)
- What's the "Matter" with Air? (PI: Laurie A. McAdams), Air Force Association Educator Grant, Funded at \$500.00 (February 2007)
- 3-2-1: Blast Off to Learning! Enhancing Aerospace Concepts through Multimedia Activities (PI: Laurie A. McAdams), Air Force Association Educator Grant, Funded at \$500.00 (February 2006)
- Promethean Enrichment Program for Interactive Whiteboard Systems (PI: Laurie A. McAdams), Promethean, Inc., Funded at \$4,000.00 (May 2005)

### ***Internal Grants***

- Open Educational Resources Tiered Grant (PI: Lesley Leach, Co-PIs: Amy Castillo, Katie Pierce-Farrier, Katherine Quinnell, Laurie A. Sharp), Tarleton State University's President's Fund for Excellence, Funded at \$50,000.00 (June 2021)
- WTAMU Foundation Development Grant 2017 - West Texas A&M University, Funded at \$1,000.00 (October 2017)
- WTAMU Foundation Development Grant 2017 – West Texas A&M University, Funded at \$610.00 (April 2017)
- WTAMU Foundation Development Grant 2016 – West Texas A&M University, Funded at \$949.00 (October 2016)
- Faculty Development Leave Grant – West Texas A&M University, Funded at \$1395.00 (April 2016)
- Faculty Development Grant - Tarleton State University, Funded at \$508.00 (November 2014)
- Travel Monies – Effective Schools Project, Funded at \$1,000.00 (April 2014)
- Faculty Development Grant - Tarleton State University, Funded at \$475.00 (October 2013)
- Scholars Enrichment Grant - College of Education, Tarleton State University, Funded at \$300.00 (September 2013)
- Faculty Development Grant - Tarleton State University, Funded at \$275.00 (April 2013)
- Scholars Enrichment Grant - Tarleton State University, Funded at \$1,500.00 (September 2012)
- Faculty Development Grant - Tarleton State University, Funded at \$410.00 (February 2012)
- Student Travel Monies (Tarleton Professional Educators) - Tarleton State University, Funded at \$551.00 (December 2011)
- Faculty Development Grant - Tarleton State University, Funded at \$525.00 (May 2011)
- Student Travel Monies (Tarleton Professional Educators) - Tarleton State University, Funded at \$350.00 (October 2010)
- "X" Marks the Spot: "Caching" in on Learning Across Grade Levels – Mary Lillard Parent Teacher Association Grant, Funded at \$2181.88 (March 2009)
- Exploring Meteorology 'Weather' Rain or Shine – Mansfield Independent School District Education Foundation Innovative Teaching Grant, Funded at \$127.15 (November 2008)
- Make No Bones About Life Science! – Mansfield Independent School District Education Foundation Innovative Teaching Grant, Funded at \$2,278.80 (November 2008)
- Origami to Enhance Analytical Skills – Mansfield Independent School District Education Foundation Innovative Teaching Grant, Funded at \$773.33 (November 2008)

- Science for the Inquiring Mind– Mansfield Independent School District Education Foundation Innovative Teaching Grant, Funded at \$531.36 (November 2008)
- A Tisket, a Tasket: Research in a Basket! – Mansfield Independent School District Education Foundation Innovative Teaching Grant, Funded at \$107.91 (November 2007)
- Bringing Books ALIVE...Comparing What We See with What We Read! – Mansfield Independent School District Education Foundation Innovative Teaching Grant, Funded at \$672.32 (November 2007)
- Centering Instruction Around Math – Mansfield Independent School District Education Foundation Innovative Teaching Grant, Funded at \$269.30 (November 2007)
- Give Me a Hand: I Can “See” Math! – Mansfield Independent School District Education Foundation Innovative Teaching Grant, Funded at \$2,624.56 (November 2007)
- Give Me a T-E-X-A-S! An Amazing Exploration of the Lone Star State – Mansfield Independent School District Education Foundation Innovative Teaching Grant, Funded at \$913.73 (November 2007)
- Martha Reid Elementary Game Night – Mansfield Independent School District Education Foundation Innovative Teaching Grant, Funded at \$1,785.60 (November 2006)
- See It, Hear It, Say It: Helping all Learners Achieve Reading Success – Mansfield Independent School District Education Foundation Innovative Teaching Grant, Funded at \$474.12 (November 2006)
- Incorporating the Use of Dry Erase Boards in the Classroom – Horizon Elementary Parent Teacher Association Mini Grant, Funded at \$176.92 (November 2004)
- Student Inquiry Research Projects - FUTURES Foundation for Volusia County Schools Teacher Mini-Grant Program, Funded at \$300.00 (October 2004)

#### ***University-Sponsored Research***

- Undergraduate Research Assistantship/Faculty Mentor Stipend - Office of Student Research & Creative Activities, Tarleton State University, Funded at \$2,500.00 (June 2015)
- Undergraduate Research Assistantship/Faculty Mentor Stipend - Office of Student Research & Creative Activities, Tarleton State University, Funded at \$2,500.00 (June 2014)
- Undergraduate Research Assistantship/Faculty Mentor Stipend - Office of Student Research & Creative Activities, Tarleton State University, Funded at \$2,500.00 (June 2013)
- Undergraduate Research Assistantship/Faculty Mentor Stipend - Office of Student Research & Creative Activities, Tarleton State University, Funded at \$2,500.00 (June 2012)
- Undergraduate Research Assistantship/Faculty Mentor Stipend - Office of Student Research & Creative Activities, Tarleton State University, Funded at \$2,500.00 (June 2011)

#### **Intellectual Contributions (Published)**

##### ***Refereed and Non-Refereed Articles***

- Sharp, L. A. (2022). Fully scaling up corequisite models in math: Challenges and successes. *Journal of College Academic Support Programs*, 4(2), 31-36. <https://doi.org/10.36896/4.2fa2>
- Simmons, M., & Sharp, L. A. (2021). Field-based experiences in special education teacher training: What teacher educators do (and should do). *Journal of Research Initiatives*, 5(3), 1-12. <https://digitalcommons.uncfsu.edu/jri/>
- Sharp, L. A., & Simmons, M. (2021). Training preservice special educators for professional collaboration: What teacher educators think and do. *Special Education Research, Policy & Practice*, 5, 116-127. [https://www.hofstra.edu/academics/colleges/soeahs/sped/sped\\_special-education-research-policy-practice.html](https://www.hofstra.edu/academics/colleges/soeahs/sped/sped_special-education-research-policy-practice.html)
- Sharp, L. A. (2021). First-year experience peer mentor program. *The Learning Assistance Review*, 26(1), 15-51. Retrieved from <https://nclca.wildapricot.org/tlar>
- Simmons, M. L., Shin, M., & Sharp, L. A. (2021). Special education eligibility identification rates in Texas: A comparative analysis of rural and urban school districts. *Texas Education Review*, 9(1), 6-21. doi:10.26153/tsw/11422

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- Sharp, L. A., Robertson, M. K., Raymond, R. D., Piper, R. E., Piotrowski, A., Bender-Slack, D., & Young, T. (2020). Meeting *Standards 2017?* A national survey of classroom teacher preparedness for literacy instruction. *Inquiry in Education*, 11(2), 1-38. Retrieved from <https://digitalcommons.nl.edu/ie/>
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- McAdams, L. A., & Copen, J. (2011). Keeping it REAL: Real-world experiences applied to learning. *Journal of the Effective Schools Project, 18*, 59-61. Retrieved from <http://thejesp.org/index.php/jesp>
- McAdams, L. A. (2011). The effect of explicit vocabulary instruction on student achievement in math and science. *Journal of the Effective Schools Project, 18*, 54-58. Retrieved from <http://thejesp.org/index.php/jesp>
- McAdams, L. A. (2011). Congruence of perceptions among early college high school leadership teams. *School Leadership Review, 6*(2), 61-87. Retrieved from <http://www.tasanet.org/domain/191>

### **Books**

- Kottler, J. A., & Sharp, L. A. (2018). *Understanding research: Becoming a competent and critical consumer* (2nd ed.). San Diego, CA: Cognella, Inc.

### **Book Chapters**

- Beach, D., McAdams, L., Becker, M., Gentry, J., & Miller, J. (2015). Public school-university partnerships: A model for effective professional development. In S. D. Garrett, K. Fleming, & A. Mejia (Eds.), *Education: Issues and answers - 2015 CEDER Yearbook* (pp. 1-12). Corpus Christi, TX: CEDER, Texas A&M University – Corpus Christi. Retrieved from <http://ceder.tamucc.edu/>
- McAdams, L. A., & Gentry, J. E. (2013). The use of digital story expressions with adolescents to promote content area literacy. In Douglas J. Loveless, Bryant Griffith, Margaret E. Berci, Evan Ortleib, & Pamela M. Sullivan (Eds.), *Academic knowledge construction and multimodal curriculum development* (pp. 243-255). Hershey, PA: IGI Global.

### **Conference Proceedings**

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- Sharp, L. A., & Rodriguez, R. C. (2018). Peer feedback activities in graduate-level online learning environments: Does the technology tool matter? In E. Langran & J. Borup (Eds.), *Proceedings of Society for Information Technology & Teacher Education International Conference* (pp. 1714-1723). Washington, D.C., United States: Association for the Advancement of Computing in Education. Retrieved from <https://www.learntechlib.org/p/182760/>
- Sharp, L. A., & Scott, L. (2018). Paired peer feedback: A way to support academic writing in online graduate courses. In E. Langran & J. Borup (Eds.), *Proceedings of Society for Information Technology & Teacher Education International Conference* (pp. 896-904). Washington, D.C., United States: Association for the Advancement of Computing in Education. Retrieved from <https://www.learntechlib.org/p/182626/>
- Sharp, L. A., Armstrong, A., & Matthews, K. (2017). Professional learning & literacy leadership: Insights from preservice literacy professionals. In J. Pilgrim, L. A. Sharp, & E. Hendrix (Eds.), *Texas Association for*

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- Sharp, L. A. (2015). Becoming a reading arsonist among preservice teachers. *Texas Association for Literacy Education Yearbook, Volume 3: Inspiring and Transforming Literacy*, 60-66.
- Gentry, J. E., Sharp, L. A. (2013). In American Association of Computing in Education: Paper IP 37529 (Ed.), *Digital Story Expressions: Blending Best Practices in Literacy and Technology with Middle School Students* (1st ed., vol. 2013, pp. 4253-4257). Chesapeake, VA: Proceedings of Society for Information Technology & Teacher Education International Conference 2013.
- Sharp, J. H., & McAdams, L. A. (2013). In Education Special Interest Group of the AITP (Ed.), *If We Build Them, Will They Watch? A Preliminary Analysis of Students' Use of Professor-Created Videos in an Undergraduate Visual Basic Programming Class* (2543rd ed., vol. 30, pp. 7). Chicago, IL: Information Systems Educators Conference.

### **Other**

- Sharp, L. A., Piper, R., & Raymond, R.D. (2020). *Cultivating literacy leadership among future literacy professionals*. International Literacy Association's Instructional Practices Collection.  
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- McAdams, L. A. (2010). Early college high school leadership teams: The importance of congruency in perceptions. *Leadership Abstracts*, 23(11). <http://www.league.org/blog/post.cfm/early-college-high-school-leadership-teams>
- McAdams, L. A. (2010). In Pam Asti (Ed.), *Insights from Teaching Condensed Education Courses* (2nd ed., vol. 3). Tempe, AZ: Association of Community College Teacher Education Program Newsletter.

### **Presentations**

- Raymond, R. D., Sharp, L. A., & Robertson, M., "How are Literacy Teacher Educators addressing assessment and evaluation? Results of a National Study," Association of Literacy Educators and Researchers' 2021 Annual Convention, Hilton Head Island, SC (November 4-7, 2021)
- Sharp, L. A., Keynote Speaker, "Looking beyond the Crisis and Towards the Future: Reimagining Literacy Leadership in a Post-Pandemic Era," 2021 Montana State Literacy Association Literacy Conference, Virtual (October 21-22, 2021)
- Gibson, S., Allen, D., Baker, S., Gardner, J., Patterson, L., Sharp, L. A., "HIPs and COVID-19 across the Texas A&M University System," 2021 Assessment Institute: Indiana University – Purdue University Indianapolis, (October 24-27, 2021)
- Sharp, L. A., "Scaling Up Co-Requisite Models for Student Success in Developmental Education," NASH TS3 Network Convening (April 29, 2021)
- Piper, R. E., Sharp, L. A., & Raymond, R. D., Research Poster, "Diversity in Literacy Education: Teacher Educators Beliefs on Teacher Preparation Around Topics of Diversity," Texas Association for Literacy Education's 2020 Annual Conference, Odessa, Texas (February 28-29, 2020)
- Sharp, L. A., Keynote Speaker, "An Urgent Call for Literacy Leadership," Texas Association for Literacy Education's 2020 Annual Conference, Odessa, Texas (February 28-29, 2020)
- Sharp, L. A., Presentation, "Tarleton's First-Year Experience (FYE) Peer Leader Program: Preliminary Research Findings and Lessons Learned," HIPs in the States 2020 Conference, College Station, TX (February 18-21, 2020)
- Sharp, L. A., Haynes, R. M., Leach, L. F., Bozer, A., & Dorris, D., Panel Session, "Examining the Impact of Three HIPs on First Generation College Students: Are We Meeting Student Needs?" HIPs in the States 2020 Conference, College Station, TX (February 18-21, 2020)
- Sharp, L. A., Robertson, M., Raymond, R. D., Piper, R., Piotrowski, A., Young, T., & Bender-Slack, D. A., Symposium, "Are We Meeting Professional Standards for Literacy Teacher Preparation?" Association of Literacy Educators and Researchers' 2019 Annual Convention, Corpus Christi, TX (November 7-10, 2019)

- Coffey, D., & Sharp, L. A., Session, “Building Bridges for Potential Partnerships through Professional Development Events,” Association of Literacy Educators and Researchers’ 2019 Annual Convention, Corpus Christi, TX (November 7-10, 2019)
- Sharp, L. A., Research Poster Presentation, “Black Males who Hold Advanced Degrees: Critical Factors that Promote Success with Educational Attainment,” Tarleton State University’s Fort Worth Faculty Research Poster Showcase, Fort Worth, TX (October 30, 2019)
- Sharp, L. A., Keynote Speaker, “Culturally Responsive Instruction: Pedagogy & Practices,” 2019 Alaska Cross Content Conference, Anchorage, Alaska (October 25-26, 2019)
- Sharp, L. A., Keynote Speaker, “Educator Chat: Identifying Barriers, Challenges, and Possible Solutions to Teaching and Learning,” 2019 Alaska Cross Content Conference, Anchorage, Alaska (October 25-26, 2019)
- Sharp, L. A., Keynote Speaker, “Literacy Fundamentals for Middle and High School Teachers,” 2019 Alaska Cross Content Conference, Anchorage, Alaska (October 25-26, 2019)
- Raymond, R. D., Sharp, L. A., & Piper, R., Research Poster Presentation, “Through the Lens of Teachers: Developing Instructional Capacity among Preservice Teachers,” International Literacy Association’s 64th Annual Convention, New Orleans, LA (October 10-13, 2019)
- Piper, R., Sharp, L. A., & Raymond, R. D., Research Poster Presentation, “Teacher Preparation and Diversity: Perceptions from Literacy Teacher Educators,” International Literacy Association’s 64th Annual Convention, New Orleans, LA (October 10-13, 2019)
- Sharp, L. A., Piper, R., Raymond, R. D., & Robertson, M., Panel Presentation, “Literacy Teacher Preparation among Classroom Teacher: Results from a National Analysis,” International Literacy Association’s 64th Annual Convention, New Orleans, LA (October 10-13, 2019)
- Sharp, L. A., Piper, R., & Raymond, R. D., Research Poster Presentation, “A Snapshot of Current Preparation Practices with Field Experiences among Literacy Teacher Educators,” International Literacy Association’s 64th Annual Convention, New Orleans, LA (October 10-13, 2019)
- International Literacy Association’s Specialized Literacy Professionals Special Interest Group, Panel Presentation, “ILA Standards for the Preparation of Literacy Professionals: Challenges, Barriers, Bridges, and Possibilities,” International Literacy Association’s 64th Annual Convention, New Orleans, LA (October 10-13, 2019)
- Scott, L., & Sharp, L. A., “Black Males Who Hold Advanced Degrees: Critical Factors that Promote Success with Educational Attainment,” American Educational Research Association’s Annual Meeting, Toronto, Canada (April 5-9, 2019)
- Diego-Medrano, E., Sharp, L. A., & Carruba-Rogel, Z. N., “Unpacking the Pipeline for Minority Teacher Education Candidates,” Texas Association for Literacy Education’s 2018 Annual Conference, Waco, TX (March 1-2, 2019)
- Sharp, L. A., & Coffey, D., “Discover the Heart of Literacy through Collaborative Professional Development,” Texas Association for Literacy Education’s 2018 Annual Conference, Waco, TX (March 1-2, 2019)
- Sharp, L. A., Johnson, R. D., Raymond, R. D., Durham, P. D., & O’Neal, S., “Trends & Topics in Texas Literacy Education,” Texas Association for Literacy Education’s 2018 Annual Conference, Waco, TX (March 1-2, 2019)
- Sharp, L. A., Adult Learning Division Keynote Presentation, “Elevate Online Teaching and Learning among Adult Learners,” Association of Literacy Educators and Researchers’ 2018 Annual Convention, Louisville, KY (November 8-11, 2018)
- Sharp, L. A., Raymond, R. D., & Piper, R., Session, “Teacher Educators and Their Engagement with Ongoing Professional Learning,” Association of Literacy Educators and Researchers’ 2018 Annual Convention, Louisville, KY (November 8-11, 2018)
- Sharp, L. A., & Coffey, D., Session, “Supporting Literacy Leadership among Preservice and Practicing Literacy Professionals through Professional Learning Events,” Association of Literacy Educators and Researchers’ 2018 Annual Convention, Louisville, KY (November 8-11, 2018)

- International Literacy Association’s Specialized Literacy Professionals Special Interest Group, Panel Presentation, “Specialized Literacy Professionals as Digital Literacy Leaders: From Concept to Practice,” International Literacy Association’s 63rd Annual Convention, Austin, TX (July 21-23, 2018)
- Sharp, L. A., Raymond, R. D., Piper, Research Poster, “Preparedness and Preparation Efforts of Preservice Teachers: What Do Literacy Teacher Educators Think?” International Literacy Association’s 63rd Annual Convention, Austin, TX (July 21-23, 2018)
- Sharp, L. A., Session, “Elevate Online Teaching & Learning among Adult Learners,” International Literacy Association’s 63rd Annual Convention, Austin, TX (July 21-23, 2018)
- Carruba-Rogel, Z., Sharp, L. A., & Diego-Medrano, E., Research Poster, “Increasing Teacher Diversity: A Vital Partnership Between a School District and Educator Preparation Program in the Southern United States,” International Literacy Association’s 63rd Annual Convention, Austin, TX (July 21-23, 2018)
- Sharp, L. A., & Scott, L., Full Paper Presentation, “Paired Peer Feedback: A Way to Support Academic Writing in Online Graduate Courses,” Society for Information Technology and Teacher Education 2018 International Conference, Washington, D.C. (March 26-30, 2018).
- Sharp, L. A., & Rodriguez, R. C., Full Paper Presentation, “Peer Feedback Activities in Graduate-Level Online Learning Environments: Does the Technology Tool Matter?” Society for Information Technology and Teacher Education 2018 International Conference, Washington, D.C. (March 26-30, 2018).
- Rodriguez, R. C., & Sharp, L. A., Workshop, “Exploring the Helpfulness of Peer Feedback in an Online Graduate Course: Implementing the Describe, Evaluate Suggest Model,” e-Learning & Innovative Pedagogies 11<sup>th</sup> Annual Conference, Manhattan, New York (March 2-3, 2018)
- Sharp, L. A., Raymond, R. D., & Piper, R. – Roundtable, “Empowering Prospective and Practicing Literacy Professionals as Literacy Leaders and Learners,” Association of Literacy Educators and Researchers’ 2017 Annual Convention, St. Petersburg, FL (November 2-7, 2017)
- Sharp, L. A. – Session, “Cultivating Effective Literacy Professionals: A State-Wide Analysis of Teacher Educator Perceptions and Preparation Approaches,” Association of Literacy Educators and Researchers’ 2017 Annual Convention, St. Petersburg, FL (November 2-7, 2017)
- Sharp, L. A., Coneway, B., & Diego-Medrano, E. – Poster Presentation, “21st Century Digital and Global Teacher Preparation Efforts,” International Literacy Association’s 62nd Annual Convention, Orlando, FL (July 15-17, 2017)
- Sharp, L. A. – Poster Presentation, “Digital Andragogy Practices: Findings from a Study Conducted among Adult Learners in Online Learning Environments,” International Literacy Association’s 62nd Annual Convention, Orlando, FL (July 15-17, 2017)
- Sharp, L. A. – Session, “Digital Andragogy Practices: How to Facilitate Learning among Adult Learners in Online Environments,” International Literacy Association’s 62nd Annual Convention, Orlando, FL (July 15-17, 2017)
- Sharp, L.A. - Poster Presentation, “An Exploration of Instructional Quality, Inclusion, and Equity within Digital Learning Environments,” Cornette Library 12th Annual Faculty Research Poster Session and Research Fair, Canyon, TX (March 2, 2017)
- Sharp, L. A. – “Poverty: Foundational Understandings for Teacher Candidates,” - WTAMU Office of Teacher Preparation and Advising - Clinical Teacher Training, Canyon, TX (February 3, 2017)
- Sharp, L. A. – Idea Exchange, “Literacy Learning in Online Environments: Critical Aspects Regarding Content, the Instructor, and the Learner,” Association of Literacy Educators and Researchers’ 2016 Annual Convention, Myrtle Beach, SC (November 3-6, 2016)
- Sharp, L. A., & Rodriguez, R. C. – Session, “Eli Review vs. LMS Interactive Digital Tools: The Effect of Peer Feedback Activities to Improve Writing at the Graduate Level,” Association of Literacy Educators and Researchers’ 2016 Annual Convention, Myrtle Beach, SC (November 3-6, 2016)
- Sharp, L. A. – Session, “The Space around “Digital Andragogy:” An Exploration of Collaborative Digital Literacy Practices among Adult Learners,” Association of Literacy Educators and Researchers’ 2016 Annual Convention, Myrtle Beach, SC (November 3-6, 2016)

- Sharp, L.A. – “Women in Leadership: Leadership Styles and Techniques among Leadership Professionals,” American Association of University Women – Amarillo Branch, Amarillo, TX (September 24, 2016)
- Sharp, L. A., & Hamil, M. – “The Impact of an Online Math Instructional Resource on Students’ Academic Performance,” Canyon Independent School District Principal Professional Learning Community, Canyon, TX (September 1, 2016)
- Carlisle, A., & Sharp, L. A. – “Poverty & Perspective,” – West Texas A&M University’s Office of Teacher Preparation and Advising - Clinical Teacher Training, Canyon, TX (August 30, 2016)
- Sharp, L. A., & Titus, S. – Session, “Handwriting – A Skill of the Past or Here to Stay?” 2016 Literacy Summit, San Antonio, TX (February 12-13, 2016)
- Sharp, L. A., Pouttu, T., & Sorem, C. – Session, “Reignite the Magic of Your Comprehension Instruction!” 2016 Literacy Summit, San Antonio, TX (February 12-13, 2016)
- Sharp, L. A. – Roundtable Presentation, “Adult Learning in Online Environments: Three Strategies to Achieve Optimal Instructional Design,” Association of Literacy Educators and Researchers’ Conference, Costa Mesa, CA (November 5-8, 2015)
- Sharp, L. A., Pouttu, T., & Sorem, C. – Hands-on Workshop, “Re-igniting the Magic of Comprehension through Read-Alouds, Discussion, and Multiple Text Genres,” International Literacy Association’s 60th Annual Convention, St. Louis, MO (July 19, 2015)
- Sharp, L. A. – Concern for Reading Affect Roundtables, “Fostering Affect among Struggling and Advanced Readers: Specific Strategies for Teachers of Adolescent Readers,” International Literacy Association’s 60th Annual Convention, St. Louis, MO (July 19, 2015)
- Sharp, L. A. & Brown, T. – Texas Association for Literacy Education Annual Conference, “A Qualitative Analysis of Instruction and Teachers’ Perspectives with Cursive Handwriting Instruction,” The Woodlands, TX (February 21, 2015)
- Sharp, L. A. - Professors of Reading Teacher Educators Roundtables, “Reading Maturity among Preservice Teachers: What are Implications for Teacher Preparation Programs?” International Reading Association’s 59th Annual Convention, New Orleans, LA (May 11, 2014)
- Sharp, J. H., & McAdams, L. A. - Information Systems Educators Conference - “If We Build Them, Will They Watch? A Preliminary Analysis of Students’ Use of Professor-Created Videos in an Undergraduate Visual Basic Programming Class,” ISECON/CONISAR, San Antonio, TX (November 9, 2013)
- McAdams, L. A., & Gentry, J. E. - Professors of Reading Teacher Educators Roundtables, “Digital Story Expression: Blending Best Practices in Literacy and Technology,” International Reading Association’s 58th Annual Convention, San Antonio, TX (April 22, 2013)
- McAdams, L. A., & Gentry, J. E. - IRA’s 58th Annual Conference, “Digital Story Expressions: Blending Best Practices in Literacy and Technology with Middle School Students,” International Reading Association, San Antonio, TX (April 21, 2013)
- McAdams, L. A., Pate, R. S., & Miller, R. A. - IRA’s 58th Annual Conference, “Adult Literacy: A Historical and Current Perspective,” Association of Literacy Educators and Researchers/Adult Learning Division, San Antonio, TX (April 20, 2013)
- McAdams, L. A. - Tarleton State University’s Excellence in Teaching Conference, “Teaching Generation Next through Strategic Literacy Practices,” Tarleton State University, Stephenville, TX (April 5, 2013)
- McAdams, L. A., & Gentry, J. E. - Society for Information Technology and Teacher Education 2013, “Blending Best Practices in Literacy and Technology with Middle School Students,” Association for the Advancement of Computing in Education, New Orleans, LA (March 27, 2013)
- McAdams, L. A. - Effective Schools Project, “Blending Literacy and Technology for ALL Students,” Tarleton State University, Granbury, TX (October 29, 2012)
- McAdams, L. A. - Academic Success Conference - Freshman Transition Week, “Better Grades in Less Time,” Tarleton State University, Stephenville, TX (August 23, 2012)

- McAdams, L. A. - Academic Success Conference - Freshman Transition Week, “Academic Expectations,” Tarleton State University, Stephenville, TX (August 21, 2012)
- McAdams, L. A., Lamb, H. A., & Gentry, J. E. - Literacy Summit: What’s Hot in Literacy for 2012, “A Potpourri of Strategies for Literacy Comprehension,” The University of the Incarnate Word, San Antonio, TX (February 4, 2012)
- McAdams, L. A. - Rocky Mountain Educational Research Association, “Texas Master Reading Teachers (MRT): Exploring the Effect of MRT Knowledge and Application on Student Achievement,” Tarleton State University, Granbury, TX (October 28, 2011)
- McAdams, L. A., Sorem, C., & Pouttu, T. - International Reading Association’s Annual Convention, “Reading and Writing Across the Curriculum: Innovative Ways to Incorporate Literacy into the Content Areas,” International Reading Association’s 56<sup>th</sup> Annual Convention, Orlando, FL (May 11, 2011)
- McAdams, L. A. - “Fitting into Your Favorite Pair of Shoes,” Fort Worth Independent School District - AVID program, Wedgwood Middle School (March 4, 2011)
- McAdams, L. A. - iDream, iLearn, iWin 2010 Summit, “The Tarrant County College and Tarleton State University Partnership: Steps in Earning a Baccalaureate Degree,” Tarrant County College, Fort Worth, TX (October 30, 2010)
- McAdams, L. A. - Texas State Reading Association’s Annual Conference, “Current Research & Perspectives in Writing Across the Curriculum,” Texas State Reading Association, Dallas, TX (October 2, 2010)
- McAdams, L. A. - Middle School Reading Point Teachers Training, “Benefits of Belonging to a Professional Organization,” Fort Worth Independent School District, Fort Worth, TX (September 30, 2010)
- McAdams, L. A. - ELA Lead Content Teachers Training, “Benefits of Belonging to a Professional Organization,” Fort Worth Independent School District, Fort Worth, TX (September 16, 2010)
- McAdams, L. A. - College of Education Research Symposium, “Congruence between Members of Early College High School Leadership Teams Regarding the Core Principles,” Tarleton State University, Stephenville, TX (April 21, 2010)

## **Service**

### ***University Service***

- Chair, Academic Scheduling Committee, Utah Valley University (May 2023 – present)
- Accreditation Liaison Officer for Northwest Commission on Colleges and Universities, Utah Valley University (November 2022 – present)
- Chair, University Planning Advisory Committee, Utah Valley University (November 2022 - present)
- Committee Member, Student Success implementation Committee, Utah Valley University (September 2022 – present)
- Committee Member, Student Success Strategy Council, Utah Valley University (September 2022 – present)
- Chair, Course Fee Review Committee, Utah Valley University (August 2022 – present)
- Committee Member, Academic Affairs Council, Utah Valley University (August 2022 – present)
- Committee Member and Chair, Vice President for Budget and Finance and Chief Financial Officer, Utah Valley University (February 2023 – May 2023)
- Committee Member, Academic Scheduling Committee, Utah Valley University (August 2022 – May 2023)
- Committee Member, General Education Task Force, Utah Valley University (August 2022 – April 2023)
- Committee Member, University Planning Advisory Committee, Utah Valley University (August 2022 – November 2022)
- Committee Chair, Texan Smart QEP University Committee, Tarleton State University (April 2021 – August 2022)



- Committee Member, Diversity, Equity, and Inclusion Community of Practice, Texas A&M University System – Representative for Tarleton State University (October 2020 – August 2022)
- Committee Member, Academic Affairs Academic Collaboration Team, Tarleton State University (July 2020 – August 2022)
- Committee Member, Innovation and Planning Team, Tarleton State University (July 2020 – August 2022)
- Committee Member, Academic Council, Tarleton State University (July 2019 – August 2022)
- Committee Member, Tarleton Academic Diversity, Equity, and Inclusion Innovation Team, Tarleton State University (March 2021 – October 1, 2021)
- Committee Member, Developmental Education Advisory Council, Tarleton State University (September 2019- September 2021)
- Committee Chair, FYS Advisory Group, Tarleton State University (September 2019 – September 2021)
- Committee Member, Student Success Initiatives and EmpowerU Community of Practice, Texas A&M University System – Representative for Tarleton State University (October 2020 – August 2021)
- Session Facilitator, Texas A&M University System’s 2021 Mental Health and Wellness Virtual Convening, Texas A&M University (June 10, 2021)
- Committee Chair, SACSCOC Quality Enhancement Plan (QEP) Steering Committee, Tarleton State University (March 2020 – April 2021)
- Committee Co-Chair, Texan Summer Bridge Program 2020, Tarleton State University (December 2019 – August 2020)
- Committee Member, Bring Your Own Device, Tarleton State University (May 2020 – August 2020)
- Committee Member, Collaboration & Communication Team, Tarleton State University (June 2019 – June 2020)
- Taskforce Chair, COVID-19 Student Support for Online/Remote Learning Taskforce, Tarleton State University (March 2020 – May 2020)
- Committee Member, Quality Enhancement Plan (QEP) Committee, Tarleton State University (September 2019 – February 2020)
- Committee Member, Student Success Partnership and Collaborations, Tarleton State University (July 2019 – December 2019)
- Committee Member, Student Success Steering Committee, Tarleton State University (June 2019 – December 2019)
- Committee Member, Teacher Education Unit, West Texas A&M University (September 2017 – May 2019)
- Task Force Committee Member, WT 125: From the Panhandle to the World, West Texas A&M University (September 2017 – May 2018)
- Scholarship/Financial Aid Committee, West Texas A&M University (January 2016 – May 2019)
- Task Force Member, Online Course Definitions, Tarleton State University (October 2015)
- Chair, Greater Expectations Committee, Tarleton State University (March 2015 – December 2015)
- Committee Member, University Scholarship Committee, Tarleton State University (September 2014 – December 2015)
- Faculty Research Mentor, Tarleton Rookie Club Class of 2014, Tarleton State University (September 2014 – May 2015)
- Task Force Member, Greater Expectations, Tarleton State University (August 2013 – March 2015)
- Committee Member, Summer School Funding and Compensation: Action Group 3 - Academic Affairs, Tarleton State University (January 2013 - May 2013)
- Task Force Member, Greater Expectations - Project Graduation Task Force 6, Tarleton State University (November 2012 – June 2013)
- Committee Member, Faculty Handbook Revision Committee, Tarleton State University (September 2012 – December 2015)

- Committee Member, Advisory Committee: Office of Student Research & Creative Activities, Tarleton State University (September 2012 – August 2015)
- Moderator, Program: The Challenges of American Higher Education in the Era of Globalization, Tarleton State University (March 2012)
- Task Force Member, Tenure and Promotion Data Package/Digital Measures Task Force, Tarleton State University (February 2012 – May 2013)
- Departmental Representative, Parliamentarian, Faculty Senate, Tarleton State University (September 2011 – August 2013)
- Committee Member, Faculty Senate Bylaws Committee, Tarleton State University (September 2011 - May 2012)
- Committee Member, Project Graduation (September 2011 - January 2012)
- Committee Member, Library Committee, Tarleton State University (August 2011 – August 2013)
- Committee Member, Thompson Student Center Advisory Board, Tarleton State University (September 2010 - May 2011)
- Committee Member, Development of Guidelines for Hybrid or Blended Courses at Tarrant County College, Fort Worth, TX (June 2011 - August 2011)
- Faculty Sponsor, Kappa Delta Pi, Fort Worth, TX (June 2010 - December 2010)
- Reviewer, Online Course Reviewer, Fort Worth, TX (January 2010 - February 2010)

#### ***College Service***

- Dia de los Muertos Planning Committee, College of Education and Social Sciences, West Texas A&M University (May 2016 – May 2018)
- Refugee Provider Conference Planning Committee, College of Education and Social Sciences, West Texas A&M University (September 2016 – March 2017)
- College of Education and Social Sciences Advisory Council, West Texas A&M University (January 2016 – May 2019)
- Faculty Participant, Course Redesign Cohort II, College of Education, Tarleton State University (June 2012 - May 2013)
- Faculty Participant, Office of Faculty Research Summer Grants Program, College of Education, Tarleton State University (June 2012 - August 2012)
- Assistant Editor, *The Journal of Effective Schools Project*, College of Education, Tarleton State University (June 2011 – June 2014)

#### ***Department Service***

- Committee Member, Doctoral Program Course Development - EDAD 6317 – Educational Equity and Identity, Department of Educational Leadership and Technology, Tarleton State University (February 2020 – May 2020)
- Committee Member, Doctoral Program Course Development - EDAD 6316 - Investigating Problems of Practice in Educational Leadership, Department of Educational Leadership and Technology, Tarleton State University (September 2019 – February 2020)
- Task Force Member, edTPA, West Texas A&M University (October 2018 – May 2019)
- Task Force Member, West Texas A&M University’s partnership with Amarillo ISD’s Grow Our Own Initiative, West Texas A&M University (July 2017 – May 2019)
- Committee Member, Re-Alignment of Undergraduate and Graduate Reading Curriculum, West Texas A&M University (April 2017 – April 2018)
- Co-Chair, EPP Continuous Improvement – Depth of Knowledge, West Texas A&M University (February 2017 – April 2017)
- Committee Member, Boot Camp - TExES Review for Core Subjects EC-6 – ELAR Competencies, Department of Education, West Texas A&M University (September 2016 – November 2016)

- Committee Member, Brown Bag Seminars - TExES Review for Core Subjects EC-6 – ELAR Competencies, Department of Education, West Texas A&M University (September 2016 – October 2016)
- Co-Chair, Department of Education Scholarship Committee, West Texas A&M University (July 2016-May 2019)
- Co-Chair, EPP Continuous Improvement - Task Analysis & Lesson Line, West Texas A&M University (July 2016 – February 2017)
- Committee Member, Instructional Alignment Committee, Department of Education, West Texas A&M University (June 2016 – December 2017)
- Committee Member, Educational Leadership Doctoral Degree Core Courses Planning Committee, Department of Education, West Texas A&M University (April 2016 – December 2016)
- Committee Member, Educational Leadership Doctoral Degree Research Courses Planning Committee, Department of Education, West Texas A&M University (April 2016 – December 2016)
- Coordinator, Texas Panhandle Professional Learning Network (TXPPLN), West Texas A&M University, Canyon, TX (June 2016)
- Educator Preparation Program Advisory Committee, West Texas A&M University (January 2016 – August 2017)
- Chair, Interview Screening Rubric Committee, Department of Curriculum & Instruction, Tarleton State University (March 2015 – May 2015)
- Chair, Graduate Writing Committee, Department of Curriculum & Instruction, Tarleton State University (March 2015 – May 2015)
- Committee Member, Teacher Education Program Advisory Committee, Department of Curriculum & Instruction, Tarleton State University (August 2013 – July 2014)
- Committee Chair, Graduate Program: Standardization of Comprehensive Exam Questions and Guidelines, Department of Curriculum & Instruction, Tarleton State University (May 2013 – August 2013)
- Committee Chair, TExES Remediation Session, Department of Curriculum & Instruction, Tarleton State University (April 2013)
- Committee Chair, Action Research Committee - Graduate Programs in the Department of Curriculum and Instruction, Department of Curriculum & Instruction, Tarleton State University (November 2012 – August 2013)
- Committee Chair, Revision of Writing Screening Rubric for Teacher Education Program Admissions, Department of Curriculum & Instruction, Tarleton State University (September 2012 - August 2013)
- Coordinator, Texas Education Agency Audit - Tarleton EPP EC-6 Generalist Certification Program, Department of Curriculum & Instruction, Tarleton State University (August 2012 - April 2013)
- Speaker, Upward Bound Career Day, Department of Curriculum & Instruction, Tarleton State University (June 2012)
- Committee Chair, TExES Intervention Committee, Department of Curriculum & Instruction, Tarleton State University (April 2012)
- Committee Chair, Evaluation for Reading Programs, Department of Curriculum & Instruction, Tarleton State University (September 2011 - April 2012)
- Graduate Program Concentration Area Coordinator: Graduate Reading Concentration Areas, Department of Curriculum & Instruction, Tarleton State University (August 2011 – July 2015)
- Committee Member, Teacher Work Sample Committee, Department of Curriculum & Instruction, Tarleton State University (August 2011 - December 2011)
- Committee Member, Reading Graduate Course Development Committee, Department of Curriculum & Instruction, Tarleton State University (May 2011 - April 2012)
- Faculty Sponsor, Tarleton Professional Educators Student Organization, Department of Curriculum & Instruction, Tarleton State University (August 2010 - July 2012)

- Committee Member, Undergraduate Reading Programs Alignment, Department of Curriculum & Instruction, Tarleton State University (August 2010 - April 2012)
- Committee Chair, TExES Intervention Committee, Department of Curriculum & Instruction, Tarleton State University (April 2010)

### ***Professional Service***

- Conference Proposal Reviewer, 2022 Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Annual Meeting (June 2022 – July 2022)
- Contributor, Texas Association for Literacy Education’s 10-year history, compiled by Dr. Stephanie Grote-Garcia and Dr. Patricia Durham (May 2022)
- Committee Member, International Literacy Association Global Committee (October 2019 – June 2022)
- Committee Member, International Literacy Association Finance Committee (August 2019 – June 2022)
- Board Member-At-Large, International Literacy Association (July 2019 – June 2022)
- Grant Reviewer, Swiss National Science Foundation, Agora Projects (December 2021)
- Committee Member, International Literacy Association Program Committee (October 2019 – July 2020)
- Taskforce Sub-Committee Chair, International Literacy Association Board Task Force – Membership Sub-Committee (April 2020 – June 2020)
- Taskforce Member, International Literacy Association Board Task Force (April 2020 – June 2020)
- Past-Chair, Texas Association for Literacy Education (July 2018 – June 2020)
- Editorial Review Board, *Northwest Journal of Teacher Education* (July 2019 – April 2020)
- Editorial Review Board, *Reading Horizons* (November 2018 – April 2020)
- Editorial Review Board, *Texas Journal of Literacy Education* (October 2013 – February 2020)
- Book Reviewer, *Integrating Technology in Literacy Classrooms: Models and Frameworks for all Learners* by Peggy S. Lisenbee, Sheri Vasinda, & Jodi L. Pilgrim, Routledge (August 2019)
- Scholarship Reviewer, ILA 2019 Equity Scholarship (July 2019)
- Book Reviewer, *Excelling in College* by Jeffrey Kottler, Cognella Publishing (May 2019)
- Editorial Review Board, *Journal on Empowering Teaching Excellence* (January 2019 – April 2019)
- Conference Proposal Reviewer, 2019 International Literacy Association’s Annual Conference (November 2018 – December 2018)
- Member, Texas Association for Literacy Education’s Educator Empowerment Committee (March 2018 – May 2019)
- Managing Editor, *Texas Association for Literacy Education Yearbook* (November 2017 – September 2018)
- Editorial Review Board, *The Learning Collection*, (September 2017 – December 2017)
- Conference Proposal Reviewer, *ILA 2018*, International Literacy Association (September 2017)
- Editorial Review Board, *The International Review of Research in Open and Distributed Learning* (August 2017)
- President, Texas Association for Literacy Education (July 2017 – July 2018)
- Co-Chair, 2018 TALE Conference, Texas Association for Literacy Education, Canyon, TX (February 2017 – February 2018)
- Associate Editor, *ALER Yearbook* (November 2016 – February 2017)
- Board Member, Association of Literacy Educators and Researchers (November 2016 – February 2017)
- Board Member, Specialized Literacy Professionals (October 2016 – May 2019)
- Committee Member, Professors of Literacy and Teacher Education’s Nominating Committee (October 2016 – April 2017)
- Committee Member, Texas Association for Literacy Education’s Advocacy Development Committee (August 2016 – May 2017)
- Editorial Review Board, *Journal of Research on Technology in Education* (August 2016 – December 2016)
- President-Elect, Texas Association for Literacy Education (July 2016 – July 2017)

- Co-Chair, 2017 TALE Conference, Texas Association for Literacy Education, Corpus Christi, TX (February 2016 – February 2017)
- Editorial Review Board, *International Journal of Instruction* (January 2016 – April 2019)
- Conference Proposal Reviewer, 2016 Literacy Summit – Texas Association for Literacy Education and Specialized Literacy Professionals (October 2015)
- Committee Member, Texas Association for Literacy Education’s Communications Committee (September 2015 – September 2018)
- Council for the Accreditation of Educator Preparation (CAEP) Assessment Reviewer, CAEP Volunteer Corps (August 2015 – January 2017)
- Vice President, Texas Association for Literacy Education, Texas (August 2015 – June 2016)
- Membership Chair, Professors of Literacy and Teacher Education, a Special Interest Group of the International Literacy Association (July 2015 – July 2017)
- Representative of Texas Association for Literacy Association, Statewide Literacy Organizations Coalition (formed during English Language Arts Texas Essential Knowledge and Skills Revision and Review Process), Texas (January 2015 – May 2017)
- Chair, Advocacy Development Committee, Texas Association for Literacy Education, Texas (September 2014 – August 2016)
- Editorial Review Board, *The Language and Literacy Spectrum* (September 2014)
- Committee Member, Texas Association for Literacy Education’s Strategic Planning Committee (April 2014 – July 2018)
- Associate Editor, *Texas Association for Literacy Education Yearbook* (October 2013 – November 2017)
- Board Member, Texas Association for Literacy Education, Texas (August 2013 – August 2015)
- Committee Member, International Literacy Association’s Literacy, Legislative, & Advocacy Committee, Newark, DE (April 2013 – July 2016)
- Book Reviewer, *Becoming a Teacher of Writing – Grades K-5* by Donna Kalmbach Phillips & Mindy Legard Larson, Routledge Publications (March 2013)
- Committee Member, International Literacy Association’s Helen M. Robinson Grant Award, Newark, DE (May 2011 - May 2013)
- Editorial Review Board, *Administrative Issues Journal*, Weatherford, OK (August 2010 - July 2011)

### **Public Service**

- Executive Board Member, STAR Council, Stephenville, TX (January 2020 – August 2022)
- Group Representative, Hobbs Al-Anon Family Groups, Amarillo, TX (May 2018 – April 2019)
- Board Member, Planning and Zoning Commission, City of Canyon, TX (May 2016 –April 2019)
- Committee Member, Comprehensive Plan Advisory Committee (CPAC), City of Canyon, TX (June 2017 – July 2018)
- Board Member, Windows on a Wider World (WOWW), Amarillo, TX (June 2016 - July 2017)
- Board Member, Canyon ISD Education Foundation, Canyon, TX (May 2016 – May 2017)
- Committee Member, Canyon ISD Education Foundation’s Grant Committee, Canyon, TX (September 2016 – May 2017)
- Committee Member, Canyon ISD Education Foundation’s Gala Committee, Canyon, TX (September 2016 – February 2017)
- Profile of a Graduate Advisory Committee, Amarillo ISD, Amarillo, TX (May 2016 – June 2016)
- Executive Board Member, STAR Council, Stephenville, TX (January 2014 – December 2015)
- Volunteer, Fort Worth ISD Prevail to Graduate Walk, Fort Worth, TX (September 2010)
- Chairperson, Texas Boys Choir Annual Gala - Diamonds & Sapphires, Fort Worth, TX (September 2010 - April 2011)
- Judge, 2010 DFW Speech and Debate Regional Qualifier, Fort Worth, TX (January 2010)
- Volunteer, U.S. Navy Sea Cadets, Fort Worth, TX (August 2009 - November 2010)

## **Consulting**

- Content developer for test items for the TExES™ Science of Teaching Reading exam resource published by Simulados® Software, Inc. (December 2019 – March 2020)
- Literacy consultant for Jamaica Ministry of Education-National Literacy Team (January 2019)
- Content consultant for First Words Fast, a supplemental literacy program for teaching fundamental literacy skills (March 2018 – January 2019)
- Partner school recruiter for Project FOCUS, a research study conducted by Dr. Stephanie Al Otaiba, Dr. Jill Allor, Dr. Paul Yovanoff, & Dr. Aki Kamata focusing on key factors associated with reading outcomes for students receiving Tier 3, dyslexia services, and/or special education reading interventions (April 2018 – December 2018)
- Facilitator for EC-6 Generalist TExES teacher certification test preparation workshop at Gatesville Independent School District (December 2014)
- Realignment of Graduate Reading Concentration Areas in the M.Ed. Program - Sponsored by Department of Curriculum and Instruction, Tarleton State University, \$3,000 (July 2014)
- Facilitator for instructional improvement among classroom teachers at Lamar High School in Houston Independent School District (April 2013)
- PACT Online Professional Development Module: Curriculum Implementation: Writing - Sponsored by Texas A&M System, \$3,000.00 (August 2012)
- Facilitator for Lamar High School's (Houston Independent School District) administrator retreat held in Fort Worth, Texas (July 2012)
- TEKS Dissemination - Sponsored by Department of Curriculum and Instruction, Tarleton State University, \$2,000 (June 2012 - August 2012)
- Facilitator for Tarleton State University's Librarian Retreat held in Mingus, Texas (May 2012)
- Facilitator for Tarleton State University's Superintendent Planning Session (December 2011)

## **Professional Learning Activities**

- 2022 Northwest Commission on Colleges and Universities Annual Conference, Northwest Commission on Colleges and Universities, Seattle, WA (November 2-4, 2022)
- "What is an Educated Person?" Conference XXV, Utah System of Higher Education, Midway, UT (October 27-28, 2022)
- 2022 Assessment Institute, Indiana University–Purdue University Indianapolis, Indianapolis, IN (October 9-11, 2022)
- Educational Excellence Week 2022, Tarleton State University's Center for Educational Excellence (April 19-22, 2022)
- The Texas A&M University System's Chancellor's Summit on Diversity, Equity, and Inclusion, Web Seminar (April 8, 2022)
- Webinar Series for National Science Foundation Grant Writing (Single to Multi Proposals), Hanover Research, Online (February 18, 2022)
- AIG Webinar, Does Financial Literacy Matter? (January 27, 2022)
- Texas Reskilling Support Fund Grant Program: Invitational Webinar, Texas Higher Education Coordinating Board, Online (October 18, 2021)
- Webinar Series for National Science Foundation Grant Writing (Mission-Driven Funding Agencies), Hanover Research, Online (October 15, 2021)
- Webinar Series for National Science Foundation Grant Writing (Ten Tips and Tricks for Writing a Quality Project Summary), Hanover Research, Online (September 17, 2021)
- Texas A&M University System's 2021 Mental Health and Wellness Virtual Convening, Texas A&M University (June 10, 2021)
- National Association of System Heads TS3 Network Convening, Online (April 29, 2021)

- Educational Excellence Week, Center for Educational Excellence, Tarleton State University (April 19-23, 2021)
- The Texas A&M University System’s Chancellor’s Summit on Diversity, Equity, and Inclusion, Web Seminar (March 2, 2021)
- American Association of State Colleges and Universities’ Community of Student Success Practitioners, Online (February 18, 2021; March 18, 2021)
- American Association of State Colleges and Universities’ 2021 Academic Affairs Winter Meeting - Walking the Talk: Leading the Equity-Centered University, Online (February 4-5, 2021)
- Texas Higher Education Coordinating Board, Texas Success Initiative Assessment Version 2.0 Learning Resources Live Demonstration Webinar (December 16, 2020)
- Southern Association of Colleges and Schools Commission on Colleges 2020 Annual Conference, Virtual (December 2-9, 2020)
- Texas Higher Education Coordinating Board, Texas Success Initiative Assessment Version 2.0 Launch Webinar – Higher Education Stakeholders (November 17, 2020)
- National Association of System Heads TS3 Leadership Academy: High Impact Practices Initiative for Equity and Anti-Racism (November 9, 2020; January 13-14, 2021; February 10, 2021; March 10, 2021; April 19, 2021)
- National Association of System Heads TS3 Leadership Academy: High Impact Practices Initiative for Equity and Anti-Racism - Texas A&M University System Leadership Team (November 2, 2020; December 17, 2020; January 28, 2021; February 22, 2021; March 29, 2021)
- International Literacy Association’s ILA Next Webinar (October 10, 2020)
- Texas Higher Education Coordinating Board, Multiple Assessment and Reporting Webinar (June 24, 2020)
- Texas Higher Education Coordinating Board’s Emergency Aid: Recommended Practices and Resources –Webinar #2 (June 16, 2020)
- Texas Higher Education Coordinating Board’s Emergency Aid: Promising Practices for Program Development – Kickoff Webinar (May 19, 2020)
- Texas Higher Education Coordinating Board’s Statewide Webinar Addressing TSI/TSIA COVID-19 Related Issues/Questions (April 1, 2020)
- Texas Higher Education Coordinating Board’s College Readiness and Success Models 2020 (CRSM-2020) Mandatory Bidder's Webinar (March 24, 2020)
- Texas Association for Literacy Education’s 2020 Annual Conference, Odessa, TX (February 28-29, 2020)
- 2020 HIPs in the States Conference, College Stations, TX (February 18-20, 2020)
- Institute for Cross-Cultural Teaching and Learning Workshop, Austin, TX (January 31, 2020)
- Southern Association of Colleges and Schools Commission on Colleges 2019 Annual Conference, Houston, TX (December 7-9, 2019)
- National Learning Communities Conference, Indianapolis, IN (November 14-16, 2019)
- Texas Higher Education Coordinating Board’s TSI Assessment 2.0 (TSIA2) Informational Webinar (October 30, 2020)
- 2019 Alaska Cross Content Conference, Anchorage, Alaska (October 25-26, 2019)
- International Literacy Association’s 2019 Annual Conference, New Orleans, LA (October 10-13, 2019)
- American Educational Research Association’s Annual Meeting, Toronto, Canada (April 5-9, 2019)
- Texas Association for Literacy Education’s 2019 Annual Conference, Waco, TX (March 1-2, 2019)
- Association for Literacy Educators and Researchers 2018 Annual Conference, Louisville, KY (November 8-11, 2018)
- Elementary Teacher Professional Development Day, Amarillo ISD, Amarillo, TX (August 9, 2018)
- Secondary Teacher Professional Development Day, Amarillo ISD, Amarillo, TX (August 8, 2018)
- International Literacy Association’s 2018 Annual Conference, Austin, TX (July 20-23, 2018)
- International Literacy Association’s Council Leadership Seminar, Austin, TX (July 19, 2018)

- Society for Information Technology and Teacher Education 2018 Conference, Washington, DC (March 26-30, 2018)
- Texas Association for Literacy Education's 2018 Annual Conference, Canyon, TX (February 23-24, 2018)
- Association of Literacy Educators and Researchers 2017 Conference, St. Petersburg, FL (November 2-5, 2017)
- Online Course – Written Composition Fundamentals, Neuhaus Education Center, Bellaire, Texas (October 1-30, 2017)
- Online Course – Scientific Spelling – Part 2, Neuhaus Education Center, Bellaire, Texas (September 1-30, 2017)
- Online Course – Scientific Spelling – Part 1, Neuhaus Education Center, Bellaire, Texas (August 1-31, 2017)
- Secondary Teacher Professional Development Day, Amarillo ISD, Amarillo, TX (August 8, 2017)
- International Literacy Association's 2017 Annual Conference, Orlando, FL (July 15-17, 2017)
- International Literacy Association's Council Leadership Seminar, Orlando, FL (July 14, 2017)
- Online Course – Multisensory Grammar - Advanced, Neuhaus Education Center, Bellaire, Texas (July 1-31, 2017)
- Online Course – Multisensory Grammar, Neuhaus Education Center, Bellaire, Texas (June 1-30, 2017)
- Texas Association for Literacy Education's 2017 Annual Conference, Corpus Christi, TX (February 10-11, 2017)
- Math Matters Summit Statewide & Texas Panhandle Mathematics Analysis, ESC Region 16, Amarillo, TX (November 29, 2016)
- Association of Literacy Educators and Researchers 2016 Conference, Myrtle Beach, SC (November 3-6, 2016)
- West Texas A&M University's Center for Learning Disabilities Community Workshop: Self-Advocacy and Planning for Your Future, Amarillo, TX (October 3, 2016)
- Texas A&M University System Chancellor's Summit on Teacher Education, San Antonio, TX (September 25, 2016 – September 27, 2016)
- Window on a Wider World Conference, ESC Region 16, Amarillo, TX (August 10, 2016)
- Dena R. Samuels, Ph.D. - Creating an Inclusive Learning Environment, Canyon, TX (August 23, 2016)
- International Literacy Association's 2016 Annual Conference, Boston, MA (July 9-11, 2016)
- International Literacy Association's Council Leadership Seminar, Boston, MA (July 8, 2016)
- T-TESS Training, ESC Region 16, Amarillo, TX (June 21-23, 2016)
- Coaching Institute, Communication Across Barriers, Inc., Portland, OR (June 15-16, 2016)
- Poverty Institute, Communication Across Barriers, Inc., Portland, OR (June 13-14, 2016)
- No Limits No Excuses – Amarillo, Amarillo Independent School District, Amarillo, TX (March 9, 2016)
- 2016 Literacy Summit, San Antonio, TX (February 12-13, 2016)
- Association of Literacy Educators and Researchers 2015 Conference, Costa Mesa, CA (November 5-8, 2015)
- International Literacy Association's 2015 Annual Conference, St. Louis, MO (July 18-20, 2015)
- Tarleton State University's Excellence in Teaching Conference, Stephenville, TX (April 10, 2015)
- Effective Schools Project - Planning Retreat, Stephenville, TX (March 20, 2015)
- Texas Association for Literacy Education's 2015 Annual Conference, The Woodlands, TX (February 21, 2015)
- Online Reading Comprehension: Opportunities and Challenges, Webinar hosted by Specialized Literacy Professionals (February 2, 2015)
- Terms of Engagement: Understanding and Promoting Student Engagement in Today's University Classroom, Stephenville, TX (October 17, 2014)
- Collaborative Institutional Training Initiative (CITI) Training (September 19, 2014)
- International Reading Association's 2014 Annual Conference, New Orleans, LA (May 10-12, 2014)



- Maestro Training, Tarleton State University, Stephenville, TX (April 18, 2014)
- Effective Schools Project - Planning Retreat, Stephenville, TX (March 20, 2014 - March 21, 2014)
- Effective School Project - How to Create an Effective School by Harry and Rosemary Wong, Granbury, TX (November 12, 2013)
- Information Systems Education Conference, San Antonio, TX (November 7-10, 2013)
- Defusing the Classroom, Tarrant County College, Fort Worth, TX (October 25, 2013)
- International Reading Association's 2013 Annual Conference, San Antonio, TX (April 19-22, 2013)
- Tarleton State University's Excellence in Teaching Conference, Stephenville, TX (April 5, 2013)
- Effective Schools Project - Planning Retreat, Stephenville, TX (March 21, 2013 - March 22, 2013)
- 2013 State Accountability Development Overview, Education Service Center Region XI, Stephenville, TX (February 19, 2013)
- Effective School Project - Helping Students Escape the Trap of Poverty, Granbury, Texas (October 29, 2012)
- Texas A&M University System Chancellor's Summit on Teacher Education, Austin, TX (September 30, 2012 - October 1, 2012)
- Financial Conflicts of Interest in Research, Texas A&M System, College Station, TX (August 27, 2012)
- Compliance Audit Training, Texas Education Agency, Austin, TX (August 10, 2012)
- 2012 Summer Research Cohort, Tarleton State University - Office of Faculty Research, Stephenville, TX (June 1, 2012 – August 31, 2012)
- Effective School Project - Breaking Free from Myths about Teaching and Learning, Stephenville, TX (February 28, 2012)
- Courseleaf Training, Tarleton State University & Leapfrog Technologies, Stephenville, TX (February 17, 2012)
- Literacy Summit 2012, Texas Association for Literacy Education & University of the Incarnate Word, San Antonio, TX (February 3, 2012 - February 4, 2012)
- Effective Schools Project - Developing a Positive Learning Climate, Stephenville, TX (January 31, 2012)
- Tarleton State University Leadership Retreat, Stephenville, Texas (January 11, 2012)
- Insight into Philanthropy for Academic Faculty, Advancement Resources, Stephenville, Texas (November 29, 2011)
- Effective Schools Project - Rachel's Challenge, Stephenville, TX (October 6, 2011)
- International Reading Association 2012 Annual Conference, Orlando, FL (May 8, 2011 - May 11, 2011)
- Effective School Project - Planning Retreat, Stephenville, TX (April 14, 2011 - April 15, 2011)
- Tarleton State University Graduate Faculty Retreat, Granbury, TX (February 4, 2011)
- Texas A&M University System Chancellor's Summit on Teacher Education, Austin, TX (October 3, 2010 - October 5, 2010)
- Effective Schools Project - Planning Retreat, Stephenville, TX (March 25, 2010 - March 26, 2010)
- Effective Schools Project - Gretchen Goodman, Stephenville, TX (February 3, 2010)

**MARILYN S. MEYER**  
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## EXECUTIVE PROFILE

*High-integrity, energetic leader known for the ability to envision and create successful outcomes in complex situations. Diverse industry and functional expertise, with a tenacious commitment to driving growth, results and stated objectives.*

*Areas of excellence include:*

*Leading Change Strategy  
Creating a Performance Culture  
Mergers & Acquisitions*

*Development/Execution  
Diversity and Inclusion  
Key Executive Advisor*

*Talent Acquisition & Management  
Leading and Developing Teams  
Business & Culture Transformation*

## PROFESSIONAL EXPERIENCE

**Utah Valley University, Orem, UT (2019 – Present)**  
**Vice President, People and Culture, May 2021-present**

- Recreated the HR function including structure, compensation, benefits, employee relations, talent acquisition and compliance for greater efficiency and partnering across the university.
- Implemented leadership development, talent management and organizational effectiveness programs for faculty and staff.
- Serve as a key Executive Board member for the following: PACE (Professional Association of Campus Employees), Summer University (educational platform for employees), UVSELF (leadership program), 1<sup>st</sup> Chair of Women's Council, Vision 2030, HR Advisory Board and Cabinet.
- Managed wellness program that has received the Worksite Wellness Platinum award six years in a row. Increased mental health care benefits and initiated affordable housing options to attract and retain talent.
- Provide oversight and direction for diversity, equity, and inclusion co-chairing university-wide DEI initiatives.
- Designed and implemented multi-year transformational talent management strategy including Employee Competency training, UVULead (leadership competency training), UVUDevelop (employee competency training), Search Advocacy training (diverse hiring committees), UVUPerform (new performance management tools), LinkedIn Learning (self-learning) and enhanced workforce demographics information through dynamic executive dashboards (Tableau).
- Collaborate with university partners to lead digitalization in developing effective solutions for workforce planning and to influence and inform strategic decision-making. Develop roadmap and metrics for accelerating workforce in achieving exceptional results.

**Associate Vice President, Human Resources, February 2019-May 2021**

Chief Human Resources Officer overseeing a team of 30 HR employees that handle human resource issues for over 5,600 employees including recruiting processes, talent management, benefits, wellness and employee engagement programs, employee relations, and organizational development. In this role, I am responsible for creating a dynamic and engaged work environment that supports the development and success of all our employees and, as a result, enhances the experience and outcomes for our students.

**Xilinx San Jose, CA (2008 to 2019)**

*Xilinx is a \$3.1 billion, 4900+ employees, company that develops highly flexible and adaptive processing platforms that enable rapid innovation – from the endpoint to the edge to the cloud. Xilinx is the inventor of the FPGA, programmable SoCs and the ACAP, designed to deliver the most dynamic processor technology in the industry and enable adaptable, intelligent computing.*

### **Senior Vice President, Global Human Resources** (October 2010 to February 2019)

Led the seamless internal management of CEO transition, navigating complexities and coordination across regions and key leaders successfully triaging issues, interdependencies and global change management.

- Improve recruiting process for underrepresented groups and position Xilinx as an industry champion in diversity and inclusion @ universities
- Partner with the CEO to build the executive leadership team, creating greater effectiveness as a team and shifting mindset to develop and align on the company's five-year strategic objectives and initiatives.
- Designed and revamped compensation and incentive programs to align executive and employee programs to maximize shareholder value, including bonus structures, JMR (job market rate) retention strategies, and executive equity programs.
- Initiated cultural transformation issues through global wellness and engagement programs, imbedding our cultural tenants into the leadership development programs, talent reviews and formalized succession planning.
- Manage the Compensation Committee of the Board of Directors ensuring effective succession planning, compensation and governance practices.
- Designed and implemented multi-year transformational talent management strategy including global competency development, new performance management practices, new tools, and a new learning strategy. Awarded for Excellence by CLO Magazine's LearningElite Awards for our LearnX strategy and implementation of Degreed e-learning tool.

### **Senior Director/Vice President, Worldwide Human Resources** (Dec. 2008 to October 2010)

- Key partner and advisor to CEO's direct staff to identify and advance strategic initiatives and develop people strategies to promote organizational success.
- Managed all aspects of HR Business Partners, HR Operations and Global Learning which includes management of a team of 27 HR professionals across 9 countries.
- Re-engineered the global Talent Acquisition function to improve the candidate and customer experience and realize operational efficiencies from branding, vendor rationalization, technology improvement and social media to outsourcing.
- Developed program to improve business acumen and communication skills of the global HR team
- Revamped all of Xilinx's global policies and procedures focusing on simplification and consistency which resulted in a set of approximately 150 policies clearly identified as global or local in nature, all following a standardized format.

### **Cadence Design Systems, San Jose** (2001 – 2008)

*Cadence is a \$1.9 billion, 7000+ employees company that is a leading in EDA tools, software and IP for Systems Design Enablement helping companies design and verify chips, packages, boards and entire systems.*

#### **Vice President, Human Resources, Global Engineering**

- Complete responsibility for Global HR team supporting the global engineering organizations of over 2000 employees including international travel and working with regional HR and engineering leaders in globalization strategies of corporate programs.
- Performed multi-level needs analysis to identify systematic process/productivity issues, strategic project plans, communication plans and selection process of choosing senior leaders partnering directly with our interim CEO.
- In partnership with our Executive Vice President of Engineering and General Counsel, successfully completed 6 international /domestic acquisitions of both public and private firms ranging in size from 3 to 300 employees.
- Special projects include responsibility for VP/Fellow Promotion process with Executive Staff and Board of Directors projects as directed.

## **Group Director, Human Resources, North America**

- Provide consultation and coaching to senior management as business partner and confidant on organization design, leadership effectiveness and management strategies in engineering organization.
- Partner with senior management in Technical Field Operations and Design Services organization in the development of initiatives and business solutions.
- Develops and drives company-wide programs and initiatives (salary review, stock option grants renewal, workforce planning, change management and organizational assessment).
- Responsible for the design, staffing and implementation of HR processes of the North America centralized HR function with global application

**Previous Experience at:** Commtouch Inc, Composit Communications, ReWater Systems, Southland Corporation

## **SPECIAL RECOGNITION**

Recognized as one of the Top 50 Most Powerful Women in Technology, 2018 by California Diversity Council

## **EDUCATION**

**Masters of Science, Human Resources Management:** Golden Gate University, San Francisco, CA

**Bachelor of Science, Management Information Systems:** University of Nevada, Las Vegas, NV

**Board of Directors:** Human Investment Project, San Mateo, CA

# MATT SERRAO

801-863-4857 | matts@uvu.edu

Accomplished 15-year digital marketer and communicator with strategic mindset. Skilled at building brand and reaching goals while developing and leading strong and successful cross functional teams. Able to think clearly while under pressure and work collaboratively to achieve organizational objectives.

## EXPERIENCE

SEPT 2022 – PRESENT

ASSOCIATE VICE PRESIDENT – MARKETING, UTAH VALLEY UNIVERSITY

- Developed 7-year brand campaign increasing brand reach by 24% and positive brand sentiment by 22% in first 12 months
- Reprioritized budgets across the organization for optimal spend in targeted audiences and channels
- Build relationships with campus partners and drive alignment to the University's marketing strategy
- Oversee Creative, Photography, Videography, Digital Marketing, and Integrated Marketing departments driving accountability for annual goals

JAN 2022 – AUG 2022

SR. DIRECTOR – DIGITAL MARKETING & COMMUNICATIONS, UTAH VALLEY UNIVERSITY

- Launched digital ads, piloting with Online Education program increasing average daily visitors 239%, and supporting an increase in enrollment for online programs by 14.4% YoY
- Develop, plan, and execute digital strategy for university fall enrollment campaign supporting enrollment growth by 4%
- Build strategy for university search ads and social media
- Strategized and launched social media influencer program
- Create and present social policy in collaboration with the policy office

2020-2021

DIGITAL DIRECTOR - GLOBAL SOCIAL STRATEGY, NU SKIN

- Identified social initiatives and defined social KPIs to align with company priorities
- Created social strategy, aligning social content, policy, and tools across the organization and more than 50 global markets
- Worked cross-functionally influencing social strategy adoption through Sales, PR/Comms, Marketing, Supply Chain, Digital, and HR organizations
- Developed social training for affiliate/influencer marketing
- Oversaw and implemented company-wide social policy for employees & social media managers

2018 – 2020

## DIRECTOR DIGITAL CORPORATE COMMUNICATIONS, NU SKIN

- Developed digital communications strategy, aligning web, social, SEO, PR, crisis and internal communications groups for more than 50 global markets
- Directed and mentored global cross-functional teams and processes fostering collaboration
- Implemented digital communications strategy for all corporate initiatives, the combined support for a \$2.4 billion-dollar enterprise
- Safeguarded highly sensitive information that can affect stock performance
- Defined KPIs, objectives, and goals and hold teams aligned and accountable
- Reported strategy and analytics to executive management team
- Restructured global digital communications team to ensure the company's expanding needs and goals are met
- Acted as a thought-leader in the areas of digital communications at various speaking opportunities

2011 – 2018

## MANAGER CORPORATE COMMUNICATIONS, NU SKIN

- Aligned messaging and content strategy for executives, corporate, global markets, and sales leaders
- Coordinated and executed web and social media strategy across departments including Marketing, Corp Comms, PR, CSR, HR, IR & other groups
- Trained more than 50 markets on best practices for content development, publishing, and messaging alignment
- Managed social media team in the implementation of a comprehensive content calendar for all communication channels with a global audience of more than 2.5 million users

2010 – 2013

## DIGITAL MARKETING MANAGER, MOOD EVENTS

- Provided media outreach working with bloggers and media in Los Angeles, Utah, and New York
- Designed website implementing SEO best practices
- Launched social media strategic plan on FB, TW, growing fan base 200%

2008 – 2010

## SALES AND EVENT PLANNING MANAGER, BISHOP MUSEUM

- Coordinated 30 annual community events ranging from 5,000 – 15,000 guests per event
- Developed group sales packages increasing group admission sales by 300%
- Increased summer concert series ticket sales 16% by implementing online ticket sales program

## EDUCATION

MAY 2010

MBA, CHAMINADE UNIVERSITY OF HONOLULU

DECEMBER 2007

B.S. RECREATION MANAGEMENT, BUSINESS MANAGEMENT, ASIAN STUDIES,  
BRIGHAM YOUNG UNIVERSITY

## **ADDITIONAL SKILLS**

- Microsoft Office Suite
- CMS: AEM, Wordpress
- Analytics: Adobe, Google, Social
- Public Speaking/Training
- Problem Solving
- Social Media Management: Sprinklr, Khoros, Sprout Social, Hootsuite
- Crisis/Social Listening/Media Monitoring: Brandwatch, Meltwater, Synthesio
- Google Suite: Analytics, Ads, Data Studio
- Team Leadership

## **VOLUNTEER**

- Heart Home Foundation BOD (2018 – present)
- FFG Community Volunteer (2011 – 2022)
- Food and Care Coalition (2010 – 2011)
- Kamehameha Schools JV Paddling Assistant Coach (2008 – 2009)

## **ACTIVITIES**

Kamehameha Schools JV Paddling Assistant Coach (2008 – 2009)

Socialmedia.org Board Chair (2019-2021); Golden Spike Award – Social Media (2014); DSA social media award (2012); BYU Event Planning Professional Panel (2010); IAAM member (2005 – 2006); APPA member (2005); Thai Translator (2003 - 2007); Church Volunteer (2001 – 2003); Eagle Scout (May 1998)

# MICHELLE L. KEARNS, ED.D

801-863-8976 (W) • 801-368-0790 (C) • michelleleekearns@gmail.com

## PROFILE

Experienced higher education administrator, transformational leader, and relentless student advocate. Work history demonstrates exceptional effectiveness at leading projects, initiatives, and teams in a manner that is inspiring, congenial, and ethical, to achieve remarkable and systemic results. Proven professional dedicated to providing access to the life-changing power of education.

## EDUCATION

**Doctor of Education**, Higher Education Administration, Northeastern University, Boston, MA

*Dissertation: Investigating the experiences of traditional-age female students who have successfully navigated completion of a degree program within a predominantly patriarchal society in order to identify effective interventions and increase completions.*

**Master of Public Administration**, Brigham Young University, Provo, UT

**Bachelor of Science**, Business Management, Utah Valley University, Orem, UT

**Certificate in Student Affairs Law and Policy**, NASPA-Student Affairs Administrators in Higher Education

**Certificate in Women's Leadership**, Utah Valley University, Orem, UT

**Certificate in Online Teaching**, Utah Valley University, Orem, UT

## KEY COMPETENCIES

- Strategic Vision
- Results-Oriented
- Exceptional Work Ethic
- Communication
- Leadership
- Public Speaking
- Technical Expertise
- Team Building
- Collaboration
- Professionalism
- Cross-Divisional Experience
- Trustworthy

## PROFESSIONAL EXPERIENCE

### **Vice President for Student Affairs**

*Utah Valley University, Orem, UT, 2022 – present*

As the Senior Student Affairs Officer, provide vision and leadership for divisional goals and operations. Oversees 26 departments, 282 full-time and 502 part-time employees, and a \$34 million operating budget.

- Serves as a member of the President's Cabinet
- Serves as a member of the President's Council
- Serves as a member of the University Executive Council
- Chairs the Student Affairs executive leadership team

### **Associate Vice President for Enrollment Management**

*Utah Valley University, Orem, UT, 2021 – 2022*

As the chief enrollment and retention officer for the largest university in the state, provided vision and leadership for institutional enrollment and graduation goals. Oversaw Admissions, Registration, Financial Aid, First Year Experience, First Year Advising, Student Retention, and Career Development. Supervised 15 direct reports and 179 indirect.



- Served as a member of the University Executive Council
- Served as a member of the Student Affairs executive leadership team
- Chaired the Strategic Enrollment Management Council
- Chaired the Student Success & Completion Council
- Served as the co-executive sponsor for campus-wide academic advising
- Led the development and implementation of the campus Strategic Enrollment Plan
- Led the development and implementation of the campus Student Completion Plan

### **Associate Vice President for Student Success and Retention**

*Utah Valley University, Orem, UT, 2014-2021*

Provided vision and leadership to increase UVU student retention and completion. Developed and implement a comprehensive student completion plan for the institution. Oversaw Career Development Center, First-Year Advising Center, First-Year Experience and Student Retention, First-Generation Student Success Center, International Student Services, Multicultural Student Services, University Advising, Veteran Success Center, Wee Care Center, and Women's Success Center. Supervised 12 full-time direct reports and 76 indirect. Provided leadership for the Advisement Council and the Center for Global and Intercultural Engagement.

- Served as a member of the Student Affairs executive leadership team
- Influenced campus culture to embrace completion priority
- Chaired the Student Success & Completion Committee
- Increased student retention 14 percentage points
- Provided input in university strategic planning and assessment through UEC and UPAC
- Facilitated K16 partnerships through Alliance membership and as counselor conference chair
- Lead predictive analytics efforts (Civitas)
- Secured resources and support for student success initiatives including Wolverine Completion Grants, Returning Wolverine Grants, College Scheduler, Retention Mentors, Freshman Advocates, Native American Initiative, Pacific Islander Initiative, African American Completion Initiative, Latino Initiative, Women's Success, First-Generation Student Completion Initiative, and Veteran Student Support

### **Assistant Vice President for Student Success and Retention**

*Utah Valley University, Orem, UT, 2013-2014*

Provided vision and leadership to increase UVU student retention. Supervised Advisor Training and Development, Career Development Center, First Year Experience and Student Retention, International Student Services, Multicultural Student Services, Testing Services, and TRiO Student Support Services including 9 full-time direct reports. Provided leadership for the Advisement Council and the Center for Intercultural and Global Engagement.

- Served as a member of the Student Affairs executive leadership team
- Directed improvement of SSR strategic plans
- Implemented key performance indicators for each department

### **Director, Student Success and Retention**

*Utah Valley University, Orem, UT, 2009-2013*

Directed the daily activities of the Office of Student Success and Retention. Supervised 4 full-time employees and 8 part-time. Oversaw development and implementation of UVU's First Year Experience program. Developed and implemented strategic plan for campus-wide retention and student success that includes early intervention and outreach programs, faculty and staff training in retention and first-year teaching, marketing and communication, and data/systems.

- Directed successful completion of all Title III grant goals and objectives

- Designed campus-wide retention plan
- Established infrastructure for sustainable FYE and early intervention/outreach programs
- Oversaw development of UVU's Freshman Convocation
- Influenced campus culture through effective collaboration
- Contributed to 14 percentage-point increase in first-year retention

### **Assistant Dean, University College**

*Utah Valley University, Orem, UT, 2008-2009*

Developed and implemented school recruiting and retention efforts. Developed and implemented strategic planning specific to marketing of the College and its programs. Created a development plan to fund school initiatives, serving as development liaison with the Advancement Office. Coordinated the grant writing activities of faculty and staff within the College. Assisted the Dean in providing leadership, and in development and implementation of college strategic plans, PBA requests, reports, accreditation documents and program reviews.

- Created first Advisory Board for University College
- Developed marketing to brand new name for College
- Organized multiple UC events including student commencement and faculty convocation

### **Associate Director, Financial Aid & Scholarships**

*Utah Valley State College, Orem, UT, 2002-2008*

Oversaw administration of College's Financial Aid and Scholarship Programs. Managed day-to-day operations. Hired, trained, supervised and evaluated 22 full-time employees. Managed federal, state and institutional financial aid funds in excess of \$65 million. Oversaw technical and computer operations.

- As team lead, directed successful Banner system conversion for Financial Aid Module
- Created comprehensive training program for all financial aid staff

### **Assistant Director, Financial Aid & Scholarships**

*Utah Valley State College, Orem, UT, 2000-2002*

Assisted in the administration of College's Financial Aid and Scholarship Programs. Managed day-to-day operations. Hired, trained, supervised and evaluated 20 full-time employees. Manage federal, state and institutional financial aid funds in excess of \$30 million. Assisted in technical and computer operations.

- Positively influenced department moral despite challenging environment
- Developed system to manage multi-million-dollar budget

### **Office Manager, Financial Aid & Scholarships**

*Utah Valley State College, Orem, UT, 1992-2000*

Hired, trained, supervised and evaluated student employees. Managed operating budgets, inventory, and purchasing. Completed secretarial and receptionist duties. Supervised administration of College's work study programs. Assisted in the delivery of student financial aid.

### **Executive Secretary**

*Trans-West Management (PBI Freight Service), Orem, UT, 1988-1992*

Performed secretarial duties and data entry, processed claims, traced missing freight, assisted with payables/receivables, and operated switchboard.

## **TEACHING EXPERIENCE**

**Student Success & Development (EDUC6460)**, UVU Master of Education Program, School of Education

**Introduction to Public Administration (POLS3300)**, UVU History and Political Science, College of Humanities and Social Sciences

**Public Speaking (COMM1020)**, UVU Communications Department, College of Humanities and Social Sciences

**Career Preparation (MGMT3890)**, UVU Marketing Department, Woodbury School of Business

**University Success Studies (SLSS1000)**, UVU Student Leadership and Success Studies Department, University College

## **PROFESSIONAL LEADERSHIP EXPERIENCE**

President's Cabinet, UVU	2022-present
President's Council, UVU	2022-present
University Executive Council, UVU	2014-present
Academic Affairs Council, UVU	2020-present
University Planning and Advisory Committee, UVU	2014-present
University Data Governance Council, UVU	2020-present
Women's Council, UVU	2019-present
Women's Success Steering Committee, Chair, UVU	2014-2019
Inclusion Advisory Council, UVU	2014-2016
Summer Transitions Advisory Board, UVU	2012-2016
College Access Network of Utah Committee, USHE	2012-2014
Accreditation Executive Team, UVU	2011-2015
Women's Success Advisory Council, UVU	2011-2018
Structured Enrollment Implementation Team, UVU	2011-2017
Freshman Advocate Council, UVU	2011-2015
Parent Relations Council, UVU	2010-2016
University Planning Advisory Committee, UVU	2010-2012
Developmental Education Committee, UVU	2009-2010
Student Success and Completion Committee, Chair, UVU	2009-present
Student Retention Tracking Systems Committee, Chair, UVU	2009-present
Faculty Connections and Academic Experience Committee, Co-Chair, UVU	2009-present
Human Resources Staff Hiring Quality Initiative, Co-Chair, UVU	2009
Enterprise Applications Management Team Lead, UVSC	2005-2008
SCORE (Banner) Team Member, UVSC	2005-2008
Banner Implementation Management Team Lead, UVSC	2003-2005
Banner Security Chair and Team Lead, UVU	2003-2005

## **HIGHER EDUCATION SERVICE**

Hispanic Serving Institutions Executive Committee, UVU	2020-present
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Adult Learner Task Force, UVU	2020-present
Executive Essential Learning Outcomes Task Force, UVU	2020-present
Graduate Faculty Associate Member, UVU School of Education	2018-present
NWCCU Accreditation Operations Group, UVU	2018-present
NASPA Utah Membership Liaison	2018-present
Presidential Transition Team, UVU	2018
Graduate Practicum Site Supervisor, U of U Students	2017-present
AASCU National Re-Imagining the First Year of College Project, UVU	2016-2018
Adult College Completion Task Force, USHE	2013-present
Women Helping Women Mentor, UVU	2013-2015
Complete College Utah Task Force, USHE	2012-present
University College Assessment Task Force, UVU	2011-2013
Marie Clegg Speech Competition Judge	2012
Career Pathways Committee, UVU	2011-2012
Learning Communities Council, UVU	2010-2014
Faculty Center for Teaching Excellence Guest Instructor, UVU	2010-present
Career and Technical Education Presenter, UVU	2010-present
Start Something Beautiful Board Member	2008 - 2010
NASFAA Decentralized Trainer, NASFAA	2005
UASFAA Conference Committee Co-Chair, UASFAA	2004
PACE General Board, UVU	1991-2001
AA/EOC Advisor, UVU	1996-1998
Student Retention Committee, UVU	1995-1996
Staff Education/Development Committee, UVU	1994-1996
PACE General Board, UVU	1994-1996

### **PROFESSIONAL DEVELOPMENT ACTIVITIES**

Search Advocate Training, Oregon State University	2018
NASPA Student Affairs AVP Institute	2016
NASPA Institute for Senior Student Affairs Officers	2013
UVU Teaching Academy	2012-2013
Utah Valley Senior Executive Leadership Forum Fellow	2008-2009
UVU Department Chair Academy	2008-2009
Certified IT Project Manager	2004

### **HONORS & RECOGNITION**

Board of Trustees Award of Excellence, UVU	2017
Employee of the Year, TRiO Student Support Services	2017
Patriotic Employer, Office of the Secretary of Defense	2016
Outstanding Senior-Level Professional, Utah NASPA	2015
Presidential Award of Excellence for Student Success, UVU	2012

National First-Year Student Advocate Nomination	2011
Staff Excellence Award, UVU	2005
Distinguished Employee Award, UVU	2003

### **INTERNATIONAL, NATIONAL, REGIONAL & STATE CONFERENCE PRESENTATIONS**

***Navigating the Great Resignation as Seasoned Professionals.*** NASPA Western Regional Conference, Anaheim, CA, 2022.

***Creating a Culture of Accountability and Ownership for Student Success and Completion.*** CSRDE's National Symposium on Student Retention, Virtual, 2021.

***Implementing Predictive Analytics: The Good, the Bad, and the Ugly.*** CSRDE's National Symposium on Student Retention, Virtual, 2020.

***IPEDS Outcome Measure: Using Past Results to Predict the Future...and Change it!***, Rocky Mountain Association of Institutional Research, Virtual, 2020.

***When Student Affairs and Academic Affairs Collaborate for Student Success,*** American Association of State Colleges and Universities Winter Meeting, Amelia Island, FL, 2019.

***Access for All: Keeping the Community College Inside the Comprehensive University,*** American Association of State Colleges and Universities Summer Meeting, Seattle, WA, 2018.

***Some College, No Degree Initiative,*** Utah Legislative Interim Education Committee, Salt Lake City, UT, 2018.

***Defining and Realigning for Student Success: Easy to Say, Harder to Do,*** American Association of State Colleges and Universities Winter Meeting, San Antonio, TX, 2018.

***Strategic Scheduling Initiative,*** American Association of State Colleges and Universities Summer Meeting, Baltimore, MD, 2017.

***Making a Case for Change,*** American Association of State Colleges and Universities Winter Meeting, San Diego, CA, 2017.

***Women & College Graduation,*** Utah Women in Education Initiative, UVU, Orem, Utah, 2016.

***A Personalized Approach to Student Retention,*** National Symposium on Student Retention, Orlando, Florida, 2015.

***A Personalized Approach to Student Retention,*** International Conference on the First-Year Experience, Waikoloa, Hawaii, 2013.

***Radical Impact: A Comprehensive Plan for Increasing First-Year Student Success,*** International Conference on the First-Year Experience, Vancouver, British Columbia, 2012.

***My Students Matter And I Choose To Retain***, Annual Advisor Conference, Heber, Utah, 2012.

***A Comprehensive First-Year Experience***, International Conference on the First-Year Experience, Manchester, England, 2011.

***UVU First-Year Experience: Much More Than a Class***, National Conference on the First-Year Experience, Atlanta, GA, 2011.

***Student Success***, State of Utah Advisor Conference: Collaborating for K-16 Success, Orem, UT, 2010.

***A Personalized Approach to Student Retention***, International Conference on the First-Year Experience, Maui, HI, 2010.

***Administrative Capability: A Detailed Review***, Utah Association of Financial Aid Professionals, Denver, CO and Salt Lake City, UT, 2007.

***Using the NASFAA Encyclopedia to Resolve Everyday Compliance Issues***, National Association of Financial Aid Professionals Annual Conference, Seattle, WA, 2006, and Rocky Mountain Association of Financial Aid Professionals Annual Conference, Salt Lake City, UT, 2006.

***Banner Conversion: Are you Ready for Algorithmic Programming?*** Utah Banner Users Group, Logan, UT, 2006.

***Banner Financial Aid Functionality***, Utah Banner Users Conference, Salt Lake City, UT, 2005.

### **GRANT ACTIVITY**

Title III Strengthening Institutions Federal Grant (\$2 million – 5 years) <i>Co-Writer/Investigator</i>	2013-2018
USHE Completion Grant (\$75,000 – 1 year) <i>Writer, Principal Investigator: Returning Wolverine Grant Program</i>	2015-2016
Title III Strengthening Institutions Federal Grant (\$2 million – 5 years) <i>Project Director</i>	2009-2013

### **PROFESSIONAL MEMBERSHIPS**

American Association of Collegiate Registrars and Admissions Officers	2021-present
Complete College America	2017-present
American Association of State Colleges and Universities	2016-present
National Association of Student Affairs Administrators in Higher Education	2012-present
Consortium for Student Retention Data Exchange	2010-present
Association of American College and Universities	2010-present
National Association of Professional Women	2009-present

Utah Society of Fundraising Professionals	2009-2010
Utah Nonprofits Association	2009-2010
Association of Fundraising Professionals	2009-2010
Association of Academic Deans and Directors	2008-2010
National Association for Developmental Education	2008-present
National Association of Financial Aid Professionals	1992-2008
Rocky Mountain Association of Financial Aid Professions	1992-2008
Utah Association of Financial Aid Professionals	1991-2008

# Nathan Gerber

[Gerber.Nathan@gmail.com](mailto:Gerber.Nathan@gmail.com) | 801-380-8796

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## EXECUTIVE SUMMARY

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Extensive leadership experience in strategic direction, organizational culture development, and project planning and implementation. Experience in technology planning, design, and implementation for the higher education and small business market. Passionate about leadership, coaching, training, and customer service. Record of improving innovation, efficiency, and productivity through planning and process improvement. Outstanding interpersonal, training and presentation skills. Analytical, resourceful, and diligent with a splash of humor.

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## EDUCATION/CREDENTIALS

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M.S. in Management and Leadership Western Governors University, Salt Lake City, UT	In progress – Oct. 2023
B.S. in Computer Science – Networking Utah Valley University, Orem, UT	1997
A.A.S in Computer Science Utah Valley University, Orem, UT	1996
One Year Certificate in Computer Science - Networking Utah Valley University, Orem, UT	1996

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## EMPLOYMENT ROLES AND LEADERSHIP EXPERIENCE

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- **Associate Vice President, Academic & Student Dig. Services, UVU**      **2022 – Present**  
Guided the academic and student digital services group in providing and supporting institutional technology, focused on academic and student needs including the areas of computing, business intelligence, application development, UI/UX design and implementation, classroom technology, and teaching and learning technologies; enhanced technology systems, improved UVU operations, transformed academic and student services, increased the use of data to inform decision making, and improved student and faculty satisfaction and organizational culture; maintained relationships with academic, administrative, and executive leadership to understand institutional strategy and needs; built and maintained relationships with affiliates, higher education peer groups, as well as with industry bodies, start-ups, vendors, and technology analysts to learn and influence the role of technology within the University; ensured alignment with clients and partners and high levels of academic and student satisfaction.
- **Director, Web & Mobile Solutions, Utah Valley University**      **1999 – 2022**  
Architected, implemented and managed public web, intranet and mobile app solutions for all UVU audiences; created, led, and improved the web community culture including 450+ web content managers/contributors; oversaw the procurement process for web, intranet, and mobile solution purchases; managed web and mobile teams including developing team culture; coordinated with every department across campus on their web needs and mobile needs; strategically planned next steps to improve audience experiences; informed stakeholders of best practices and strategies for improvement; trained employees with new technologies across campus; created and implemented a data gathering architecture for all web and mobile initiatives; received a Presidential Award of Excellence in 2022.



• **Leadership Degree Advisory Board, Utah Valley University** **2022 – 2023**

Worked with thought leaders in education and business to architect and recommend the new UVU bachelor's degree in leadership; assisted in developing research efforts to gather data from students and business leaders to identify gaps in skills and knowledge for the leadership focused student; planned course listing; assisted in organizing a program into multiple stackable certifications for multiple exit points, building upon each other to full degree completion.

• **UVU PACE President, Utah Valley University** **2018 – 2020**

Represented all full-time and part-time staff at UVU on the President's Council, Board of Trustees, University Executive Council (UEC), and numerous other strategic groups and committees; led the PACE General Board of representatives from across campus; improved communication processes and channels as technology changed; participated in the policy creation and approval process including drafting, editing, receiving stakeholder feedback, and Board of Trustees approval; reorganized executive board to include additional leadership and representative voice in key strategic areas of campus discussions; regularly discussed staff issues with HR leadership, President's Office, Faculty Senate, and Academic and Student Affairs.

• **Utah Higher Education Staff Association (UHESA) President** **2020-2021**

Led the UHESA Board consisting of representatives from all higher education staff associations in Utah; planned and conducted monthly board meetings discussing staff needs across the Utah System of Higher Education (USHE) system; worked with Utah state stakeholders to assess representation including the applied technology institutions; created and implemented the first statewide higher education staff professional development events.

• **Noel-Levitz Associate Consultant** **2009 – 2017**

The Web Strategies and Interactive Marketing Team working with clients nationally and internationally; worked with higher education institutions to architect and implement new solutions for better engagement with students and marketing efforts via the web systems; coordinated technical deep dive conversations to gather requirements and make recommendations; implemented new solutions for all levels of the institution; trained and guided new use of improved systems across the institutions; implemented and gathered analytics for data-informed decision making.

• **Information Technology Manager, Utah Valley State College** **1994 – 1999**

School of Business Information Services, UVSC; managed 250+ computers in 6 labs with all hardware, software, networking, and connectivity solutions; managed 30+ lab assistants each semester including time management, training, mentorship, and technical knowledge; coordinated with faculty for all lab needs to support the curriculum; managed servers for software distribution, DHCP, and connectivity; created and maintained the "Get Help" system for students to receive quick help responses from lab assistants.

• **Adjunct Instructor, Utah Valley State College** **1994 – 2002**

Taught courses as needed in computer science, business management, information systems, and project management as needed.

• **Other roles and leadership experience**

- Utah Valley Senior Executive Leadership Forum (UVSELF) Cohort, 2016 – 2017
- PACE Communications Chair, UVU 2013 – 2015, 2021 – Present
- Project Management Training, July 2009, September 2017
- Pleasant Grove City Beautification Commission Chair, 2014 – 2016
- Disney Institute Leadership Training, September 2009

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**PUBLICATIONS AND PAPERS**

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Dispersed Web Content Management in Higher Education, EDUCAUSE Quarterly, July 2009

Tackling the Problem of Repurposing Web Content, EDUCAUSE Quarterly, February 2008

**CONFERENCE PRESENTATIONS**

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Modern Campus Higher Education Conference Presenter – March 2022  
Keynote Speaker at Snow College Staff Development Week – May 2021  
Keynote Panel Moderator at OmniUpdate Users Conference – March 2018  
Keynote Speaker at OmniUpdate Users Conference – March 2008, 2014  
Keynote Speaker at eduWeb Summit – August 2014  
HighEd Web Conference Presenter – October 2010 – 2013  
EDUCAUSE National Conference Presenter – October 2010  
Noel-Levitz National Conference Presenter – July 2010, 2012, 2013  
J. Boye Users Conference Presenter – May 2010  
Summer University Speaker - Utah Valley University – May 2009 – 2013  
OmniUpdate Users Conference Speaker – March 2008 – 2014

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**COMMUNITY INVOLVEMENT AND VOLUNTEERING**

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In-depth Master Gardener, Utah State University Extension Office  
Boy Scouts of America, Leader, District and Council Trainer, Mentor  
Pleasant Grove City, Beautification and Shade Tree Advisory Commission

<b>Name</b>	<b>Dr. Rasha Mohsen Qudisat</b>	rashaqudisat@gmail.com
<b>Languages</b>	English, Arabic	Tele. No.: +801 502 2727

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### Academic Qualifications

**Aug. 2012 – Dec. 2015:** Education, Inquiry, Measurement and Evaluation, Ph.D., Brigham Young University, Utah, USA.  
**Feb. 2002 - Aug.2005:** M.Sc. Water Resources and Environmental Engineering, Civil Engineering, Jordan University of Science and Technology.  
**Jan.2003:** B.Sc. Agricultural Engineering and Technology, Jordan University of Science and Technology, Department of Civil Engineering.

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### Inventions

In-Class Engaged Learning Measurement and Evaluation Instrument – SEGO, Co-invented Ala’a Alsarhan. The tool is under a provisional patent, and the application of T.M. is filed.

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### Certifications

International Visitor Leadership Program "Preventing Domestic Abuse and Violence" Focusing on Women Issues and Policies - USA. Funded by U.S. Department of State, 2012  
 International Program for Development Evaluation Training - Building Skills to Evaluate Development Interventions, 2010 (IPDET) - World Bank and Carleton University, Canada.  
 Project Monitoring and Evaluation, 2007, Thailand International Development Cooperation Agency, Thailand.  
 Primavera Program Management Planner (P3), Jordanian Association of Engineers, 2007.

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### Job Profile

<b>October 2022 – Present</b>	<b>Chief Inclusion and Diversity Officer Utah Valley University</b>
<b>June 2022- October 2022</b>	<b>Interim Chief Inclusion and Diversity Officer Utah Valley University</b>
<b>March 22-June 2022</b>	<b>Program Director – Office of inclusion and Diversity Utah Valley University</b>

**March 2019 - Present**  
**Consultancy:**  
**Qualitative and Quantitative Evaluator**

**Diversity, Equity, and Inclusion Projects:**  
 Foundations of Inclusion Workshops Evaluation”  
 UVU's "Global and Intercultural Effectiveness' Institutional Indicator, by assessing the Intercultural Competency Indicator - Assessment of Global Intercultural Classes.

#### Engaged Learning Projects

Collective Impact Of Office Of Engaged Learning: Global Intercultural, Service Learning, Internships, Undergraduate Research, Engaged Curriculum.

#### NSF-Funded Projects:

“MORE-BIO: Mentored Research Experiences for Improving Biology Student Outcomes”  
 “Utah Valley University’s PRO-STEM Scholarship Program (Promoting Engagement In STEM), Track 2”.  
 “Gp-Extra: A Praxis Approach To Geoscience Education: Rejuvenation Of Utah Lake As A Case Study.”

#### Business Management Department Projects

Grit and Mindfulness Indicators in MBA Students”  
 Quality Assurance of The NGO project: Business School

**Service Evaluation and Customer satisfaction of dental health services, Irbid, Jordan.**

June 2017 – Dec 2018	<b>Director of Undergraduate Research and Creative Works, UVU</b>
	Advise on trends, analyses, and critical levers to enhance institutional health, resolve problems and achieve goals, and provide data support for grants. Serve as the evaluator of internally and externally-funded projects. Develop a comprehensive OEL evaluation plan aligned with the institution’s goals and accreditation. Review internal funds’ requests and manage internal OEL grants. Conduct UVU – campus-wide proposal writing and evaluation training. Design, administer, analyze, and report relevant surveys for institutional indicators. Design and implement measurement and evaluation system of Engaged Learning pillars and HIPs studies. Conduct studies and research regarding the HIPs’ impact on students’ success. Reporting for internal and external constituencies on time. Data-driven support and guidance for leadership. Create an online automated grants application and data collection tool. Serve on various institutional committees and task forces and chair internal grants’ committees.
June 2017 – Dec 2018	<b>Adjunct Faculty - Business Statistics I, Business Management Department, Woodbury Business School – UVU</b>
Jan. 2016 – Jun. 2017	<b>Program Director - Engaged Learning Assessment and Planning, UVU</b>
	Oversee, direct and assure relevant, high-quality data collection and analysis, research, and evaluation, including projections, ROI, predictive analytics, and policy analysis that address institutional and engaged learning issues. Define, measure, and report engaged learning. Co-invented in-class engagement tool (SEGO), Measurement and Evaluation of High Impact Practices (Engaged Curriculum and activities), Developed structural equation models to investigate the impact of engaged learning on students’ retention and graduation. Develop a comprehensive OEL evaluation plan to meet the institution’s accreditation in the ‘engaged’ theme. Work closely with the appropriate compliance stakeholders in related essential functions, including updating Grant tracking databases. Create a culture of data and evaluation to guide decision-making and inform institutional effectiveness and improvement in engaged learning pillar.
April 2015 – January 2016	<b>Senior Research Analyst, UVU</b>
	Design, implement, and test instruments to measure in-class students’ engagement using online surveys. Develop theory to measure the students’ in-class engagement and statistical design methodology to measure and evaluate students’ engagement. Assess the students’ surveys’ reliability and validity based on reliability and validity of the surveys’, test the factor analysis to assess the surveys.
August 2012 – August 2015	<b>Research Assistant – Brigham Young University</b>
	<b>Assessment of Students' Belonging</b> , Department of Teacher Education. Lead research analyst for the study <u>effect of high school students’ engagement, belonging, social support, tardiness, and other factors on students’ belonging to their school</u> . Demographics and students’ GPA were used to predict students’ belonging construct.
	<b>Diversity and Inclusion - Interfaith Harmony</b> , King Abdullah II Fund for Development, Jordan. Instructional designer for engaged learning - <u>Developed middle school curriculum for interfaith harmony addressing diversity and inclusion</u> . The project included instructional problems, specifying strategies, instructional design focusing on engaged learning context, a methodology for analyzing learning outcomes, measuring, and evaluating students' engagement.
	<b>Students Employment Climate Survey - Students Employees Perceptions Assessment</b> , Institutional Assessment, and Analysis Unit. Lead senior researcher BYU Student Employees and their Full-time Managers; evaluated the students’ employees’ surveys to estimate the effect of <u>students’ preparation, performance, and demographics on their perceptions and evaluations</u> .

**Assessment of Factors Affecting Students' Performance**, Institutional Assessment, and Analysis Unit. Lead senior researcher in assessing the BYU freshmen students' surveys, using factor analysis and structural modeling to estimate the directional relationship between the students' preparation and demographics and their retention and success.

**Gender disparities of Guilt and Shame study**, Marriott School of Business. Lead researcher in assessing guilt and shame affect the BYU business students' innovation in the educational context using advanced factor analysis, structural modeling, measurement invariance, and cross-sectional analysis.

**Problem-Based Learning Assessment**, Electrical, and computer engineering. Lead researcher in assessing collaborative problem-based learning for BYU electrical and computer engineering students; conducted a qualitative analysis using ethnography and content analysis to create a student-centered engaged learning model.

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**Past Consultancy**

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**April 2015 – August 2015**    **Gender Policy Evaluator: "Gender equality analysis: Policy review of existing institutional structures and gender policies,"** Funded by USAID Jordan.

Qualitative assessment of global gender policies of 197 countries registered in the human development index, U.N. Conducted Ethnography and content analysis of the global gender policies were used to create the central themes and factors underlying the success of the very high and high developed countries in mastering the gender equality index.

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**April 2014 – August 2014**    **Qualitative and Quantitative Evaluator – Consultant**

"Rapid Assessment on Child Labor Agricultural Sector in Jordan in Jordan Valley (Ghor) for Jordanians and Syrians" funded by ILO Jordan, conducted by Aya for Consultancy and Development: Development, Protection, and Governance Consultancy. Qualitative and quantitative analysis of factors underlying child labor in Jordan. Factor analysis of the surveys and structural models of demographics, socioeconomic status on working children's education, and literacy.

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**Nov. 2011 – April 2012**    **European Union Consultant**

Develop and implement a baseline survey for the Ministry of Municipalities Affairs (MOMA), including gender representation in the Municipalities. Software use Project Professional. Conduct MOMA needs assessment. Evaluation of MOMA Strategic Plan 2008 – 2011. Municipalities Capacity Building in project planning, monitoring, and evaluation by conducting training sessions for the employees regarding project design, implementation, monitoring, and evaluation. Surveys analysis and assessment by estimating the reliability and validity and testing the factor structure.

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**Dec. 2010- Feb. 2012**    **World Bank Consultant**

Economic Social Rapid Assessment in the Aghwar area. Conducting Participatory Rapid Assessment (PRA) in target governorates and marginalized areas. Quantitative-Qualitative Evaluation of Al-Aghwar area/ Community Development. Develop a socioeconomic survey, and test the reliability and validity of the survey. Conduct interviews and focus groups; analyze the content qualitatively using ethnography and content analysis. Identify potential partners working with children and youth in the target governorates and marginalized areas. Identify gender issues in the Aghwar area, and propose strategies to enhance gender representation in the workforce. NGOs capacity building and training in Aghwar Area in performance management and M&E.

**Sept. 2008 – April 2012** **Minister of Social Development Advisor - Performance Management Specialist/Monitoring and Evaluation Specialist**

Provide continuous guidance and support for decision-making and pluralism. Focal point with international donors. Reporting to Minister, international donors, and the community. Responsible for monitoring the ministry's budget to be aligned within the plan. Conduct monitoring and evaluation studies to predict the scenarios for budget and expenditure. Conduct results-based internal marketing and promotion of MOSD, targeting international donors, such as USAID, UNDP, World Bank, and UNICEF, by creating and distributing newsletters and brochures. From a socioeconomic perspective, qualitative and quantitative evaluation of the Productive Families Projects uses structural models, ethnography, and content analysis and identified lead/lag indicators of social plans/programs/projects/services. Institutionalize, manage, and evaluate the international internship program, including the BYU, JICA, and other programs at MoSD. Responsible for monitoring the ministry's budget to be aligned within the plan. Conduct monitoring and evaluation studies to predict the scenarios for budget and expenditure.

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**March 2008- August 2008** **Head of Monitoring Division - Ministry of Planning & International Cooperation of Jordan**

Develop and implement monitoring and evaluation processes that are comprehensive, appropriate to the needs of stakeholders, feasible, and utilize international best practices in monitoring and evaluation. Conduct internal marketing and promotion of the National Agenda: goals and progress by creating and distributing newsletters and brochures, monitoring the overall budget of the National Agenda by institutions and by sector. Ensure that donor-funded programs comply with donor monitoring and evaluation requirements for performance measurement and results reporting. Guide and support project assessments, monitoring activities and evaluations, preparing evaluation proposals and protocols, ensuring data quality, preparation, and disseminating reports.

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**March 2006- March 2008** **Senior Researcher - Monitoring & Evaluation Department, Ministry of Planning & International Cooperation**

Formulate the general framework for monitoring plans, programs, and developmental projects. Conduct internal marketing and promotion of the National Agenda: goals and progress by creating and distributing newsletters and brochures. Software used Excel, word, Photoshop. Identify the procedures and mechanisms used in monitoring plans, programs, and developmental projects. Interpret the priorities of the national agenda into work plans and executive programs implemented within a concrete and definite time frame.

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**Jul.2003-Jun.2005:** **Teacher Assistant, Jordan University of Science and Technology**

Survey Courses and Labs, Sanitary Engineering, Hydraulic Engineering Course and lab, Civil Courses (Statistics, Structure01, Strength, and Transportation Engineering)

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**Environmental Researcher - "Biogas Production Project" Funded by UNDP, GEF, and JUST.**

Monitoring and Evaluation: Monitoring the progress of the project and pre-post evaluation. Monitoring of the project budget and providing periodic reports. Establish experiments for the possibility of generating electricity from methane gas produced from municipal solid waste. Written and oral reporting the progress of the project to the project committee. Conduct a periodic workshop for the benefits of solid waste and electricity generation from methane. Establish advanced studies about unsanitary landfills and their environmental and health effect on the surrounding environment.

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**Aug.2003-Aug2004: Environmental Engineer - Water Authority, Irbid-Jordan**

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**Papers and Reports**

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“Measurement and Evaluation of HIPs within a Centralized Model,” co-authored Fredrick White in Delivering on the Promise of High-Impact Practices. Forthcoming 2021.

Matthew A. Horn, Rasha Qudisat, John Caleb Russell, Victor Cole Warr, Heather A. Wilson-Ashworth (2019) Process Skill Development is Predictive of Student Success in Introductory STEM Courses. (to be submitted to the Journal of Research in Science Teaching)

“Exploring the Effects of High Impact Practices on the Traditionally Underserved University Student,” co-authored Jonathan Westover. Utah Academy of Sciences, Arts & Letters. Annual Conference March 2019. Weber State University.

“The Impact of Service-Learning on Student Learning, Engagement, Retention, and Completion,” co-authored Jonathan Westover. Utah Academy of Sciences, Arts & Letters. Annual Conference March 2019. Weber State University.

Amy C. Jennings, Joan Leishman Westwood, Rasha Qudisat, Kristie Seawright, C. Beth Haynes (2016) Women innovators: why shame and guilt matter. Under publication.

Effect of gender, guilt, and shame on BYU business school students’ innovation: Structural equation modeling approach. Qudisat, Rasha Mohsen.Brigham Young University. ProQuest Dissertations Publishing, 2015.

Randall S. Davies & Rasha M. Qudisat (2015) Benefits of the Michiana Daily Mathtracks Programme for students living in poverty, Educational Research and Evaluation.

“Monitoring and Evaluation within New Environment in Developing Countries”, in “Development Evaluation in Times of Turbulence: Dealing with Crises That Endanger Our Future.” The World Bank 2013, Washington, D.C. Presented in International Development Evaluation Association Conference, 11-15 April 2011, Amman, Jordan.

“Providing Integrated Social Services (ISS) in Aghwar Area using a Community-Driven Development (CDD) Approach. Prepared For: The Government of the Hashemite Kingdom of Jordan with support from the Japan Social Development Fund & the World Bank.

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**Professional Skills**

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**Training Skills** Instrumentation (i.e., survey development) , assessing reliability and validity using factor analysis and structural equation modeling.

Developing monitoring and evaluation systems, including educational M&E, M&E concepts and approaches, tools and processes (theory of change, log-frame...etc.).

Result-based management training, process reporting, outcomes reporting, and data visualization.

Strategic planning, policymaking, setting SMART goals, and indicators localization at hierarchical levels (quantitative and qualitative, lead/lag indicators).

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**Management Skills** Effective organizational skills; ability to set and work with priorities, independently and cooperatively with team members in a cross-cultural environment.

Ability to reason and to look for cause and effect relationships  
Extensive experience in donor-funded projects (USAID, UNDP, World Bank, E.U.).  
Effective communication, public speaking, and rapport-building, data-driven marketing.  
Knowledge of privacy and compliance regulations (including FERPA, HIPPA, etc.)  
Support and manage a project from inception through the design, implementation, and extraction/collection of data to create the final report and presentation.  
Excellent collaboration with departments and with data stewards and custodians.

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**Design Skills** Measurement, Monitoring, and Evaluation systems and tools, including mixed-method evaluation, qualitative evaluation, quantitative evaluation, developmental evaluation, collective impact evaluation.  
Instruments and surveys development and assessment using factor analysis and structural modeling.  
Gender-responsive evaluation plans.  
Micro-Meso-Macro M&E System.  
M&E tools; Rapid Assessment, Theory of Change, Log-Frame, ...etc.

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**Applications** Structural Equation Modeling (SEM), Exploratory and Confirmatory Factor Analysis.  
Quantitative analysis applications: SPSS, Item Response Theory (IRT, AMOS, MPLUS)  
Qualitative analysis application NVIVO.  
Visualization: Tableau.  
Organizational Mapping: Mind Map, Concept Draw  
Primavera P3 Project Planner, Project Professional.  
Graphic Design; Photoshop CS5, CoreDraw12 (Certificate)  
M.S. Office Professional and XP (WinWord, Excel, PowerPoint)

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## References

DR. FREDERICK WHITE  
Former Associate Vice President – Engaged Learning, Professor - Integrated Studies-Russian  
10589755@uvu.edu  
801-863-8361

DR. CHERYL HANEWICZ  
Dean for the College of Technology and Computing at Utah Valley University (UVU)  
hanewich@uvu.edu  
801-863-6539

Mrs. Hala Bsaisue Lattouf  
Former Minister of Social Development, Jordan, Senator - the Jordanian Parliamentary  
halabsaisu@gmail.com

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# Richard Willing

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## WORK EXPERIENCE

### **Interim Dean: Continuing Education**

*Utah Valley University; July 2023 – Present*

### **Senior Director: Community Education & Lehi Campus**

*Utah Valley University: Continuing Education; February 2022 – June 2023*

- Continue to lead the operations and strategic direction of Community Education. In 2022, Community Ed offered 578 courses, enrolled 4,700 students, and generated \$652K revenue.
- Expanded Community Education programs to satellite campuses: Lehi and Wasatch.
- Transitioned the ESL program from the English Language Learning program to Community Education where it is now thriving with 700 students annually.
- Oversee the day-to-day operation and management of the Lehi Campus. Including programming and the facilitation of courses, events, and conferences scheduled at the Lehi Campus all while ensuring the optimal use of the building.
- Work with both UVU and community stakeholders to ensure relevant programming opportunities are present at the Lehi campus.
- Provide leadership for and assist the Dean of Continuing Education in positioning the division as an economic driver and preferred learning and training provider for all learners.

### **Director: Community Education**

*Utah Valley University: Community Education; April 2017 – January 2022*

- Supervised and lead the Community Ed department staff, provided strategic direction, and promoted professional development while leading and evaluating all programs within the department.
- Established appropriate assessments and benchmarks for measuring the quality and effectiveness of instruction while overseeing and managing the budget and finances of the department.
- Built a resilient program and team that was able to not only survive but thrive during the pandemic. Lead the transition community ed's face2face courses to virtual/online formats.
- 10% growth each year in both total revenue and total students registered.

### **Coordinator: Professional & Continuing Education**

*Utah Valley University: Center for Professional & Continuing Education; April 2016 – April 2017*

- Created strategic collaborations with campus departments and industry leaders to provide a robust portfolio of highly applied and engaging courses, programs, and certificates to meet the demands of the professional and continuing education landscape throughout our service area.
- Developed programs that created college and career pathways through the continuous improvement and the development of key partnerships to more effectively assist both employees and employers achieve their highest potential and value.
- Within one year of taking on the role, I was able to help improve program enrollments by 33%, increase revenue by 65%, and show an improvement in net profit of 75%.

### **Executive Director**

*YMCA of Fort Worth: Southwest Branch & Outdoor Complex; June 2013 – February 2016*

- Help to lead successful fundraising campaigns that raised over \$1 Million annually, by fostering relationships with key stakeholders and creating strategic partnerships.
- Created key community collaborations, working with school districts, HOA's, and city municipalities to ensure the success of YMCA.
- Served as the liaison for YMCA Programming with the communities that we served.
- Created and executed a \$1.8 Million annual operations budget.
- Developed a strategic financial plan that transformed the YMCA Center's operating budget from being in the red by \$200K, into a surplus operation in 3 years.

# Richard Willing

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- Lead in the annual recruitment of over 2,000 volunteers.
- Provided leadership to a large and diverse team that consisted of both part-time and full-time employees, volunteers, and board of managers.
- Led the Association's Program Service Delivery Team that creates and implements annual and long-term strategic plans for the 20,000 program participants the YMCA of Fort Worth served each year.

## **Program Director**

*YMCA of Fort Worth: Northpark Branch; March 2011-June 2013*

- Responsible for an annual programs budget of \$600k+ that served over 5,000 community members a year.
- Led successful annual fundraising campaigns that raised \$65K, \$85K, and \$105K.
- Increased both revenue and participation by 35%, while controlling expenses to ensure all programs were run efficiently.
- Supervised and lead a diverse team that consisted of 2 full-time and 40 part-time employees, volunteers, and community members.
- Recruited, trained, and supervised 400 volunteers annually.

## **Program Director**

*Texas County Family YMCA; March 2010-March 2011*

- Developed all programs currently at the YMCA.
- Led a successful annual fundraising campaign that raised \$75k.
- Provided leadership to a staff team that consisted of 2 full-time coordinators, 30 part-time staff, and 50+ volunteers.
- Increased program revenue and participation by 75%.
- Directed all program marketing and advertisement for the YMCA, including: Website, Facebook, and Twitter.

## **NCAA Division 1 College Athlete (Football)**

*Brigham Young University; September 2003-December 2009*

- Balanced school and football while maintaining a 3.31 GPA as a 3 year starter.
- NFF National Scholar-Athlete / 4 time Academic Mountain West Honors

## **EDUCATION**

- Southern Utah University; Cedar City, Utah. Master of Public Administration – MPA, Higher Education Administration
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- Brigham Young University; Provo, Utah. Bachelor's Degree: Recreational Management and Youth Leadership
- Kamehameha High School, College Preparatory; Honolulu, Hawaii.

## **CERTIFICATIONS**

- YMCA of the USA: Organizational Leader Certification
- CFRE International: Certified Fund-raising Executive
- UVU: Diversity, Equity & Inclusion
- LERN: Project Management Professional (PMP)
- Strengthfinders 2.0
- Crucial Conversations
- Salesforce: Certified Associate

**ROBERT D. ALLEN, PhD**

**DEAN, WOODBURY SCHOOL OF BUSINESS**

801-859-7351 | BALLen@uvu.edu

Dynamic leader and educator with an extensive career marked by scholarly accomplishment and demonstrated success in program management, faculty oversight, and academic administration. Proven success in enriching students' educational experiences, evolving accounting programs, growing the number of graduates, and maintaining accreditation. Respected advisor and consultant with astute strategic, financial, and business skills. Body of leadership work includes serving as the President of the American Accounting Association (AAA), Council Chair, and Chair, Teaching, Learning and Curriculum Section. Served as Director of the School of Accounting. Served as a Founding Director of CIT Bank, Board President, and Board Member of The Road Home.

## EDUCATION

<b>MICHIGAN STATE UNIVERSITY</b> PhD, Accounting	1992
<b>BRIGHAM YOUNG UNIVERSITY</b> Master of Accounting BS, Accounting   <i>magna cum laude</i>	1986

## PROFESSIONAL EXPERIENCE

<b>UTAH VALLEY UNIVERSITY</b> , Orem, UT Dean, Woodbury School of Business	2023-present
<b>UNIVERSITY OF UTAH</b> , Salt Lake City, UT Professor, 2007, Associate Professor, 1998 Director, School of Accounting, 2005-2009 David Eccles Faculty Scholar, 2007-Present C. Roland Christensen Faculty Fellow, 2002-2007	1991-2022
<b>CIT BANK</b> , Salt Lake City, UT Director, 2000-2015 Audit Committee, Risk Committee Chair	2000-2015
<b>DELOITTE, HASKINS &amp; SELLS</b> , Los Angeles, CA	1987

## TEACHING & MENTORING

**Areas of Specialization: Financial Accounting; Auditing**  
**Honors Thesis Advisor**  
**Undergraduate Research Opportunities (UROP) Faculty Advisor**

Taught financial accounting to thousands of MBA graduates for more than 25 years. Taught in all of the MBA programs at the University of Utah, including Executive MBAs, Full-time MBAs, Professional MBAs (evening program), and Online MBA. Engaged in teaching Intermediate Accounting, Auditing, and Principles of Accounting at different times during tenure. Former students have advanced to CEOs, Presidents, CFOs, Managing Partners, professors, legislators, and philanthropists.

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## HONORS & AWARDS

American Accounting Association/J. Michael and Mary Anne Cook/Deloitte Foundation Teaching Prize (Graduate category winner), 2018

Brady Superior Teaching Award, 2017

PMBA Distinguished Teaching Award, 2016

American Accounting Association Teaching, Learning & Curriculum Section Hall of Honor, 2013

EMBA Distinguished Teaching Award, 2013

Beta Alpha Psi, University of Utah, Business Professional of the Year, 2009

Wildman Medal presented by the American Accounting Association / Deloitte (with D. Hermanson, T. Kozlowski, and R. Ramsey), 2008

Utah Outstanding Educator Award presented by the Utah Association of CPAs, 2005

University of Utah Distinguished Teaching Award, 2003

Marvin J. Ashton Teaching Excellence Award, David Eccles School of Business, 2001-2002

Brady Superior Teaching Award, Eccles School of Business Alumni Association, 1999-2000

Beta Alpha Psi Outstanding Teaching Award, 1993-1994

ASUU Students' Choice Award for Teaching, 1992-1993

## PUBLICATIONS

Thinking Like an Auditor: Evaluating Information to Arrive at Evidence-Based conclusions, *Accounting Horizons* 2023, Conditional Acceptance.

Winter Oak: Inspiring passion for teaching, *Issues in Accounting Education* 2019, Volume 34, No. 2, pp. 11-21.

US government spending, the national debt, and the role of accounting educators. *Journal of Accounting Education*, Volume 31, No. 3, 2013.

Auditing Standards Committee Comment Letter PCAOB Rulemaking Docket Matter No. 025: Proposed Auditing Standard—Engagement Quality Review (with Kozloski, Elder, O'Donnell, Ramsay, Shelton, and Thibodeau) *Current Issues in Auditing*, Volume 2, No. 2, 2008: C1-C4.

Auditor risk assessments: Insight from the academic literature (with Hermanson, Kozlowski, and Ramsey). *Accounting Horizons*, Volume 20, No. 2, June 2006: 157-177.

A longitudinal investigation of auditor error projection decisions (with R. Elder). *Auditing: A Journal of Practice & Theory*, Volume 24, No. 2, November 2005: 69-84.

A longitudinal field investigation of auditor risk assessments and sample size decisions (With R. Elder). *The Accounting Review*, Volume 78, No. 4, October 2003: 983-1002.

TechMall.com: Revenue Recognition in the Internet economy (Instructional case with M. Swain, D. Cottrell and K. Pexton), *Issues in Accounting Education*, Vol. 17, No. 4, November 2002, pp. 389-400.

Evidence of accounting student characteristics at FSA schools, 1995-2000 (with I. Nelson, V. Vendrzyk, J. Quirin), *Issues in Accounting Education*, Vol. 17, No. 3, August 2002, pp. 269-288.

An empirical investigation of the effectiveness of balance and invoice confirmations (With R. Elder). *The Journal of Forensic Accounting*, December 2001.

Northeastern savings bank (with J. Loebbecke), *Journal of Accounting Case Research*, Summer 2000, pp. 135-146.

Improving analytical procedures: A case of using disaggregate multilocation data (with M. Beasley and B. Branson). *Auditing: A Journal of Practice and Theory*, Vol. 18, No. 2, Fall 1999, pp. 128-142.

Are we giving fraud perpetrators a license to steal? (with D. R. Strong), *Internal Auditing*, September/October 1999, pp. 3-6.

*Continued...*

An empirical investigation of the auditor's decision to project errors (with R. Elder), *Auditing: A Journal of Practice and Theory*, Vol. 17, No. 2, Fall 1998, pp. 71-87.

The impact of recognition opportunities and examination format on students' examination performance (with M. Swain, R. Sudweeks and B. Schaalje), *Advances in Accounting Education*, Vol. 1, Fall 1998, pp. 189-214.

A risk model for multilocation audits (with J. Loebbecke), *Journal of Applied Business Research*, Vol. 14, No. 4, Fall 1998, pp. 1-13. An abstract of the paper and discussant comments are also published in the proceedings of the 11th Symposium on Auditing Research, University of Illinois, pp. 45-51.

Lessons from New Era (with M. Romney), *Internal Auditor*, October 1998, pp. 40-47.

Managing internal audit conflicts. *Internal Auditor*, August 1996, pp. 58-61.

## LEADERSHIP SERVICE

American Accounting Association/J. Michael and Mary Anne Cook/Deloitte Foundation Teaching Prize, Donor's Representative, 2022-Present

AAA Past President, Executive Committee, Board of Directors, 2022-2023

AAA President, Executive Committee, Board of Directors, 2021-2022

AAA President-Elect, Executive Committee, Board of Directors, 2020-2021

AAA Governance Committee, 2020-2021

AAA Diversity, Equity and Inclusion Task Force, 2020-2021

AAA New Faculty Consortium Senior Faculty Advisor/Speaker, 2019, 2020, 2022

University of Utah, CIB2 Committee, 2017-2019

David Eccles School of Business Faculty President, 2017-2018

AAA Publications Committee, 2017-2020

University of Utah, Senate Executive Committee, 2016-2019

University of Utah Faculty Senate, 2016-2019, 2009-2012, 1999-2000

University of Utah Senate Advisory Committee on Budget and Planning, 2016-2019

Editorial Board, *Auditing: A Journal of Practice & Theory*, August 2014-2017

AAA Council Advocacy Task Force Chair, 2013-2014

AAA Council Past-Chair, 2013-2014

AAA Council Chair, 2011-2013 (Elected by AAA Council)

Accounting Student Dallas Trip, 2012, 2013, 2014

Academic Freedom & Faculty Rights Committee, University of Utah, 2012-2015

Editor of Faculty Development Update for AAA Accounting Education News, 2011-2012

KPMG Academic Research Panel, 2011-2021

AAA Sections and Regions Strategy Task Force, 2011-2012

University Promotion and Tenure Appeals Committee, 2011-2012

AAA Council Representative, 2010-2012

Award Committee, AAA ELS Awards sponsored by Deloitte & GT, 2010

Chair, Accounting Program Review Committee, BYU-Hawaii, November 2010

Chair, AAA--Teaching, Learning & Curriculum Section, 2010-2012; Chair-Elect, 2008-2010; Past-Chair, 2012-2014

AAA Branding Task Force, 2010-2011

CTLA Conference Steering Committee, 2009

Annuities and Salaries Committee, University of Utah, 2009-2012

Opportunity Scholars Faculty Advisor, DESB, 2008-Present

Associate Editor, *Issues in Accounting Education*, 2008-2012

President, Beta Gamma Sigma, University of Utah, 2008-2010

*Continued...*

AAA Auditing Section, Auditing Standards Committee Chair, 2005-2006; Vice-Chair, 2004-2005

MAcc Committee, 2004-2016

Editorial Review Board, Issues in Accounting Education, 2004-2007

Government and community relations leader with exceptional relationship building skills as well as strong analytical, planning, fundraising, grant writing, and consulting abilities who consistently delivers results in the public affairs sector.

***Employment Experience*****2021 – Present: Associate Vice President of University Relations, Utah Valley University**

- Develop and implement all city, county, state, and federal government relations strategies
- Secure state appropriations for key university initiatives and capital facility requests, including over \$200M in capital facilities and over \$100M in one-time and ongoing appropriations
- Develop and manage a campus-wide engagement committee, coordinating all external affairs for the university
- Manage UVU's International Advisory Board
- Serve as university commencement co-chair, managing committee of 62 employees
- Build and maintain relationships with chambers of commerce, Silicon Slopes, Point of the Mountain redevelopment, and other community engaged organizations
- Develop mutually beneficial partnerships with corporations to engage students in various real-world projects
- Oversee all community engagement and strategic relationships for the university
- Direct reports include: Sr. Director of Strategic Relations, Director of the Business Resource Center, Director of the Small Business Development Center, and an executive assistant

**2013 – Present: Adjunct Instructor, Utah Valley University**

- COMMS 1050 – Public Speaking
- POLS 420r – Political Science, Utah Legislature
- POLS 4850 – State Legislative Internship

**2013 – 2021: Director, Community and Government Relations, Utah Valley University**

- Develop and implement all city, county, state, and federal government relations strategies
- Secure state appropriations for key university initiatives and capital facility requests, including over \$100M in capital facilities and over \$40M in one-time and ongoing appropriations
- Planned and executed UVU's 75<sup>th</sup> Anniversary celebration with a \$400,000 budget
- Managed the development of the UVU 75<sup>th</sup> Anniversary History Book
- Manage and implement community and neighbor relations strategies
- Oversee the United Way Day of Caring, Community Giving Campaign, Ecclesiastical Breakfast, Community Advisory Council, Summer University golf tournament chair
- Campus and community boards and committees

**2014 - Present: Adjunct Instructor, Utah Valley University**

- Spring 2020 – POLS 420r, State Legislature Internship
- Spring 2015 – COMM 1050, Public Speaking
- Fall 2014 - COMM 1050, Public Speaking

**2013: Out-of-State Recruiter, Utah Valley University**

- Recruited prospective students from outside the state of Utah

- Developed new recruitment strategy for the university

**2011 – 2012: Director of Student Services and Online Coordinator, Provo College**

- Planned and implemented new student orientation
- Planned graduation ceremonies and other student activities
- Managed student accounts and led the company in re-entering students that had withdrawn
- Managed all aspects of students enrolled in online classes

**2011: Ambassador, Bloomfire.com**

- Enterprise Sales and Account Management
- Planned trade show activities

**2010 – 2011: Executive Director, Friday’s Kids Respite**

- Managed program serving 57 families in Utah, including fundraising, human resources, and budget operations
- Oversaw four part-time nurses and 300 volunteers annually

***Boards and Committees***

- 2021-Present: Utah Valley Hospitals’ Governing Board for Intermountain Healthcare
- 2021-Present: United Way of Utah County Board of Directors, chair of 60<sup>th</sup> Anniversary Committee
- 2020: Orem City Fire Chief Hiring Committee
- 2018-Present: Co-Chair, Orem City and UVU Town and Gown Advisory Committee
- 2018-2023: Project Read Board of Directors (Chair 2018-2019)
- 2017- 2018: Downtown Provo, Inc. Board of Directors
- 2017: UVU Associate VP for Institutional Research hiring committee
- 2017: UVU Sr. Director of Donor Relations hiring committee
- 2015- Present: Chair, Orem Community Hospital Community Advisory Board
- 2015-Present: Utah Valley Chamber of Commerce Education Committee and Networking/Golf Committee
- 2016 and 2018: UVU Director of Internship Services hiring committee
- 2014-2016: STEM Fest Utah Board of Trustees, plan and execute annual event for over 20,000 middle school aged students
- 2014-Present: United Way of Utah County Everyday Learners Committee, striving toward a goal of 100% of third-graders reading at grade level or above
- 2014-2022: Utah Valley University Summer University Executive Planning Committee, plan and execute annual employee conference, including golf tournament, personal and professional workshops, and community service
- 2014-2016: Utah Valley University Quality Improvement Staff Merit Pay Initiative Committee
- 2014: UVU Community Outreach Coordinator hiring committee
- 2013: UVU Admissions Recruiter hiring committee

***Leadership***

- 2016: UVSELF (Utah Valley Senior Executive Leadership Forum) Fellow



- 2014-Present: Manage the UVU's Community Advisory Council, a gathering of community leaders that advise the President on important matters facing the institution
- 2013- 2016: Planned and carried out the University's 75<sup>th</sup> Anniversary celebration, including a former Presidents and employee luncheon, community concert, and other events throughout the celebration year; \$400,000 budget
- 2011-2012: Led company wide retention and re-entry efforts with highest re-entry rate for students in company history and second highest retention rate at Provo College
- 2009-2010: AmeriCorps - completed 300 hours of personal service in the community

### ***Education***

- *Doctor of Education, Interdisciplinary Leadership, Creighton University, 2019*
- *MA, Strategic Communication and Leadership, Seton Hall University, 2015*
- *Professional Certificate, Change Leadership and Communication, Seton Hall University 2014*
- *Professional Certificate, Leadership, Diversity, and Globalization. Seton Hall University 2014*
- *BS, Communication-Public Relations, Utah Valley University, 2010*

## **Steven C. Clark, Ph.D.**

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Orem, UT 84058  
801-863-8082  
Steven.Clark@UVU.edu**

### **Administrative and Leadership Positions**

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#### **Dean, College of Humanities and Social Sciences (CHSS) Utah Valley University (UVU), January 2017 – Present**

The College of Humanities and Social Sciences is the largest college at Utah Valley University in terms of faculty and student enrollments. It consists of seven departments (Behavioral Science, Communication, English and Literature, History and Political Science, Languages and Cultures, Literacies and Composition, and Philosophy and Humanities), offers two associate degrees, 26 bachelor degrees, three masters degrees, and has approximately 200 full-time faculty. The college has over 5,000 students majoring in our academic programs and awards over 2,000 certificates and degrees annually.

As Dean, I work with the Provost and Senior Vice President for Academic Affairs and other members of the Provost's Office, Deans and Associate Deans from other colleges, members of the deans' office, department chairs, and CHSS faculty and staff.

#### **Associate Dean (Interim), College of Humanities and Social Sciences Utah Valley University, July 2013 – December 2016**

As Associate Dean (Interim), I worked with the Dean, the members of the dean's office, and the department chairs. I was a member of the Academic Effectiveness Committee, the Summer Advisory Board, the Grants for Engaged Learning (GEL) Committee, the Associate Dean's Council, the CHSS Curriculum Committee, and was over the Dean's Awards and Engaged Learning in the Liberal Arts (ELLA) awards. Key achievements include the following:

- Collaborated with the Office of Academic Quality Assurance, the Academic Effectiveness Committee, the Associate Vice President for Academic Programs, and the Office of Institutional Research and Information to develop new criteria and new data visualizations for program review.
- Conducted an analysis of summer scheduling for the Summer Advisory Board that found significant problems with overlapping classes because of hourly start times and long duration classes. New standard start times that greatly reduced overlapping classes were implemented because of the analysis. The average number

of credits taken by both full-time and part-time students increased by almost two credit hours the summer that the scheduling change was implemented.

- Developed and wrote a draft university policy to govern faculty serving as associate deans. I am part of a policy drafting committee that is expanding the policy's scope to include faculty who serve as deans and vice presidents.

### **Department Chair, Behavioral Science Department Utah Valley University, January 2008 – June 2013**

The Behavioral Science Department is one of the largest departments in CHSS. During the time that I was department chair it had over 20 full-time faculty from five disciplines (anthropology, family science, psychology, sociology, and social work), over 80 part-time faculty, over 2,000 majors, and over 350 degrees awarded annually. The department also had four full-time, professional academic advisors and two administrative assistants.

As Department Chair I worked closely with the Dean, Associate Dean, and the faculty and staff in Behavioral Science to promote student success, to develop curriculum, and to refine the operation of the department. Key achievements include the following:

- Developed a system for tracking course enrollments, number of sections, and number of students on waitlists to improve the efficiency of course scheduling and to ensure that students could take the classes that they needed.
- Oversaw the successful development of a curriculum proposal (R401) to establish a Bachelor of Social Work degree. I also oversaw the accreditation of the degree by the Council on Social Work Education.
- Established the positions of Assistant Department Chair and Program Coordinator for each discipline.
- Provided professional development for administrative assistants via reading and discussing *The Checklist Manifesto* by Atul Gawande (Metropolitan, 2009). I also provided professional development for the assistant chair and academic advisors via attending a Getting Things Done training by the David Allen Company.

### **Faculty Senate Leadership Utah Valley University, July 2005 – 2009**

The faculty senate at UVU consists of 50 senators elected from academic departments across campus. At the time that I was faculty senate president there was an executive committee that included the president and academic vice president of the institution, the chairs of standing faculty senate committees, and either the president-elect or past president of the faculty senate. I was President-Elect for one year, Faculty Senate President for two years, and Past President for one additional year, for a total of four years (2005-2009). This does not include the three years that I was a faculty senator, two of which I was also the chair of the policy committee. My total years of service to the Faculty Senate is seven years (2002-2009).

As Faculty Senate President I represented the UVU faculty in shared governance. During this time I worked closely with the administration on the effort to achieve university status and a name change for what was then Utah Valley State College (UVSC). I attended Board of Trustees meetings, Board of Regents meetings, and legislative committees and sessions representing the faculty of UVSC. I also served on a large number of committees. Key accomplishments include:

- Represented the faculty to external constituencies during the effort to obtain university status and served on the University Transition Taskforce and the University Image Committee to select the new UVU logos, marks, and colors.
- Represented the faculty on policy drafting committees related to faculty workload, overload, and summer teaching (UVU Policy 641 Salaried Faculty Workload— Academic Year, UVU Policy 642 Salaried Faculty Overload, UVU Policy 643 Salaried Faculty Summer Teaching).
- Served on search committees for the Vice President for Institutional Advancement (Val Hale hired) and the Vice President for Academic Affairs (Liz Hitch hired).

## **Academic Positions**

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### **Professor, Behavioral Science Department Utah Valley University, July 2010 – Present**

I was promoted to the rank of professor in 2010.

### **Associate Professor, Behavioral Science Department Utah Valley University, July 2005 – June 2010**

I was granted tenure and promoted to the rank of associate professor in 2005.

### **Assistant Professor, Behavioral Science Department Utah Valley University, August 2000 – June 2005**

I came to UVU as a tenure-track assistant professor in 2000.

### **Assistant Professor, Psychology Department Lamar University, August 1998 – May 2000**

I was a tenure-track assistant professor for two years at Lamar University in Beaumont, TX.

### **Lecturer, Psychology Department University of New Hampshire, August 1997 – May 1998**

I taught for one year as a lecturer at the University of New Hampshire in Durham, NH.

## Service

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### Associate Dean (Interim) Committees and Responsibilities

The committees and responsibilities listed below represent some of the work I did while serving as Associate Dean (Interim).

Academic Effectiveness Committee

Academic Effectiveness Committee—Program Review Subcommittee

Academic Effectiveness Committee—Assessment Event Planning Subcommittee

Associate Deans Council

Awards—Revise criteria and forms, provide reminders, and promote applications to institutional and college awards

CHSS Curriculum Committee—Dean's office representative for CHSS curriculum committee

CHSS Faculty Development Committee (awards Research Fellowships)—Supervisor

CHSS Engaged Learning in the Liberal Arts (ELLA) Committee—Supervisor

CHSS Retention, Tenure, and Promotion—Provide reminders of key dates and convene meetings at the college level when needed

Policy Drafting Committee for Associate Dean Policy (2016 - 2017)

Grants for Engaged Learning (GEL) Advisory Board (July 2013 – July 2016)

International and Multicultural (IMS) Advisory Board—Chair (2014 – present)

Policy Drafting Committee for Post-Tenure Review, UVU Policy 638 (2014 - 2015)

Search Committee for Library Director—Chair of search committee (summer of 2014)

Summer Advisory Board (2012 – present)

### Faculty Senate Service

I was elected to be a faculty senator at the end of my second year at UVU. At the end of my third year at UVU I was elected to be Chair of the Policy Committee. Below are the positions I have held in the faculty senate and committees that I served on in an ex officio capacity or by invitation because of my work in the faculty senate.

#### Faculty Senate Positions

Past President (May 2008–April 2009)

President (May 2006–April 2008)

President-Elect (May 2005–April 2006)

Faculty Senator (Fall 2002–Spring 2005)

Chair of Policy Committee (Fall 2003–Spring 2005)

Chair of ad hoc Committee on Senate and Administration Interaction (Fall 2003)

Chair of ad hoc Committee on Faculty Workload (Fall 2002–Spring 2003)

#### Committees Attended in an Ex Officio Capacity

Utah Valley University Board of Trustees (May 2006–April 2008)

President's Council (May 2006–April 2008)

College Leadership Committee (May 2006–April 2008)  
Academic Affairs Forum (May 2006–April 2008)  
Community Relations Council (Spring 2006–Spring 2008)  
Academic Calendar Committee (May 2006–April 2008)  
Strategic Directions Advisory Committee (Spring 2006–Fall 2007)

#### Search Committees

Search for Assistant to the President (Summer 2009)  
Search for Vice President for Academic Affairs (Fall 2006–Spring 2007)  
Search for Vice President for Institutional Advancement (Summer 2006)

#### University Status and Transition Committees

University Transition Task Force (Fall 2007–Spring 2008)  
University Image Committee (Summer 2007–Spring 2008)

#### Faculty Workload Committees

Faculty Workload Management System Task Force (Fall 2008–Spring 2010)  
Faculty Workload Implementation Task Force (Fall 2006–Spring 2008)  
Faculty Workload Policy Task Force (Fall 2005–Spring 2006)

#### Other Committees

Center for Engaged Learning (CEL) Screening Committee (2007–2008)  
This was the first iteration of what is now the Office of Engaged Learning (OEL) and the Grants for Engaged Learning (GEL) Advisory Board.  
Scholarship Executive Committee (Spring 2006–Spring 2008)  
Ethics Across the Curriculum Faculty Advisory Committee (Fall 2005–2009)  
Workplace Violence Taskforce (Fall 2005–Spring 2008)  
Ad Hoc Task Force to Select New Peer Institutions (Summer 2003–Spring 2004)  
Dr. Brad Cook, Vice President for Academic Affairs, asked me to work with Institutional Research to help select new peer institutions for UVSC.

### **Policy Service**

I have been involved in policy work at UVU since I became the chair of the faculty senate's policy committee. During the initiative to gain university status, a thorough assessment and upgrade of the institution's policy system was one way of demonstrating that the institution was serious, before that word became associated with the institution. As a member of the Policy System Design Task Force, I helped create a new policy approval process for the institution. As a member of the Policy Research Task force I worked closely with Vice President Cameron Martin and Dr. Rick Griffin on the following. We designed and defined the requirements of The Online Policy System (TOPS), which was built by UVU's Web Development Services. TOPS manages policies that are in the approval process and houses approved policies in a searchable database. We did extensive research on the policies of other Utah System of Higher Education (USHE) institutions and the Utah Board of Regents'

policies to assess gaps in UVU's policy manual. We did extensive research on the policy resources that were available at other institutions of higher education and developed policy resources for UVU based on benchmarking and best practices. We wrote UVU Policy 101 Policy Governing Policies which defines the policy system and the policy approval process at UVU. We also wrote an article that was published in *Innovative Higher Education* and presented our work at the Cornell University Policy Development Forum and at the American Council on Education's (ACE) annual meetings. I have also been on a number of policy drafting committees and have provided substantive feedback on policies not listed below.

#### Policy Improvement Initiative Committees

- Policy Advisory Council (Fall 2008–2009)
- Policy Research Task Force (Summer 2005–2009)
- Policy Executive Committee (Summer 2005–Summer 2008)
- Policy System Design Task Force (Fall 2004–Spring 2005)

#### Policies Drafted as Part of a Policy Drafting Committee

- Policy Governing Policies, UVU Policy 101
- Institutional Awards of Excellence and Other Awards, UVU Policy 116
- Assignment and Advancement in Academic Rank policy, UVU Policy 632
- Salaried Faculty Workload—Academic Year, UVU Policy 641
- Salaried Faculty Overload, UVU Policy 642
- Salaried Faculty Summer Teaching, UVU Policy 643
- Associate Dean Policy, (still in process)
- Post-Tenure Review, UVU Policy 638 (still in process)

### **Service for the College and Department**

Below are committees that I served on for the College of Humanities, Arts, and Social Sciences (HASS), the precursor to CHSS. Also below are committees that I served on for the Behavioral Science Department.

#### College of Humanities, Arts, and Social Sciences

- UVSC Institutional Effectiveness Committee, college representative (Spring 2003)
- HASS Institutional Effectiveness Committee, Chair (Spring 2003)
- HASS Institutional Effectiveness Committee, department representative (Fall 2000–Spring 2003)
- Ad hoc HASS Award of Teaching Excellence Committee (Fall 2001–Spring 2002)
- Ad hoc HASS Scholarship and Research Committee (Spring 2002)

#### Behavioral Science Department

- Chair of search committee for tenure-track psychologist (Summer 2002)
- Chair of search committee for tenure-track psychologist (Fall 2001–Spring 2002)

## **Service at Lamar University**

I served on the following committees during my two years at Lamar University (1998-2000)

### Department of Psychology

- Human Subjects Committee
- Industrial/Organizational Qualifying Examination Committee (for Masters Degrees)
- Search committee for tenure-track psychologist (1998-1999)
- Statistics and Research Methods Curriculum Committee

### College of Arts and Sciences

- Excellence in Research Committee

## **Teaching Experience**

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I began teaching during my third year of graduate school. Initially, I taught a broad range of courses including behavior analysis, behaviorism, social psychology, personality theory, history of psychology, general psychology, research methods, and statistics. After I became Faculty Senate President I found it necessary to reduce my number of course preparations and have taught primarily Statistics for the Behavioral Sciences since 2006.

### **Utah Valley University, Fall 2000 – Present, SRIs available on request**

- General Psychology (both television and internet delivery)
- Statistics for the Behavioral Sciences
- Research Methods for the Behavioral Sciences
- Personality Theory
- Social Psychology
- History and Systems of Psychology

### **Lamar University, Fall 1998-Spring 2000**

- Introduction to Statistical Methods
- Methods in Psychology
- The Psychology of Social Interaction (Social Psychology)
- Systems and History of Psychology
- Advanced General Psychology II (graduate level course for students in master's program)

### **University of New Hampshire, Fall 1997-Spring 1998**

- Introduction to Psychology
- Statistics in Psychology
- Personality Theory
- Social Psychology

### **Graduate Instructor at the University of New Hampshire, Fall 1994-Spring 1997**

- Introduction to Psychology



Statistics in Psychology  
Behavior Analysis and Its Applications  
Behaviorism  
Social Psychology

## **Supervision of Student Work**

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I have worked with both undergraduate and graduate students. I have been a chair and a committee member for student theses. I have also supervised independent research for students who obtained internal funding.

### **Integrated Studies Thesis Committees and Honors Thesis Committees**

Brown, Joshua K. (2015). Evaluating Fashion Fluency  
Jensen, Skyler (2015). How to Interactively Use Intrinsic and Extrinsic Motivational Factors to Increase Performance  
Abegglen, Tyler (2015). Youth Sports Activity: Building a Social Society  
Odasso, Alyce (2013). What is the Importance of Physical Attraction in Mate Selection Despite Non-Physical Chemistry?  
Thomas, Tiffany (Spring 2008). Psychological and sociological effects of cochlear implants in young deaf children  
Cummings, Adam (Spring 2006). Moral decline in modern society: Case studies and analysis of the insufficiencies of capitalism and western democracy  
Hiles, Michelle (Spring 2006). Living in the community: A real life opportunity for people with disabilities  
Medford, Aaron M. (Spring 2005). An investigation of the correlation between select personality traits in the Personal Style Assessment, Jung-Parry Form and the Adult Profile Assessment  
Cunningham, Chareese (Fall 2004). Lending a helping hand: Humanitarian aid  
Anderson, Jedediah (Spring 2003). The effects of realistic optimism on sales agents  
Hatch, Kami Renee (Spring 2003). The glass ceiling  
Master, Sarah Lee (Fall 2002). The causes of expatriate failure  
Glockley, Becky (Spring 2002). The unknown minority: The deaf community's fight for power  
Wright, Jennifer (Spring 2002). Why are millions of Americans overspending and not saving for the future?  
Teemant, Boyd (Spring 2001). Estonia: A discovery, an appreciation, and a homecoming

### **Students Supervised for Undergraduate Research Scholarly and Creative Activities (URSCA)**

Brown, Josh, 2015, \$2000 awarded

### **Students Supervised for Scholarly and Creative Opportunities Program (SCOP)**

Neal, Joshua M., 2007, \$1120 awarded  
Marvin, Luke A., 2009, \$1200 awarded

### **Master's Thesis Committees at Lamar University**

Maggard, Melanie, Department of Psychology (May 2000)—Gender Differences in Response to Feedback Type: Achievement Motivation, Attribution Style, and Self-Efficacy  
Lummer, Lewis Samson, Department of Communication Disorders (May 1999)—Teachers' Perceptions of the Academic and Language Needs of Deaf Immigrant Students: An Exploratory Study

## **Scholarship**

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As a faculty member, I maintained a modest but active research program. At the time that I joined the faculty at Lamar University, and again when I joined the faculty at UVSC, neither institution had a computer lab that would allow me to continue the research I had begun in graduate school. As a result I shifted my scholarship focus to mentoring students in their research and helping them with integrated studies theses, honors theses, and presentations at conferences. I have found that my involvement in shared governance via the faculty senate and my administrative positions since then have negatively impacted my scholarly productivity. I continue to be interested in a variety of topics including materialism, attitudes toward public goods, moral foundations theory, and the judgment of contingency. Though I was trained in quantitative methods and experimental social cognition, I have expanded my skill set to include qualitative research methods and the use of NVivo software. I used qualitative research methods in my research on ballot measures, moral foundations theory, and how the PGA of America and the United States Golf Association have marketed their Tee It Forward initiative.

## **Publications**

Simon, A., & Clark, S. C. (2019). *Ballot measures and Subversion of Direct Democracy: Initiatives to Outlaw Aerial Wolf Killing in Alaska*. *Society & Animals*, 2019, 1-22.

Clark, S. C., Griffin, R. A., & Martin, C. K. (2012). Alleviating the Policy Paradox through Improved Institutional Policy Systems: A Case Study. *Innovative Higher Education*, 37, 1, DOI: 10.1007/s10755-011-9182-z.

Clark, S. C., Dover, A. M., Geher, G., & Presson, P. K. (2005). Perceptions of self and ideal mates: Similarities and differences across the sexes. *Current Psychology*, 24, 180-202.

Marchand, W. R., Clark, S. C., Wirth, L., & Simon, C. (2005). Validity of the Parent Young Mania Rating Scale in a community mental health setting. *Psychiatry* 2005 (March), 31-35.

Simon, A., & Clark, S. C. (2003). Exploring the potential ecological and social impacts of the material aspirations of undergraduate students. In D. R. Keller & A. Simon (Eds.), *Sustainability in Theory and Practice: Proceedings of the Fifth Annual Utah Valley State College Conference by the Faculty* (pp. 85-100). Orem, UT: Utah Valley State College.

- Benassi, V. A., & Clark, S. C. (1997). Manis-Paskewitz judgment model: Rejoinder to Manis, Biernat, and Nelson. *Journal of Social Behavior and Personality, 12*, 17-18.
- Clark, S. C., & Benassi, V. A. (1997). Contrast, assimilation, and base rate effects: Reconsideration of the Manis-Pasketiwz judgment model. *Journal of Social Behavior and Personality, 12*, 1-11.
- Clark, S. C., & Benassi, V. A. (1997). Judgment of contingency: Contrast and assimilation, displacement of judgments, and self-efficacy. *Social Behavior and Personality: An International Journal, 25*, 183-199.
- Presson, P. K., Clark, S. C., & Benassi, V. A. (1997). The Levenson locus of control scales: Confirmatory factor analyses and evaluation. *Social Behavior and Personality: An International Journal, 25*, 93-104.
- Woodward, W. R., & Clark, S. C. (1996). The reflection of Soviet psychology in East German psychological practice. In V. A. Koltsova, Y. N. Oleinik, A. R. Gilgen, and C. K. Gilgen (Eds.), *Post-Soviet perspectives on Russian psychology* (pp. 236-250). Westport, CT: Greenwood Press.

### **Manuscripts in Preparation**

- Clark, S. C. *Tee It Forward: Using PGA Tour Players as a Reference Group for Amateur Golfers*. The target date for submitting this manuscript to a peer-reviewed journal is December 31, 2017.

### **Presentations**

- Clark, S. C. (2016, July). *Tee It Forward: Using PGA Tour Players as a Reference Group for Amateur Golfers*. Presentation at the World Scientific Congress of Golf VII, St. Andrews, Fife, Scotland.
- Rockwood, D., Clark, S. C., & Zamelis, C. (2015, October). *Better Together: Rethinking Academic Partnerships and Education Expertise*. Presentation at the National Alliance of Concurrent Enrollment Partnerships (NACEP) convention, Denver, CO.
- Clark, S. C., Olson, M., Hicken, C., & Simon, A. (2015, April). Material Aspirations of College Students over Time. Presentation at the Rocky Mountain Psychological Association (RMPA) convention, Boise, ID.
- Simon, A., & Clark, S. C., (2014, January). *Ballot Measures and the Subversion of Democracy*. Presentation at the 15<sup>th</sup> Annual Utah Valley University Conference by the Faculty, Orem, UT.

- Clark, S. C., (2013, January). *Moral Foundation Theory and Latter-day Saint Curriculum: The Minor Prophets*. Presentation at the 14<sup>th</sup> Annual Utah Valley University Conference by the Faculty, Orem, UT.
- Clark, S. C., (2012, November). *Moral Foundations Theory, Curriculum, and Political Preference in Latter-day Saint Manuals*. Presentation at the Society for the Scientific Study of Religion annual meeting, Phoenix, AZ.
- Clark, S. C., Marvin, L. A., & Neal, J. M. (2009, May). *Materialism Decreases Willingness to Help Others: Priming Reduces Scholarship Donations*. Presentation at the Association for Psychological Science convention, Boston, MA.
- Clark, S. C., Griffin, R. A., & Martin, C. K. (2008, November). *Improving Institutional Policy Systems: The case study of Utah Valley University*. Presentation at the Best Practices in Policy Management Conference, Orem, UT.
- Hess, S., Morris, J., Clark, S. C., & Griffin, R. A. (2008, November). Panel on best practices in policy management. Invited panel at the Best Practices in Policy Management Conference, Orem, UT.
- Clark, S. C., Griffin, R. A., & Martin, C. K. (2008, February). *Improving Accountability in Institutional Policy Systems*. Presentation at the American Council on Education annual meeting, San Diego, CA.
- Martin, C. K., Bartlett, N., Clark, S. C., & Griffin, R. A. (2007, April). *"TOPS": The Online Policy System of UVSC (UVU)*. Presentation at the Cornell University Policy Development Forum, Ithaca, NY.
- Baum, S., Humphries, T., Gilchrist, M., Clark, S. C., & Simon, A. (2004, May). *Materialistic individuals are less committed to public goods and services*. Presentation at the American Psychological Society convention, Chicago, IL.
- Simon, A., & Clark, S. C. (2003, September). *Exploring the potential ecological and social impacts of the material aspirations of undergraduate students*. Presentation at the 5<sup>th</sup> Annual Utah Valley State College Conference by the Faculty, Orem, UT.
- Clark, S. C., Dover, A. M., Geher, G., & Presson, P. K. (2003, May). *Male and female misperceptions of the qualities desired in potential mates*. Presentation at the American Psychological Society convention, Atlanta, GA.
- Clark, S. C., John, C., & Yells, D. P. (2001, October). *American psychology and the twentieth century*. Presentation at the 3<sup>rd</sup> Annual Utah Valley State College Conference by the Faculty, Orem, UT.

- Presson, P. K., Clark, S. C., Adamson, M., Ransom, M. T., & Ludwig, M. R. (2001, June). *Researchers and participants see luck and chance differently*. Presentation at the American Psychological Society convention, Toronto, Canada.
- Clark, S. C., Benassi, V. A., Feenstra, J. S., & Samuels, L. S. (2000, June). *The effects of feedback, self-efficacy, and judgmental accuracy on mood*. Presentation at the American Psychological Society convention, Miami, FL.
- Clark, S. C., Benassi, V. A., & LaPlant, L. A. (1999, June). *Providing feedback improves people's judgments of contingency*. Presentation at the American Psychological Society convention, Denver, CO.
- Woodward, W. R. & Clark, S. C. (1993, August). *Taking history seriously: The relationship between historical and theoretical literacy*. Presentation at the American Psychological Association convention, Toronto, ON.
- Clark, S. C. (1993, June). *Early journals in American psychology, 1880-1920*. Presentation at the Cheiron: The International Society for the History of Behavioral and Social Sciences annual meeting, Durham, NH.

## **Education**

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### **Doctorate of Philosophy (Ph.D.), Psychology, 1997**

**Cognate (certificate) in College Teaching**

**University of New Hampshire**

**Dissertation—Judging Contingencies Accurately: The Effects of Feedback, Practice, and Self-Efficacy**

**Dissertation Adviser—Victor Benassi, Ph.D.**

I selected the psychology program at the University of New Hampshire (UNH) in large part because of its nationally recognized Preparing Future Faculty Program which provides graduate students with extensive training to help them become excellent teachers. I was one of the first group of students at UNH to earn a cognate (certificate) in college teaching while I was earning my Ph.D.

My doctoral research was on the human judgement of contingency (correlation between actions and outcomes) using a computer program that I developed with another faculty member. The program allowed for several innovations in this area of research including calculating the actual contingency that the participants experienced, as opposed to the programmed contingency, and providing feedback to participants about the accuracy of their judgements. I found that providing feedback improves participants' accuracy in judging contingencies, but that it remains difficult for people to accurately assess low levels of contingency.

**Master of Arts (M.A.), Psychology, 1994**

**University of New Hampshire**

**Thesis—Contrast and Assimilation in the Judgment of Contingency**

**Thesis Adviser—Victor Benassi, Ph.D.**

My master's research was on context effects (contrast and assimilation) in the human judgment of contingency. Contrast is a context effect in which the discrepancy between two stimuli promotes judgments of the second stimulus that are more extreme than they would have been otherwise. Assimilation is a context effect in which the discrepancy between two stimuli promotes judgments of the second stimulus that are less extreme than they would have been otherwise. I demonstrated contrast and assimilation in the judgement of contingency.

**Bachelor of Science (B.S.), Psychology, 1992**

**Minor in Anthropology**

**Brigham Young University**

**Provo, UT**

**Pro Bono Statistical Consulting**

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For approximately two years I performed occasional pro bono statistical consulting for MyGolfSpy.com, a website devoted to testing golf equipment. I have consulted with them on best practices for data visualization, I identified a reliable method for identifying outliers in variable data sets such as golf data that originates from human testers, and have helped them quantify the results of their putter testing.

Dr. Tammy Clark  
Associate Provost for Academic  
Innovation Utah Valley University

[clarktj@uvu.edu](mailto:clarktj@uvu.edu)

800 W. University Parkway  
Orem, Utah 84058

## Education

- 2002 Ph.D. Synthetic Organic Chemistry  
University of Rochester, Rochester, NY
- 1995 B.S. Chemistry  
University of Minnesota, Minneapolis, MN

## Administrative/Leadership Roles

- 2021-present Associate Provost for Academic Innovation, Utah Valley University, Orem, UT
- Oversee university-wide engaged learning units within UVU's Innovation Academy including: Academic Service Learning, Capitol Reef Field Station, Career and Internship Center (CIC), Education Abroad, Excelerate summer program, Excellence & Innovation Initiative (e2i), Executive Mentorship Program, Global/Intercultural Initiative, Integrated Studies, Latinos of Tomorrow Summer Bridge Program, Multidisciplinary Curriculum Sandbox, Project-Based Learning, Research & Creative Works, Scholarly and Creative Undergraduate Learning Partnership Team (SCULPT), UVU's University Innovation Fellows (UIF)
  - Create, develop, execute, and assess innovative engaged learning opportunities
  - Use data analytics and research tools to assess participation and impact of Innovation Academy
  - Develop External Partnerships for project-based and professional learning opportunities and funding
  - Collaborate with internal and external partners, including the University of Utah, to develop and submit grant proposals
    - Title III, Strengthening Institutions, Part A, *Strengthening Momentum and Completion at Utah Valley University*, \$2.2M (2023)
    - NIH Research Evaluation and Commercialization Hubs (REACH), *Utah Technology Accelerator Hub* – Partnership with U of U (2023)
    - NSF Louis Stokes Alliances for Minority Participation (LSAMP STEM Pathways), *Utah STEM for Minority Explorations (STEM-ME)* – Partnership with U of U, \$3.6M (2022)
  - Collaborate with others in the provost office to support Academic Affairs
  - Manage *Carnegie Engaged Campus Designation* reaccreditation process
  - Contribute to refining and developing UVU IP and tech transfer procedures and policies
  - Lead select AAC&U projects at UVU including *2023 Curriculum-to-Career Innovations Institute* and *Utah Civic Engagement Project* (2022-2023)
  - Managed merger of UVU's Career Development Center (formally in Student Affairs) and Internship Services to form UVU's Career and Internship Center within the Innovation Academy (2023)
  - Established and continue to manage the *Jobs CEO Council at UVU* in collaboration with President Tuminez and Vice President Val Peterson (2023-present)

- Created UVU storefront and curriculum at Woodbury Junior Achievement City, Orem, Utah (2023)
- Planned and executed inaugural UVU Innovation Days including Academic Innovation Awards (2023)
- Served as a UVU representative on the *McKinsey Task Force on Higher Education for “Moonshot Ideas”* (2022-2023)
- Designed and Launched *Excelerate*, a GE project-based summer bridge program for incoming first-year, first-generation students and at-risk second year-students (2022)
- Assisted in the restructuring of the University to provide more holistic student support and increase collaboration between Academic Affairs and Student Affairs (2022)

2022-present Secretary, Jobs CEO Council at UVU, Orem, Utah

2022-present Member, Women’s State Legislative Council of Utah

2021-present Advisory Board Member, Provo Center for Advanced Professional Studies (CAPS)

2021-2022 Strategic Board Member for the Innovation District at the Point, Draper, Utah

2020-2021 Interim Director of Engineering, Math, and Computer Science Initiatives, Viterbo University, La Crosse, WI

- Led ABET accreditation for Engineering to Readiness Review stage
- Led robust Co-op program development and implementation for Engineering, Applied Math, and Computer Science
- Developed a marketing and recruitment plan for the Computer Science and Applied Math programs including the Co-op tracks
- Assisted faculty in obtaining external funding for initiatives and research
- Investigated options for protecting Viterbo University’s Intellectual Property

2015-2021 Department Chair (Engineering, Mathematics, Chemistry, and Computer Science), Viterbo University

Duties included: faculty oversight and development, budget control, assessment coordinator, program review coordinator, accreditation reports, adjunct staffing, curriculum oversight, student concerns, course scheduling, recruitment and retention oversight, chemical waste management, help prioritize and champion faculty’s innovative ideas

- Developed and launched new B.S. in Applied Mathematics and Analytics degree (replacing existing B.S. in Mathematics)
  - Led a team of Business, Engineering, and Mathematics faculty to design a multi-disciplinary, project-based curriculum using existing resources
  - Created an external Math Advisory Board to determine community needs and establish connections for program implementation
  - Led program assessment plan development
- Developed and launched new project-based B.S. Engineering Program
  - Facilitated inter-disciplinary engineering capstone series
  - Created an external Engineering Advisory Board to determine community needs, establish connections for real-world, project-based curriculum, and raise funding
  - Developed curriculum aligned with ABET accreditation standards
    - Project-based with external partners
    - Interdisciplinary team capstone project
    - Mandatory internship or Co-op
    - FE exam



- Worked with external consultant to build program assessment plan and apply for ABET accreditation
- Worked with Western Technical College (La Crosse, WI) to develop a lease arrangement of space and equipment
- Developed articulation agreements with Western Technical College specifically for Engineering program
- Planned and executed recruiting events in conjunction with representatives from Engineering Advisory Board
- Acquired ASBMB accreditation for Biochemistry and Molecular Biology programs
- Maintained ACS accreditation of Chemistry program
- Streamlined Secondary Education programs within the department to increase 4-year graduation rates
- Adjusted course rotation to minimize low enrolled courses
- Managed lease of chemistry lab space to Western Technical College
- Led the redesign of Natural Science Ways of Thinking Core Curriculum assessment plan
- Working to establish lease of chemistry lab space to Upper Midwest Environmental Sciences Center

2020-2021

Viterbo University 2020-2025 Strategic Plan Roles

- Initiative Chair: *Guarantee an external embedded experience in all traditional undergraduate majors*
- Initiative Chair: *Establish an advisory board for each school and each professional program to understand the needs of employers in the regional community*
- Initiative Chair: *Increase the enrollment of students from diverse backgrounds through the development of pipelines and partnerships with the La Crosse Boys and Girls Club*
- Member: *New degree development in partnership with Western Technical College*

2018-2021

Chair of Viterbo Engineering Advisory Board

- Organized and ran biannual meetings
- Recruited members
- Created and distribute on-line surveys
- Analyzed and presented data

2020

NSF STEM Futures: The Future Substance of STEM Education Project - Selected Project Participant

- Led the design of a biochemistry program that integrates humanistic, foundational and meta knowledge
- Designed *Science Identity and Culture*, a cross-disciplinary seminar course developed around a yearly biochemistry symposium that encompasses themes of identity, diversity, and ethics
- Designed *Science Outreach: Sharing Science with the Community*, a service-learning course intended to promote the sciences to low income and underrepresented groups
- [Link to project summary page](#)

2020

Faculty Chair of the Computer Science Program Development Group, Viterbo University

- Developed a new, HLC-approved interdisciplinary Computer Science B.S. program
  - Tracks: Business, Creative Design, Data Science, Engineering, and Mathematics
  - External projects embedded into each year of the program
  - Mandatory Co-op or internship integrated into four-year plan
  - Cross-disciplinary team-based, two-semester capstone project
- Integrated feedback from stakeholders
  - Developed survey for high school students interested in computer science
  - Created an external Computer Science Sounding Board

- Worked with marketing and admissions to develop materials and recruiting events for Fall 2022 launch
- 2016-2020 Chair of the Undergraduate Program Review Committee, Viterbo University  
 Duties include: Lead the committee through ~ 8 major and 4 minor program reviews per year, liaise with department chairs and deans undergoing program review, set the review schedule, provide formative feedback to programs
- Developed and executed process for Sustainability Reviews of low-enrolled programs
    - Determined criteria and requisite data to assess program health
    - Designed timetable for entire process which included evaluation by Undergraduate Program Review Committee, Dean’s Council, and final decisions from top administration
    - Developed template for individual program reports
    - Completed sustainability reviews and submitted recommendations for 25 undergraduate programs over 2 weeks
  - Redesigned and simplified template for normal program reviews to better assess program health and reduce workload for departments undergoing review
    - Worked with Institutional Research to fine-tune data and incorporate histograms to provide context
    - Reduced and modified narrative prompts to address most useful aspects for formative feedback
  - Redesigned program review process for stand-alone and interdisciplinary minors for simplification and better health assessment
- 2017-2018 eSports Task Force Leader to research and initiate a club team at Viterbo University
- 2015-2018 Core Curriculum Program Assessment Task Force Leader for Literary Analysis
- 2012-2017 Director of the CLASS Scholar Program (NSF S-STEM Grant)
- Recruited 2 cohorts of 12 STEM Majors for scholarships and enrichment programming
  - Designed and implemented incoming freshman orientation retreat
  - Developed sophomore-level career prep course (including pre-health and STEM)
  - Organized multiple science service opportunities for students
  - Graduate and professional school visits for students
  - Managed tutoring and mentoring program
  - Advised students to present research at regional or national meetings (56% presented)
  - Completed assessment and reporting
  - Managed \$600,000 budget
- 2016-2017 Science Faculty Internship Liaison, Great Lakes Grant, Viterbo University
- Established 21 internship sites within STEM and pre-health fields
- 2012-2013 Press and Publication Chair, Great Lakes Regional Meeting of the American Chemical Society
- 2013 Chemical Education Symposium Chair and Moderator, Great Lakes Regional Meeting of the American Chemical Society
- 2007-2009 Chair of the Chemistry Department, Dana College
- 2007-2009 Chair of the Faculty Affairs Committee, Dana College
- 2006-2009 Chemical Hygiene Officer, Dana College

## Faculty Positions

2021-present	Utah Valley University, Orem, UT Full Professor (2021-present)
2009-2021	Viterbo University, La Crosse, WI Full Professor (2020-2021) Associate Professor (2014-2020) Assistant Professor (2009-2014)
2006-2009	Dana College, Blair, NE Assistant Professor
2005	Villanova University, Villanova, PA Adjunct Faculty

## Teaching Experience

2009-2021	Viterbo University, La Crosse, WI Senior Seminar, Directed Research Experience, Introduction to Research, Advanced Organic Chemistry (Introduction to Medicinal Chemistry), Advanced Organic Chemistry (Asymmetric Synthetic Methods), Organic Chemistry I & II (lecture and lab), Organic Chemistry for Health Professionals, Careers in the Sciences, General Chemistry II, Chemistry for the Health Sciences (lecture and lab), Science Success, Physical Science (lecture and lab) <ul style="list-style-type: none"><li>• Designed and continually run a research-embedded Organic Chemistry II lab course<ul style="list-style-type: none"><li>○ Students design and synthesize potential Asian carp toxicants to submit to Upper Midwest Environmental Sciences Center for cellular assays</li><li>○ High-performing compounds are scaled-up for whole fish assays</li></ul></li><li>• Integrated student-centered curriculum into first year science courses through “flipping” General Chemistry II</li><li>• Developed an undergraduate medicinal chemistry laboratory experiment that bridges organic chemistry and biochemistry labs</li><li>• Developed <i>Careers in the Sciences</i>, a sophomore-level, professional development and job shadow course</li><li>• Proposed <i>FASTER: Freshman and Sophomore Transition to Early Research</i>, a pathway to incorporate large numbers of science students into research experiences to increase retention</li></ul>
2006-2009	Dana College, Blair, NE General Chemistry II (lecture and lab), Organic Chemistry I & II (lecture and lab), Advanced Organic Synthesis, Instrumental Analysis (lecture and lab), Student Internship, Research in Chemistry, Consumer Chemistry, Physical Science (non-majors), Language Arts Reading Program
2005	Villanova University, Villanova, PA Asymmetric Methods (graduate level)

## Pharmaceutical Industry Experience

2001-2005	<u>Principal Scientist</u> , Medicinal Chemistry Division of GlaxoSmithKline, Collegeville, PA <ul style="list-style-type: none"><li>• Designed and synthesized antibacterial and oncology drug candidates</li><li>• Used large datasets to improve drug potency and bioavailability</li><li>• Managed associate chemists</li><li>• Health and Safety Leader</li></ul>
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## External Grants

2022	\$217,415	Utah State Higher Education Innovation Funds, <i>Excellence and Innovation Igniter Funds</i>
2022	\$241,625	Utah State Higher Education Innovation Funds, <i>Excelerate UVU: A Project-Based Summer Bridge Program</i>
2021	\$9,880	Pittsburgh Conference Memorial National College Grant, <i>Training students to think like scientists: inquiry-based labs using spectrophotometry across disciplines</i>
2019	\$13,545	Upper Midwest Environmental Sciences Center Cooperative Agreement, <i>Research support for the assessment of novel chemicals for use as species specific piscicides</i>
2018	\$13,785	Upper Midwest Environmental Sciences Center Cooperative Agreement, <i>Research support for the assessment of novel chemicals for use as species specific piscicides</i>
2017	\$18,486	Upper Midwest Environmental Sciences Center Cooperative Agreement, <i>Research support for the assessment of novel chemicals for use as species specific piscicides</i>
2012-2017	\$598,826	National Science Foundation S-STEM Grant, <i>The CLASS Project: Community of Learners Achieving Science Success Project 2012-2017</i>

## Internal Grants (Viterbo University)

2020	\$810	HIPPI Funds (High Impact Project Incubator), <i>Violin construction through inter-departmental teams</i>
2019	\$3800	Trustee Opportunity Funds, <i>Research and Assessment of a New Mathematics Major</i>
2019	\$100	Franciscan Funds, <i>Biochemistry Team Building</i>
2015	\$1000	HIPPI Funds, <i>Development of First- and Second-Year Student Research Opportunities in the Natural Sciences</i>
2015	\$800	HIPPI Funds, <i>Highlighting HIPS in the Sciences on Viterbo Websites</i>
2013	\$7120	Trustee Opportunity Funds, <i>Flipping the Chemistry Classroom to Increase Learning, Interest, and Retention</i>

## University Service (Viterbo University, non-leadership roles)

2021	Social Justice and Equity Engagement Participant <ul style="list-style-type: none"> <li>• Led faculty in conversations regarding inequities in STEM and Healthcare education</li> <li>• Selected texts and activities for sessions</li> </ul>
2020-2021	Promotion and Tenure Committee Member
2020-2021	Combatting Racism and Injustice, Changing Policies Subcommittee Member <ul style="list-style-type: none"> <li>• Completed anti-bias training</li> <li>• Proposed policy changes for hiring and search committees to increase diversity hires</li> <li>• Proposed new MLK Day campus activities</li> </ul>
2020-2021	Social Justice and Equity Committee Member
2015-2021	Learning Spaces Committee Member
2009-2021	Pre-Health Committee Member
2013-2020	Undergraduate Academic Program Review Committee Member
2019	Strategic Planning Theme Team Member: Strengthening our Connections
2015-2017	Program Costing Working Group Member

2010-2016	Academic Program Assessment Committee Member
2012-2015	Board of Review Member
2013-2015	Faculty Council Representative
2008-2009	Green Energy Task Force Member, Dana College
2006-2007	General Education Committee, Dana College

#### Recruitment and Science Outreach

2018-2021	Initiated and organized the Engineering Exploration Day recruiting event
2014-2021	Initiated and organized the Big Bang Friday recruiting event
2012-2021	Initiated and organized the Fired Up for Science Outreach Event
2013-2017	Organized Science Outreach Field of Screams Activity with La Crosse Park and Recreation
2011-2015	Faculty Advisor to Science Outreach Club
2009-2013	Planned and participated in Forensics Day events
2006-2009	Planned and supervised Dana College Annual Science Day Camp

#### **Academic Research Experience**

2010-2021	<p>Aquatic Invasive Species Toxicant Research, a collaboration with Upper Midwest Environmental Science Center (USGS), La Crosse, WI</p> <ul style="list-style-type: none"> <li>• Prepared large-scale (25 g) batches of compounds for whole fish assays</li> <li>• Synthesized several potential Asian carp toxicants through a course-embedded research experience in Organic Chemistry II laboratory</li> <li>• Synthesized GD-174, a potentially selective Asian carp toxicant for whole fish assays (with undergraduate students)</li> <li>• Developed an on-line crowd-sourced fish toxicant database (with undergraduate students)</li> <li>• Determined “drug-like” properties in fish (with undergraduate students)</li> <li>• Developed a cellular toxicity assay for Asian carp, and other non-target species of fish (consultant only)</li> </ul>
2018	<p><u>Visiting Research Scientist: Studies Toward Mechanism Determination of Formal [3+2] Cycloaddition Reaction</u>, Département de Chimie Moléculaire, Université Grenoble Alpes, Grenoble France</p> <ul style="list-style-type: none"> <li>• Rate law studies on air-sensitive reactions via <math>^1\text{H}</math> NMR spectroscopy</li> <li>• Primary and secondary kinetic isotope studies</li> </ul>

#### **Select External Presentations** (\*Indicates undergraduate research student)

**Tammy J. Clark** Studies Toward Mechanism Determination of Formal [3+2] Cycloaddition Reaction Séminaire Département de Chimie Moléculaire, Université Grenoble Alpes, Grenoble, France (Invited speaker, December 3, 2018).

**Tammy J. Clark** Fired Up for Science: Engaging Community and Science Majors Annual Meeting of the American Society of Biochemistry and Molecular Biology, Chicago, IL (April 22-26, 2017).

**Tammy J. Clark** The CLASS Project: Community of Learners Achieving Science Success, an NSF S-STEM Grant 251<sup>st</sup> National Meeting of the American Chemical Society, San Diego, CA (Invited speaker, March 13-17, 2016).

**Tammy J. Clark**, Terrance Hubert, Joel Putnum, Paul Yanzer and Ryan Lepak Search for Properties that Lead to Bioavailability in Aquatic Species Upper Midwest Invasive Species Conference, Duluth, MN (October 22, 2014).

Justine Nelson\*, **Tammy Clark**, Eric Leis Development of a Cellular Assay to Determine Cytotoxicity in Fish Cells Upper Midwest Invasive Species Conference, Duluth, MN (October 22, 2014).

V. R. Kohout\* and **T. J. Clark** Synthesis of a potential carp toxicant Great Lakes Regional Meeting of the American Chemical Society, La Crosse, WI (June 7, 2013).

Rachel Meyer\* and **Tammy Clark** Determination of Properties that Lead to Bioavailability in Fish National Conference of Undergraduate Research, La Crosse, WI (April 11, 2012).

Jared Scherr\*, Rhianna I. Nichols\*, **Tammy J. Clark**, Terrance D. Hubert, and Mark P. Giakowski Efforts to Develop Potential Selective Agents for the Control of Common Carp (*Cyprinus carpio*) Through Large-Scale Synthesis of GD-174 and Analog Design Minnesota-Wisconsin Invasive Species Conference, St. Paul, MN (November 8, 2011).

**Tammy J. Clark** The Role of Medicinal Chemistry in the Development of a Pan-AKT Small Molecule Inhibitor La Crosse BioResearch Forum, La Crosse, WI (Invited speaker, September 20, 2010).

## Publications and Patents

**Clark, Tammy**; Putnam, Joel; Nelson, Justine; Yanzer, Paul; Lepak, Ryan; Hubert, Terrance, An approach to develop a selective Asian carp toxicant based on a medicinal chemistry process, *Environmental Toxicology and Chemistry* 2020, Submitted for Publication.

Putnam, Joel G.; Nelson, Justine E.; **Clark, Tammy J.**; Steiner, John N.; Lethal Concentration Estimator Database, 2017 <https://jgputnam-usgs.shinyapps.io/selectivity-models/>.

Heerding, Dirk A.; Rhodes, Nelson; Leber, Jack D.; **Clark, Tammy J.**; Keenan, Richard M.; Lafrance, Louis V.; Li, Mei; Safonov, Igor G.; Takata, Dennis T.; Venslavsky, Joseph W.; *et al* Identification of 4-(2-(4-Amino-1,2,5-oxadiazol-3-yl)-1-ethyl-7-(((3S)-3-piperidinylmethyl)oxy)-1H-imidazo[4,5-c]pyridin-4-yl)-2-methyl-3-butyn-2-ol (GSK690693), a Novel Inhibitor of AKT Kinase *Journal of Medicinal Chemistry* 2008, 51, 5663-5679.

Heerding, Dirk A.; **Clark, Tammy J.**; Leber, Jack Dale; Safonov, Igor Preparation of imidazopyridines as inhibitors of AKT activity PCT Int. Appl. (2007), WO 2007058879 A2 20070524

Heerding, Dirk A.; **Clark, Tammy J.**; Leber, Jack Dale; Safonov, Igor 1H-imidazo[4,5-c]pyridin-2-yl derivatives as inhibitors of AKT activity and their therapeutic uses PCT Int. Appl. (2007), WO 2007058850 A2 20070524

Leber, Jack Dale; Heerding, Dirk A.; **Clark, Tammy J.**; Safonov, Igor; Li, Mei 1H-imidazo[4,5-c]pyridin-2-yl derivatives as inhibitors of AKT activity and their therapeutic uses PCT Int. Appl. (2007), WO 2007058852 A2 20070524

Heerding, Dirk A.; **Clark, Tammy J.**; Drewry, David H.; Leber, Jack Dale; Safonov, Igor; Yamashita, Dennis S. Preparation of 1H-imidazo[4,5-c]pyridine-2-yl derivatives as inhibitors of Akt activity PCT Int. Appl. (2005). WO 2005011700.

Heerding, Dirk A.; Christmann, Lisa T.; **Clark, Tammy J.**; Holmes, David J.; Rittenhouse, Stephen F.; Takata, Dennis, T.; Venslavsky, Joseph W. New Benzylidenethiazolidinediones as Antibacterial Agents *Bioorganic and Medicinal Chemistry Letters* 2003, 13, 3771-3773.

Boeckman, Robert K., Jr.; **Clark, Tammy J.**; Shook, Brian C. The Development of a Convergent and Efficient Enantioselective Synthesis of the Bengamides via a Common Polyol Intermediate *Helvetica Chimica Acta* 2002, *85*, 4532-4560.

Boeckman, Robert K., Jr.; **Clark, Tammy J.**; Shook, Brian C. A Practical Enantioselective Total Synthesis of the Bengamides B, E, and Z *Organic Letters* 2002, *4*, 2109-2112.

**Mickelson, T. J.**; Koviach, J. L.; Forsyth, C. J. Carboxylate Methylation with a Functionalized Silylmethyl Anion: A Two-Step Synthesis of 2-Substituted Allylic Alcohols from Esters *J. Org. Chem.* 1996, *61*, 9617-9620.

## Awards

- Award for Excellence in Chemistry Outreach, American Chemical Society La Crosse-Winona Local Section (2017)
- Alec Chiu Memorial Award – For Engaging Students in Scholarly Activities (2015)
- Sherman Clarke Fellow, University of Rochester, (1995-1999)
- Thomas DeBruil Award for Outstanding Undergraduate Research, University of Minnesota, (1994)
- Pfizer Undergraduate Summer Fellow, University of Minnesota, (1994)
- Undergraduate Research Opportunities Program Award, University of Minnesota, (December 1994; December 1993; April 1993)

## Professional Affiliations

- American Association of Colleges & Universities (AAC&U)
- American Chemical Society (ACS)
  - Division of Chemical Education
  - Division of Organic Chemistry
  - Chemical Ambassador
- Midwest Association of Chemistry Teachers in Liberal Arts Colleges (MACTLAC)
- Council on Undergraduate Research (CUR)
- American Society of Biochemistry and Molecular Biology (ASBMB)
- American Society of Engineering Education (ASEE)
- University of Rochester's Women's Network

# Tara S. Ivie

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## PROFILE

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Transformational leader with 10+ years of progressive leadership experience.

People-focused and impact-driven, top performer who incorporates learnings from professional, personal, and intellectual engagements to improve, refine, and iterate.

Builds strong teams by recruiting excellent talent, investing in employee development, and supporting healthy work-life integration with a 'human first' approach.

Active growth-mindset seeks opportunities unlearn and relearn, leading to continuous improvement and elevated performance.

Powerful coalition builder with demonstrated results in cross-divisional, inclusion-focused, and advancement-related projects.

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## KEY COMPETENCIES

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- Strategic Vision
- Collaborative
- Innovative
- Positivity
- People-focused
- Capacity building
- Authentic
- Team player
- Advocacy
- Advancement
- Learner
- Future-oriented
- Inclusive
- Public speaking
- Presence
- Connection

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## EDUCATION

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<b>Doctor of Philosophy</b> Education: Leadership <i>Magna Cum Laude</i>	Utah State University	2020
<b>Master of Science</b> Administration of Academic Advising: Student Athletics <i>Summa Cum Laude</i>	Kansas State University	2012
<b>Bachelor of Arts</b> Political Science: International Relations Minor: Peace & Justice Studies <i>Magna Cum Laude</i>	Utah Valley University	2008



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## LEADERSHIP HIGHLIGHTS

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### ADVANCEMENT

- Increased 4-year total of private donations by 228% over prior period by building collaborative relationships with advancement team member, leveraging advancement best practices, and forming genuine connections with donors and community influencers.
- Increased fundraising by 2000%
- Direct First-gen Advancement Board and WSC Advancement Board, UVU's strongest advisory board, using thoughtful recruitment, vetting, and selection practices with a focus of increasing representation of voices. Created board charter, member agreements, leadership positions, and executive committee based on advancement best practices. Build and maintain positive momentum through collaborative strategic planning with board chair. Mentor peer directors on the development of boards, donor engagement, and creating sustainable pipelines for fundraising.
- Expanded WSC physical footprint by 3,116 square feet and built a gallery dedicated to the WSC mission, creating needed workspace for employees, building inviting community space for students, and building an attractive giving opportunity to name the center.
- Secured \$500,000 institutional funding to repair failing Wee Care HVAC system through coalition-building, storytelling, and impact demonstrations. Secured highly competitive \$860,000 CCAMPIS grant funding to support Wee Care Center and enrich parent-student success projects.
- Ethical and strategic management of \$1.2M annual budget, \$1.35M in scholarships awarded, and the creation of a substantial endowment supporting WSC programs and partnerships.

### COLLABORATION

- Created the Research Institute at the Women's Success Center. This unique collaboration between student affairs and academic affairs creates a hub of scholarly work and advocacy by and about women, built on best practices in student completion, faculty retention, and intersectional community building. Leveraging the power of "and" instead of the limitations of "or" fosters an environment to build meaningful connections among donors, industry, community, faculty, students, and staff with a projection for unprecedented collaborations and engagement.
- Demonstrated leadership with a big picture lens built on a foundation of partnership not ownership, creating positive outcomes for WSC and its employees, UVU faculty, peer centers at UVU, and sister centers in the state.
- Developed multiple best-of communication strategies and marketing campaigns later adopted by UVU marketing units due to their high rate of success.
- Established Utah Women's Centers Coalition with goal to increase awareness of student-focused services on college campuses throughout Utah and elevate all centers and employees through collaborative projects and engagement.

### TEAM DEVELOPMENT

- Built high-impact teams to advance the mission of WSC, strengthen Student Affairs impact areas, and support institutional values and objectives. Tools include Search Advocacy hiring lens and proactive performance feedback.

- Lead thoughtful professional development of employees focused on four areas of growth cultural competence, role- specific development, empowered career navigation, and stretch work.
- Acquired 3 FTE lines and optimized positions to support student retention and completion, scaling department impact. Successful growth management built a stronger team with more dynamic skills and collaborations.

## STUDENT SUCCESS

- Data-driven program design with proven student completion outcomes, delivered with an intersectional approach and a focus on increasing representation, access, and amplification of marginalized voices.
- Students in our flagship scholarship program stay enrolled or graduate at a rate 17% higher than their matched peers at UVU.
- Students engaged with WSC are consistently more diverse than the UVU student body indicating success of our strategic intentional outreach, inclusive program design, authentic supportive environment for all students.
- Growth-focused assessment to try, improve, and elevate innovative student programs that build on UVU and community resources, deeply integrating students into a sustainable network of support.

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## PROFESSIONAL EXPERIENCE

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<b>ASSOCIATE VICE PRESIDENT</b>	Student Support & Belonging <i>Utah Valley University</i>	<b>2021-Present</b>
<b>SENIOR DIRECTOR</b>	Women’s Success Center <i>Utah Valley University</i>	<b>2017-2021</b>
<b>ASSISTANT DIRECTOR</b>	First-Year Experience & Student Retention <i>Utah Valley University</i>	<b>2014-2017</b>
<b>ACADEMIC ADVISOR &amp; CAREER COUNSELOR</b>	School of Arts, Behavioral Science, Career Development Center <i>Utah Valley University</i>	<b>2008-2014</b>
<b>INTERN</b> Political Cultural Advisor	Embassy of Turkmenistan <i>Washington, DC</i>	<b>2007</b>
<b>FIELD LEADER</b> Outdoor Education	Outdoor Adventure Center <i>Utah Valley University</i>	<b>2006-2008</b>
<b>SUPERVISOR</b> Technical Writing & Customer Service	Heritage Web Design <i>Provo, Utah</i>	<b>2005-2006</b>

<b>EXECUTIVE SECRETARY</b>	U.S. Air Force <i>Ramstein AB, Germany</i>	<b>2003-2005</b>
<b>RECREATION ASSISTANT</b>	U.S. Air Force <i>McGuire AFB, New Jersey</i>	<b>2002-2003</b>
<b>RESIDENT ASSISTANT</b>	Utah State University <i>Logan, Utah</i>	<b>2001-2002</b>

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## PUBLICATIONS

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Ivie, Tara S., "An Analysis of Degree Completion Among Female Students at Utah Valley University: A Demonstration Case for an Individualized Analysis Model in Higher Education" (2020). All Graduate Theses and Dissertations. 7776. <https://digitalcommons.usu.edu/etd/7776>

Ivie, T. S. (2014). Advising Students on Student Services. In R. L. Miller & J. G. Irons (Eds.). *Academic advising: A handbook for advisors and students Volume 1: Models, Students, Topics, and Issues*. Retrieved from the Society for the Teaching of Psychology web site:  
<http://teachpsych.org/ebooks/academic-advising-2014-vol1>

Ivie, T. S. & Butler, J. M. (2014). What to Talk About in an Advising Session. In R. L. Miller & J. G. Irons (Eds.). *Academic advising: A handbook for advisors and students Volume 1: Models, Students, Topics, and Issues*. Retrieved from the Society for the Teaching of Psychology web site:  
<http://teachpsych.org/ebooks/academic-advising-2014-vol1>

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## GRADUATE STUDENT SUPPORT

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### **Doctoral Committee Member**

Yantorno, C. (2022). Dissertation: *Imposter syndrome and academic success: Supporting students to graduation and beyond*. Unpublished manuscript. Arizona State University.

### **Master's Committee Member**

Saunders, R.H. (2021). *UVU student-parents: Campus supports to promote success*. Unpublished manuscript. Utah Valley University.

### **Research Support**

Exceptional Care, University of Utah, Victoria Cabal, Daniel K. Cairo, & Karnell McConnell-Black (2019).

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## PRESENTATIONS, PANELS, INVITED SPEAKER HIGHLIGHTS

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<p><b>“Why Should I Care Now?”</b> Closing Speaker</p>	<p>Pre-Freshman Engineering Program <i>Utah Valley University</i></p>	<p><b>July 2021</b></p>
<p><b>“Gender Equity”</b> Panelist</p>	<p>UN Sustainable Development Goal 5 <i>Taking Action Series</i></p>	<p><b>March 2021</b></p>
<p><b>“The Landscape of Interpersonal Violence in the State of Utah”</b> Co-Presenter with Erin Jemison</p>	<p>Conference on Domestic Violence <i>Utah Valley University</i></p>	<p><b>April 2019</b></p>
<p><b>“Your Path to College”</b> Breakout Speaker</p>	<p>Empowering Women <i>Impact Conference</i></p>	<p><b>March 2019</b></p>
<p><b>“Understanding Racism and Sexism at UVU”</b> Panelist</p>	<p>J. Bonner Ritchie Dialogue on Peace &amp; Justice <i>Utah Valley University</i></p>	<p><b>March 2019</b></p>
<p><b>“Relationships: Building trust as a leader”</b> Presenter</p>	<p>Student Success &amp; Retention Leaders <i>Utah Valley University</i></p>	<p><b>February 2019</b></p>
<p><b>“Women and Leadership”</b> Host, Co-Presenter with Dr. Jessi Hill, Dustin Berlin, Adam Sanft, and Crista Casper</p>	<p>Senior Executive Leadership Forum <i>Utah Valley University</i></p>	<p><b>March 2018</b></p>
<p><b>“Financial Barriers to College”</b> Presenter</p>	<p>Empowering Women Impact Conference</p>	<p><b>March 2018</b></p>
<p><b>“Back to basics: Rethinking strategies for First-generation student support”</b> Co-presenter with Garrett Nagaishi</p>	<p>Utah Advising Association Annual Conference</p>	<p><b>March 2017</b></p>
<p><b>“Barriers to First-Year Student Success”</b> Panelist</p>	<p>Utah FYE Consortium</p>	<p>March 2017</p>

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## TEACHING EXPERIENCE

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<b>EDUC 6100</b>	<p>Research Methods <i>Utah Valley University</i></p>	<b>2020-2021</b>
<b>PSY 1010</b>	<p>Introduction to Psychology <i>Utah Valley University</i></p>	<b>2020-2023</b>
<b>SLSS 103R</b>	<p>Student Leadership &amp; Development <i>Utah Valley University</i></p>	<b>2019</b>

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**CAMPUS & COMMUNITY SERVICE**


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<b>Chair</b>	Termination Grievance Panel <i>Utah Valley University</i>	<b>2021</b>
<b>Board Member</b>	WE LIFT	<b>2020-Present</b>
<b>Committee Member</b>	Student Success & Completion Committee	<b>2014-Present</b>
<b>Facilitator, Member</b>	Student Affairs Department Leaders	<b>2017-Present</b>
<b>Council Member</b>	UVU Women's Council	<b>2018-Present</b>
<b>Founding Scholarship Administrator, Committee Member</b>	CARE Task Force	<b>2019-2021</b>
<b>Senior Director &amp; Institutional Sponsor</b>	Women's Success Advisory Board	<b>2017-2022</b>
<b>Facilitator &amp; Team Lead</b>	Foundations of Inclusion: Gender	<b>2018-2021</b>
<b>Committee Member</b>	Policy 104 Drafting Committee	<b>2020-2021</b>
<b>Committee Member</b>	45 Degree Committee <i>Woodbury School of Business Utah Valley University</i>	<b>2019-2020</b>
<b>Committee Member</b>	Transgender Task Force <i>Utah Valley University</i>	<b>2018-2020</b>
<b>Committee Member</b>	Domestic Violence Conference Planning Committee <i>Utah Valley University</i>	<b>2018-2020</b>
<b>Facilitator</b>	Foundations of Inclusion: LGBT <i>Utah Valley University</i>	<b>2017-2018</b>
<b>Committee Member</b>	Inclusion Committee <i>Utah Valley University</i>	<b>2016-2017</b>
<b>Committee Member</b>	Circles: Big View Team <i>Community Action Provo</i>	<b>2016-2018</b>

<b>Committee Member</b>	Some College, No Degree Outreach Committee <i>Utah Valley University</i>	<b>2016-2018</b>
<b>RFP Committee Member</b>	Student Success Analytics Application <i>Utah Valley University</i>	<b>2016</b>
<b>Committee Member</b>	Math Initiative <i>Utah Valley University</i>	<b>2015-2018</b>
<b>Ambassador</b>	Utah Women & Leadership Project <i>Utah Valley University</i>	<b>2018</b>
<b>Committee Member</b>	University Motto Committee <i>Utah Valley University</i>	<b>2017</b>
<b>Committee Member</b>	Student Retention Information Tracking System <i>Utah Valley University</i>	<b>2014-2017</b>
<b>Committee Member</b>	Faculty Connections & Academic Experience <i>Utah Valley University</i>	<b>2014-2017</b>
<b>Committee Member</b>	Enrollment Management IT <i>Utah Valley University</i>	<b>2014-2017</b>
<b>Co-Chair</b>	Conference Planning Committee <i>NACADA Region 10</i>	<b>2012</b>

#### **Hiring Committee Chair**

Senior Director	<i>Multicultural Student Services, Inclusive Excellence</i>	<b>2023</b>
Director	<i>Native American Initiative, Inclusive Excellence</i>	<b>2023</b>
Director	<i>Veteran Success Center, Inclusive Excellence</i>	<b>2023</b>
Senior Director	<i>Women's Success Center, Inclusive Excellence</i>	<b>2022</b>
Senior Director of University Advising	<i>Academic Affairs for Academic Programs/ Student Success &amp; Retention</i>	<b>2021</b>
Director	<i>First-Year Experience &amp; Student Retention, Student Success &amp; Retention</i>	<b>2020</b>
Assistant Director	<i>Women's Success Center, Student Success &amp; Retention</i>	<b>2020</b>
Director	<i>Wee Care Center, Women's Success Center, Student Success &amp; Retention</i>	<b>2020</b>
Coordinator – Scholarships & Success Coaching	<i>Women's Success Center, Student Success &amp; Retention</i>	<b>2020</b>
Coordinator – Events & Student Support	<i>Women's Success Center, Student Success &amp; Retention</i>	<b>2020</b>
Coordinator – Women of UVU & Women Lead	<i>Women's Success Center, Student Success &amp; Retention</i>	<b>2020</b>

Assistant Director	<i>Women's Success Center, Student Success &amp; Retention</i>	<b>2018</b>
Marketing Assistant	<i>Women's Success Center, Student Success &amp; Retention</i>	<b>2018</b>
Admin Support III	<i>Women's Success Center, Student Success &amp; Retention</i>	<b>2018</b>
<b>Hiring Committee Member</b>		
Marketing & Communication Manager	<i>University Marketing &amp; Communications</i>	<b>2021</b>
Associate Director – Professional Services & Client Support	<i>Institutional Research</i>	<b>2019</b>
Chief Diversity & Inclusion Officer	<i>Office of the President</i>	<b>2018</b>
Marketing & Communication Manager	<i>University Marketing/University Relations</i>	<b>2018</b>
Tenured Faculty - Psychology	<i>Department of Behavioral Science</i>	<b>2011</b>

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## ASSOCIATION MEMBERSHIPS

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National Conference on Race and Ethnicity (NCORE)	<b>2019-Present</b>
American Educational Researcher Association (AERA)	<b>2018-Present</b>
Council for Advancement and Support of Education (CASE)	<b>2017-Present</b>
Utah Women in Higher Education Network (UWHEN)	<b>2015-Present</b>
Consortium for Student Retention Data Exchange	<b>2014-2017</b>
Student Affairs Administrators in Higher Education (NASPA)	<b>2014-Present</b>
National Academic Advising Association (NACADA)	<b>2008-2014</b>
National Society of Collegiate Scholars	<b>2001-Present</b>

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## RELATED PROFESSIONAL DEVELOPMENT

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<b>Participant</b>	NASPA Power & Place Symposium	<b>2023</b>
<b>Participant</b>	NASPA Student Success in Higher Education	<b>2023</b>
<b>Women's Leadership Certificate</b>	Executive Education <i>Utah Valley University</i>	<b>2020</b>
<b>Fellow</b>	Utah Women's Leadership Exchange <i>Utah System of Higher Education</i>	<b>2019-20</b>
<b>Participant</b>	Annual Meeting <i>American Educational Research Association (AERA)</i>	<b>2019</b>

<b>Participant</b>	Annual Meeting National Conference on Race and Ethnicity (NCORE)	<b>2019</b>
<b>Fellow</b>	Utah Valley Senior Executive Leadership Forum (UVSELF) <i>Utah Valley University</i>	<b>2017-18</b>
<b>Participant</b>	Development for Deans and Academic Leaders <i>Council for the Advancement and Support of Education (CASE)</i>	<b>2018</b>
<b>Trainee</b>	Search Advocacy <i>Oregon State University @ UVU</i>	<b>2018</b>
<b>Participant</b>	ASIST Suicide Intervention Training <i>Utah Valley University</i>	<b>2017</b>
<b>Participant</b>	National Symposium on Student Retention <i>Consortium for Student Retention Data (CSRDE)</i>	<b>2017</b>
<b>Fellow</b>	Women's Leadership Institute <i>ACUI Advancing Campus Community</i>	<b>2016</b>
<b>Participant</b>	Elevating the Stature of Women's Leadership at UVU <i>Utah Women in Higher Education Network (UWHEN)</i>	<b>2016</b>
<b>Participant</b>	Women & College Graduation: What is Happening at UVU? <i>Utah Women's Leadership Project (UWLP)</i>	<b>2016</b>
<b>Participant</b>	Bridges Out of Poverty <i>Community Action</i>	<b>2015</b>
<b>Participant</b>	Utah Women & Toxic Perfectionism <i>Utah Women's Leadership Project (UWLP)</i>	<b>2015</b>
<b>Presenter</b>	National Symposium on Student Retention <i>Consortium for Student Retention Data (CSRDE)</i>	<b>2015</b>
<b>Participant</b>	Utah Women & Education Form <i>Utah Women's Leadership Project (UWLP)</i>	<b>2015</b>
<b>Participant</b>	National Symposium on Student Retention <i>Consortium for Student Retention Data (CSRDE)</i>	<b>2014</b>
<b>Master Practitioner Training</b>	Harnessing Generational and Gender Differences to Develop Leadership Skills with the MBTI Tool <i>CPP, Inc.</i>	<b>2014</b>
<b>Trainee</b>	Annual Conference (Leadership Track) <i>Women's Business Network</i>	<b>2012</b>
<b>Certified Practitioner</b>	Myers-Briggs Type Indicator (MBTI) and Strong Interest Indicator <i>CPP, Inc.</i>	<b>2011</b>



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## RESEARCH INTERESTS

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Education attainment of historically underrepresented populations

Recruiting and retaining historically underrepresented populations  
in faculty, staff, and leadership roles.

Higher education collaborations between academic affairs & student affairs.

High impact student programming & students' non-curricular experiences.

Intersectional programming to support students' degree completion.

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## HONORS & AWARDS

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<b>30 Women to Watch</b>	<i>Utah Business Magazine</i>	<b>2023</b>
<b>40 Under 40</b>	<i>Utah Valley BusinessQ</i>	<b>2018</b>
<b>Vice Presidential Award of Excellence</b>	<i>Student Affairs Utah Valley University</i>	<b>2017</b>
<b>Wolverine Achievement Award Finalist: Department of the Year</b>	<i>Utah Valley University Student Association</i>	<b>2017</b>
<b>Advising Administrator Award Finalist</b>	<i>Utah Valley University</i>	<b>2017</b>
<b>Patriotic Employer Award</b>	<i>Secretary of Defense Employer Support of the Guard &amp; Reserve</i>	<b>2017</b>
<b>Certificate of Achievement in HEROICS</b>	<i>Student Affairs Utah Valley University</i>	<b>2016-17</b>
<b>Wolverine Achievement Award: Department of the Year</b>	<i>Utah Valley University Student Association</i>	<b>2015-16</b>
<b>Dean's Recognition Award for Advising</b>	<i>College of Humanities &amp; Social Sciences Utah Valley University</i>	<b>2013-14</b>
<b>PACE Distinguished Employee of the Year</b>	<i>Professional Association of Employees (PACE) Utah Valley University</i>	<b>2013</b>
<b>Advisor of the Year</b>	<i>Wolverine Awards Utah Valley University</i>	<b>2012-13</b>
<b>Academic Advisor of the Year</b>	<i>Utah Valley University</i>	<b>2011-12</b>
<b>Academic Advisor of the Year (Nominee)</b>	<i>Utah Valley University</i>	<b>2009</b>
<b>Honoree</b>	<i>National Residence Hall Honorary</i>	<b>2002</b>
<b>Utah Volunteer of the Year</b>	<i>Volunteer Association of Utah</i>	<b>1996</b>

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## IN THE MEDIA

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Flaherty, Colleen (2023). Part Women's Center, Part Success Center: It Makes an Impact Utah Valley University center leverages "IQ and EQ," or being data-informed and person-centric, to boost enrollment and persistence. *Inside Higher Ed*.

<https://www.insidehighered.com/news/2023/02/08/how-utah-university-boosted-womens-enrollment-and-retention>

Flores, C. (Producer). (December 21, 2020). *Coronavirus pandemic: Student emergency fund* [Television]. Country of Origin: United States of America. CBS 2 News, KUTV.

<https://kutv.com/news/local/uvu-fund-for-students-in-crisis-sees-480-increase-in-applications>

Israelsen-Hartley, S. (2020). Life was already challenging for student parents; COVID-19 made it much more difficult. *Deseret News*. <https://www.deseret.com/indepth/2020/9/19/21424506/student-parent-challenges-covid-two-generation-support-community-colleges-universities-fafsa>

Christiansen, B. (2019). UVU's Turning Point still offers help with new name, location. *Daily Herald*.

[https://www.heraldextra.com/news/community/higher-education/uvu-column-uvu-s-turning-point-still-offers-help-with-new-name-location/article\\_be459b7a-eb04-5aa1-897b-39ef565ce21e.html](https://www.heraldextra.com/news/community/higher-education/uvu-column-uvu-s-turning-point-still-offers-help-with-new-name-location/article_be459b7a-eb04-5aa1-897b-39ef565ce21e.html)

Lechtenborger, E. (2018). UVU students and faculty express opinions on Kavanaugh's Supreme Court nomination. *The Review*. <https://www.uvureview.com/news/students-faculty-express-opinions-kavanaughs-supreme-court-nomination/>

Bennett, J. (2018). 40 under 40: Tara Ivie. *Utah Valley 360: BusinessQ*.

<https://utahvalley360.com/2018/06/11/40-under-40-tara-ivie/>

Dodson, B. (2018). Women surpass men in graduation completion rates at UVU. *Daily Herald*.

[https://www.heraldextra.com/news/local/education/college/uvu/women-surpass-men-in-graduation-completion-rates-at-uvu/article\\_a27e8892-cc1e-5691-acb2-4a8c5ed9b3f0.html](https://www.heraldextra.com/news/local/education/college/uvu/women-surpass-men-in-graduation-completion-rates-at-uvu/article_a27e8892-cc1e-5691-acb2-4a8c5ed9b3f0.html)

Dodson, B. (2018). UVU's First lady is leaving behind a legacy of helping women complete their education. *Daily Herald*.

[https://www.heraldextra.com/news/local/education/college/uvu/uvus-first-lady-is-leaving-behind-a-legacy-of-helping-women-complete-their-education/article\\_dad03129-18cc-5ff5-b9ee-ce5d8383d3c7.html](https://www.heraldextra.com/news/local/education/college/uvu/uvus-first-lady-is-leaving-behind-a-legacy-of-helping-women-complete-their-education/article_dad03129-18cc-5ff5-b9ee-ce5d8383d3c7.html)

Parsons, M. (Producer). (March 22, 2018). *Why a College Degree Matters for Utah's Women* [Radio].

Country of Origin: United States of America. The Wasatch Gazette, Cumulus Radio.

McKinnon, C. (Producer). (January 13, 2018). *Women build: Habitat for Humanity* [Television]. Country of Origin: United States of America. Marketing & University Relations, Utah Valley University Marketing.

# Dr. Val L. Peterson

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## Administrative Experience

*Vice President of Administration and Strategic Relations,  
Utah Valley University – Orem, Utah*

*2021-Present*

Serves as the Vice President of Administration & Strategic Relations with responsibilities as follows:

### Administrative Responsibilities:

- University Relations
- Strategic Relations
- UVU Master Plan
- Facilities Planning & Construction
- Grounds/Landscape
- Maintenance/Engineering/Central Plant
- Operations & Maintenance
- Sustainability
- Athletics
- Police Department & Public Safety
- Parking Services & Fleet Services
- Emergency Services
- Environmental Health & Safety
- Business Resource Center/Small Business Development Center

### Budget Responsibility:

- Exceeds \$50 Million

### Selected Accomplishments:

- Funding the new building for the College of Engineering
- Purchase of another building and parking garage in Thanksgiving Point for the Silicon Slopes Campus
- Purchase of the Champions building and the ultimate demolition of the Extended Education building
- Served as a ExCo member for the recommendations and approvals for the handling of COVID-19 on UVU Campus

### Committee Assignments:

- President Council
- Vice Presidents Council
- UVU Information Technology Oversight Committee
- University Infrastructure Committee
- Long Range Transit Plan for Utah County
- Inter-modal Transportation committee
- University Parkway Interchange Public Advisory Committee
- UVU Parking Committee
- Chair, UCCU Events Center Board

## Legislative Experience

*Utah House of Representatives*  
*Utah State Capitol – Salt Lake City, Utah*

*2010-Present*

Serves as the Representative for House District 59

### **Administrative Responsibilities:**

- Serves on Executive Appropriations Committee which oversees Utah's State Budget
- Serves as House Leadership as Assistant Majority Whip

### **Budget Responsibility:**

- State Budget exceeds \$29.5 Billion

### **Selected Accomplishments:**

- Assistant Majority Whip 2018-Present
- Elected to six terms

### **Committee Assignments:**

- Executive Appropriations Committee 2018-Present
- Legislative Management Committee 2018-Present
- House Education, Chair 2016-2018
- House Business and Labor, Chair 2016-2018
- Interim Education, Co-Chair 2016-2018
- Economic and Workforce Services 2010-Present
- Higher Education Commission 2018-2020
- Commission on Veterans and Military Affairs 2010-Present
- Career and Technical Education Board Appointed

## Military Experience

*Utah Army National Guard*  
*Headquarters- Draper, Utah*

*1984-2016*

Served as the Land Component Commander for the State of Utah

*2012-2016*

### **Administrative Responsibilities:**

- Training and Readiness of 5,000 Soldiers in the Utah Army National Guard
- Training and Readiness for 6 major commands in the Utah Army National Guard
  1. Artillery
  2. Special Forces
  3. Military Intelligence
  4. Engineers
  5. Aviation
  6. Medical Services

### **Budget Responsibility:**

- Exceeded \$80 Million

### **Selected Accomplishments:**

- Brigadier General, Utah Army National Guard

## Previous Administrative Experience

*Vice President of Finance and Administration, Chief Financial Officer, and Treasurer  
Utah Valley University – Orem, Utah*

2003-2021

Serves as the Vice President of Finance and Administration with responsibilities as follows:

### **Administrative Responsibilities:**

- Facilities
- Grounds
- Maintenance
- Business Services
- Purchasing
- Food Service & Catering
- Bookstore
- Printing Services
- Police Department
- Parking Services & Fleet Services
- UCCU Events Center
- Information Technology
- Telephone Services
- Media Services
- Technology Commercialization
- Small Business Development Center
- Athletics
- General Counsel
- Risk Management & Compliance
- Internal Audit
- Emergency Services
- Auxiliaries

### **Budget Responsibility:**

- Exceeds \$41 Million

### **Selected Accomplishments:**

- Project officer for the 40-year master plan for Utah Valley University
- Strategic partner in the funding, design, and construction of NUVI Basketball Practice Facility, Liberal Arts, Wasatch Campus, Fulton Library, Science Building, Engineering and Technology Building, Clarke Classroom Building, Noorda Performing Arts Building, and Keller Business Building
- Project officer for the \$30 million pedestrian bridge project
- Signed a contract with Rocky Mountain Power to provide 100% sustainable energy to UVU
- Developed in conjunction with UTA and BYU the UVX Bus Rapid Transit Network
- Developed sustainable water plan for Vineyard Campus
- Re-envisioning and turn-around of food service from a deficit of \$500,000 to profit of \$500,000
- Negotiated and signed 10-year \$5.5 million sponsorship with Utah Community Credit Union
- 2009 government chief financial officer of the year by University Business

### **Committee Assignments:**

- President Council
- Vice Presidents Council
- UVU Information Technology Oversight Committee
- University Infrastructure Committee
- Long Range Transit Plan for Utah County
- Inter-modal Transportation committee
- University Parkway Interchange Public Advisory Committee
- UVU Parking Committee
- Chair, UCCU Events Center Board

Served as the Vice President for College Relations with responsibilities as follows:

**Administrative Responsibilities:**

- Office of Public Relations
- Facilities
- Grounds,
- Maintenance
- McKay Events Center
- Police Department
- Parking & Fleet Services
- Government Relations Liaison

**Budget Responsibility:**

- Exceeded \$8 Million

**Committee Assignments:**

- UVSC Commencement, Chair
- UVSC SEQUEL Magazine Board
- Red Cross Board
- UVSC Information Technology Committee
- UVSC Student Media Publications Board
- Long Range Transit Plan for Utah County
- Inter-modal Transportation committee
- University Parkway Interchange Public Advisory Committee
- UVSC Parking Committee
- Orem Readiness and Educational Center (Armory) representative for UVSC

Served as the Associate Vice President for College Relations

**Administrative Responsibilities:**

- Marketing
- Public Relations
- Media Relations
- Special Events,
- Information Services
- Department of Public Safety (Police & Fire Marshal)
- Parking & Transportation Services
- Fleet operations
- Neighborhood Liaison
- Facilities Responsibilities as Assigned
- Advocate for Administrative Policy
- Media Spokesperson
- Government Relations Liaison
- Budget Development & Oversight
- Hire, Supervise, Evaluate Clerical, Para-Professional & Professional Personnel

**Budget Responsibility:**

- Exceeded \$2.1 Million

**Selected Accomplishments:**

- Project officer for the \$4.2 million road remodel project and the award-winning round-about design working with DFCM and traffic consultant Fehr and Peers, Orem City, UDOT, and Federal Highways Administration, Utah State Legislature
- Worked in conjunction with the student body officers and the UVSC Foundation Board to finance and construct a \$1.1 million parking lot upgrade providing paved lots, lighting, and landscape

- Received the 1998 Silver Paragon for "Best Government/Community Relations Program" for two-year colleges in the United States from the National Council for Marketing and Public Relations (NCMPR)
- Directed and supervised award-winning public relations, marketing, media relations, and design and publications program with 10 national awards and 30 regional awards

**Committee Assignments:**

- UVSC Commencement, Chair
- UVSC Information Technology Committee
- UVSC Student Media Publications Board
- Long Range Transit Plan for Utah County
- Inter-modal Transportation committee
- University Parkway Interchange Public Advisory Committee
- BYU/UVSC Trail Connector Committee
- UVSC Parking Committee
- UVSC Institutional Effectiveness Committee
- UVSC Prospect Coordination Committee
- Orem Readiness and Educational Center (Armory) representative for UVSC
- Orem Courtesy Committee

## Faculty Experience

*Adjunct Instructor* 1999-Present  
*Utah Valley University - Orem, Utah*

**Departments:**

- College of Humanities and Social Sciences 2019-Present  
     "Grand Strategy" for the National Security Studies bachelor's degree
- School of Health Profession & Public Service 2018  
     Seminar on National Security
- School of Business  
     Organizational Management
- School of Humanities and Social Sciences 1999-2011  
     Public Relations Case Study Class  
     Introduction to Communications  
     Committee Member Developed Communication Curriculum for BA  
     Developed Public Relations Case Study Class  
     Sent First Submissions from UVU to Bateman Case Study Contest  
     Member Rank, Tenure, Promotion Committee

## Educational Experience

**Education:**

- Ph.D. Brigham Young University      Educational Leadership      2002
- M.S. United States Army War College      Strategic Studies      2008
- M.A. Brigham Young University      Mass Communications      1994
- B.A. Brigham Young University      Public Relations Emphasis in Mass Communications      1987
- Moscow High School      Moscow, Idaho      1981

## Administrative and Academic Experience

### Responsibilities:

- Vice President of Administration and Strategic Relations 2021-Present
- State Representative, Utah State House of Representative 2010-Present
- Vice President of Finance and Administration, Utah Valley University 2003-2021
- Land Component Commander, Utah Army National Guard 2012-2016
- Vice President of Administration & External Affairs, Utah Valley State College 2003-2005
- Vice President for College Relations, Utah Valley State College 2002-2003
- Associate Vice President for College Relations, Utah Valley State College 1996-2002
- Brigade Commander, 300<sup>th</sup> Military Intelligence Battalion (Linguist) 2007-2012
- Battalion Commander, 141<sup>st</sup> Military Intelligence Battalion 2005-2007
- Training Officer, 141<sup>st</sup> Military Intelligence Battalion (Linguist) 2002-2005
- Executive Officer, 141<sup>st</sup> Military Intelligence Battalion (Linguist) 2000-2002
- Company Commander, Company C, 141<sup>st</sup> Military Intelligence Battalion (Linguist) 1997-2000
- Adjunct Faculty, School of Business, Utah Valley State College 1998-Present
- Assistant Vice President for College Relations, Utah Valley State College 1994-1996
- Company Commander, Headquarters, 300<sup>th</sup> Military Intelligence Brigade (Linguist) 1993-1996
- Director, College Relations, Utah Valley State College 1990-1994
- Director, Marketing and Media Relations, Utah Valley Community College 1989-1990
- Coordinator, Public Relations, Utah Technical College 1987-1989
- Account Executive, Public Relations Counselors, Inc. 1987

## Professional Memberships

### Organizations:

- Accredited in Public Relations (APR) by Public Relations Society of America 1995-Present
- Public Relations Society of America 1988-Present
- National Council for University Business Officers 2002-Present

## Other Memberships & Activities

- Timpanogos Hospital Board 2014-2019
- Provo Airport Board 2005-2009
- Honorary Colonels, Utah Army National Guard 2012-Present
- Assembly Delegate, Utah Valley Chapter, Public Relations Society of America 1998-2001
- National Board Member, National Council for Marketing and Public Relations 1995-1999
- District Director, District VI, National Council for the Marketing and Public Relations 1995-1999
- Utah Valley Red Cross Executive Board 1998-2004
- Utah Valley Red Cross Board 1998-2004
- President, Utah Valley Chapter, Public Relations Society of America 1993
- Orem Rotary Club 1992-2003
- National Guard Officer Association 1987-Present
- Utah Army National Guard Officer Association 1987-Present



## Previous Administrative and Academic Experience

*Assistant Vice President for College Relations  
Utah Valley State College – Orem, Utah*

1994-1996

Served as the Assistant Vice President for College Relations with responsibilities as follows:

### **Administrative Responsibilities:**

- Direct Office of College Relations
- Parking & Fleet Services
- Public Relations for the College
- Marketing & Media Relations
- News Releases & News Conferences
- Prepare All College Publications
- Write & Produce Radio & TV Broadcasts
- Community Relations Liaison
- Annual & Special Reports
- Determine Department Effectiveness
- Direct Special Events & Hosting
- College Spokesman
- Departmental Budget Oversight
- Hire, Supervise, Evaluate Clerical, Para-Professional & Professional Personnel

### **Selected Accomplishments:**

- Developed, planned and implemented the campaign and approval of a \$7.7 million bond for the construction of the David O. McKay Center
- Member, Executive Leadership Steering Committee for UVSC Capital Campaign
- Chair, Marketing Committee for UVSC Capital Campaign
- Chair, Commencement Committee
- Received 1996 Silver Paragon for "Best Promotion Campaign for a Special Event." for two-year colleges in the United States

*Director for College Relations  
Utah Valley State College – Orem, Utah*

1990-1994

Served as the Director for College Relations with responsibilities as follows:

### **Administrative Responsibilities:**

- Direct Office of College Relations
- Public Relations for the College
- Marketing & Media Relations
- News Releases & News Conferences
- Prepare All College Publications
- Write & Produce Radio & TV Broadcasts
- Community Relations Liaison
- Annual & Special Reports
- Determine Department Effectiveness
- Direct Special Events & Hosting
- College Spokesman
- Departmental Budget Oversight
- Hire, Supervise, Evaluate Clerical, Para-Professional & Professional Personnel

### **Selected Accomplishments:**

- Received the 1991 Gold Paragon Award for "Best Successful Marketing Campaign" for two-year colleges in the United States
- Developed, planned, and implemented a name change and identity campaign from Utah Valley Community College to Utah Valley State College
- Developed, planned, and implemented the 50th Anniversary Celebration of Utah Valley Community College

Served as the Public Relations Coordinator with responsibilities as follows:

**Administrative Responsibilities:**

- College publications
- News Releases
- Hosting VIP Guests
- General Public Campus Tours
- Brochures
- Speakers Bureau
- Press Kits
- Media Relations
- Advertising
- Public Information Requests
- Special Events
- Photography

**Selected Accomplishments:**

- Developed, planned, and implemented a name change and identity campaign from Utah Technical College to Utah Valley Community College

Served as an Account Executive with responsibilities as follows:

**Administrative Responsibilities:**

- Public Relations Campaign for Springville World Folkfest
- News Releases
- Feature Stories
- Press Kits
- Billboards
- Media Relations

## **Personal Interests**

**Hobbies**

- Skiing
- Golf
- Camping

**CURRICULUM VITAE**  
**Vessela Ilieva, Ph.D.**

School of Education  
Utah Valley University

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vessela.ilieva@uvu.edu

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**EDUCATION**

Ph.D., Education Curriculum and Instruction	Utah State University Logan, UT	2008
Master of Second Language Teaching	Utah State University Logan, UT	2005
M.Sc., Engineering Electronics and Automation	Technical University Sofia, Bulgaria	1990

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**ADMINISTRATIVE APPOINTMENTS**

Dean	School of Education Utah Valley University	2019 – Present
Interim Dean	School of Education Utah Valley University	2018 – 2019
Assistant Dean	School of Education Utah Valley University	2015 – 2019
Accreditation Coordinator	School of Education Utah Valley University	2014 – 2019

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**FACULTY APPOINTMENTS**

Professor with tenure	School of Education Utah Valley University	2019 – present
Associate Professor with tenure	School of Education Utah Valley University	2014 – 2019
Assistant Professor	School of Education Utah Valley University	2010 – 2014
Assistant Professor	School of Education Drake University, IA	2008 – 2010
Graduate Instructor	Utah State University College of Education	2006 – 2008
High School Teacher Mathematics	Fast Forward Charter High School Logan, UT	2004 – 2006
Adjunct Faculty Russian Language	College of Humanities and Social Sciences Utah State University	2003 – 2004

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**LEADERSHIP DEVELOPMENT**

Leadership Development Program	Utah Valley University	2021
AACTE* Leadership Academy *American Association of Colleges for Teacher Preparation	Washington, DC	2021 – 2022
Design School (d.school) Teaching and Learning Studio	Stanford University	2020
Deans for Impact Academy, Fellow	Austin, TX	2019 – 2020
AACTE Leadership Academy *American Association of Colleges for Teacher Preparation	Pittsburgh, PA	2019
Courageous Principals 2.0	Deloitte University, TX	2018
Search Advocate Program	Utah Valley University	2018
Courageous Principals 1.0	Deloitte University, TX	2017
UVSELF (Utah Valley Senior Executive Leadership Forum)	Utah Valley University	2016 – 2017

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**GLOBAL LEADERSHIP AND DEVELOPMENT**

Finland Education Study	Turku, Finland University of Turku	2018
Fulbright Specialist	Zhezkazgan, Kazakhstan Zhezkazgan Baikonurov University	2015
Fulbright Specialist	Nizhny Novgorod, Russia Higher Institute of Economics	2013

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**PROFESSIONAL PREPARATION**

Mathematics Education Teacher Preparation	Utah State University Logan, UT	2002 - 2004
Engineering Education Teacher Preparation	Technical University Sofia, Bulgaria	1992 - 1993

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**PROFESSIONAL LICENSURE**

Professional Educator License Endorsements:	Utah *Mathematics Level IV *English as a Second Language *Russian Language
Professional Teaching License Endorsement:	Bulgaria *Engineering and Technology Education

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## RESEARCH AND SCHOLARSHIP AREAS

Supporting quality education of students from diverse backgrounds  
Teaching and learning of mathematics in diverse environments  
Educational access and success of students from diverse backgrounds  
Meaningful engagement of diverse families in education

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## RECENT PROFESSIONAL RECOGNITION

Champions of Inclusion School of Education	Utah Valley University	2023
The School of Education was recognized for our outstanding work on inclusion and for advancing the core themes of equity, inclusion, and diversity at UVU.		
Wolverine Achievement Award School of Education	Utah Valley University	2020
The School of Education at UVU was recognized for our outstanding contributions to campus and the community and for our commitment to the students of UVU.		
Grant Excellence Award	Utah Valley University	2017
Recognition for grant activities and for securing grant funds for state-level program assessment.		
Faculty Excellence Spotlight	Utah Valley University	2016 – 2017
Selected to represent the SOE in the annual UVU publication on faculty excellence.		
Distinguished Program in Teacher Education	Utah Association of Teacher Educators	2017
The School of Education at UVU was recognized for our work on global teacher education.		
Distinguished Project in Teacher Education	Utah Association of Teacher Educators	2016
Team award with Alpine School District and <i>Learning Through Robotics</i> .		
Champions of Inclusion School of Education	Utah Valley University	2016
The School of Education was recognized for our focus on inclusion, global teacher preparation strategy, curriculum, and faculty involvement.		

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## LEADERSHIP AND SERVICE

### Utah Valley University

Chair, Educator Preparation Providers Council of Deans	2022 – present
Women’s Council	2022 – present
University Planning Advisory Council (UPAC)	2020 – 2023
Academic Affairs Council (AAC)	2018 – present
University Executive Council (UEC)	2018 – present
Chair, School of the Arts Dean Search	2021
Chair, Associate Vice-president for Advancement Search	2020
Co-chair, College of Science Dean Search	2019
Chair, Global Advisory Board	2017 – 2019
Academic Effectiveness Council	2015 – 2018
Chair, Academic Effectiveness Council	2014 – 2015
Global/Intercultural Committee	2013 – 2018
Institutional Review Board	2011 – 2018
STEM Committee	2013 – 2018
UVU Writing Initiative	2017
Search Committee, Language Pedagogy Faculty, CHSS	2018

Search Committee, Senior Director, Office of Teaching and Learning	2017
Search Committee, Director – International and Multicultural Services	2016
Search Committee, Assistant Vice President of Teaching and Learning	2015
E-Portfolio Workgroup	2015 – 2016
Faculty Senate - Senator, SOE	2013 – 2014
High Impact Practices Taskforce	2015 – 2016
Fulbright Executive Committee	2014 – 2015
Sponsored Programs Committee	2010 – 2014
Global Spotlight Planning Committee	2010 – 2014
Personnel and Elections, a Faculty Senate Committee	2010 – 2013
K-16 Alliance Mathematics Task Force	2012 – 2013

### **State of Utah**

Teacher Education Policy Advisory Board (TEPAC)	UVU SOE and 7 Partner School Districts	2022 - present
Utah Council of Education Deans (UCED)	Utah System of Higher Education Collaboration	2018 - present
Chair, Utah Council of Education Deans (UCED)	Utah System of Higher Education Collaboration	2021 - 2022
Utah Partnership for Transforming Educator Preparation (UPTEP)	Utah State Board of Education Collaboration	2018 - 2022
Leadership Council K-16 Alliance	UVU/MTECH/7 School Districts Alliance	2018 - 2022
Executive Committee K-16 Alliance	UVU/MTECH/7 School Districts Alliance	2018 - 2022
Chair, Professional Development Coordinating Council	UVU/MTECH/7 School Districts Alliance	2018 - 2022
Utah Teacher Education Accreditation Advisory Council	Utah Teacher Preparation Institutions	2014 - 2018
Elementary Teacher Preparation In Mathematics	Utah Association of Mathematics Teacher Educators	2013 - 2014
Mathematics Education Coordinating Committee	Utah System of Higher Education	2014 - 2015
Elementary Education Quantitative Literacy Task Force	Utah System of Higher Education	2016 - 2018
Fulbright Executive Board	Utah Higher Ed Institutions	2013 - 2015
STEM Endorsement	Utah State Office of Education	2013 - 2014

### **School of Education, Utah Valley University**

School of Education Student Council	2022 – present
Student Success Committee	2022 – present
Recruitment Committee	2022 – present

Flexible Learning Committee	2020 – present
Program Improvement and Accreditation Committee	2019 – present
Global and Intercultural Education	2019 – present
Innovation in Teaching and Learning	2019 – present
Chair, Accreditation Committee	2014 – 2019
Chair, Global and Intercultural Education	2015 – 2019
Chair/Co-Chair, 21 <sup>st</sup> Century Education/STEM Committee	2016 – 2019
Chair, Clinical Program Advisory Committee-Elementary Education	2015 – 2019
Co-Chair, Clinical Program Advisory Committee-Secondary Education	2015 – 2018
Graduate Procedures Committee	2011 – 2018
Latino/a Educators for Tomorrow	2010 – 2014
Search Committee Chair or Member faculty and staff searches (9)	2016 – 2018

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### **LEADERSHIP POSITIONS IN PROFESSIONAL ORGANIZATIONS**

- President, Utah Association of Mathematics Teacher Educators, 2016 - 2017.
- President-elect, Utah Association of Mathematics Teacher Educators, 2015 - 2016.
- Membership Officer, Northern Rocky Mountain Educational Research Association (NRMERA), 2012 - 2015.
- Treasurer and Membership Chair, North American Study Group of Ethnomathematics (NASGEm), 2013 – 2014.
- Membership Committee Chair, Utah Chapter of the National Organization for Multicultural Education (Utah NAME), 2011 – 2013.
- Nominations and Elections Chair, International Chapter of the National Organization for Multicultural Education (NAME), 2011 – 2013.

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### **COURSES TAUGHT**

Utah Valley University	<p>UNDERGRADUATE:</p> <p>Elementary Mathematics Methods I  Elementary Mathematics Methods II  Elementary ESL Methods  Elementary Classroom Management IV  Elementary Capstone  Introduction to Education  Educational Psychology, Elementary  Educational Technology  Elementary Mathematics Methods  Elementary Curriculum, Design, and Assessment  Secondary Multicultural/ESL Methods  Secondary Curriculum, Instruction, and Assessment</p> <p>GRADUATE</p> <p>Applied Research Methods in Education  Applied Statistics</p>
University of Alabama OIP-Colombia	<p>GRADUATE</p> <p>Improving Mathematics Instruction  Concepts of School Mathematics</p>
Zhezkazgan University Kazakhstan	<p>UNDERGRADUATE</p> <p>Methods of Language Teaching</p>
Higher School of Economics Russia	<p>UNDERGRADUATE</p> <p>Intercultural Communication</p>

Drake University

UNDERGRADUATE  
Elementary Mathematics Methods  
ESL Methods  
Educational Technology  
Modern Language Methods  
GRADUATE  
Technology Integration in the Classroom  
Applied Research Methodology  
Electronic Toolbox

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## **GRADUATE ADVISING**

### **Chair**

Spencer Saluone	Applying Constructivist Theory in Mathematics for English Language Learners
Avia Kelly	Autobiographical Study Using SIOP to Aid Teacher Reflection and PD
Allison Ashton	Enhancing Physical Education to Promote English Language Acquisition
Abigail Lever	Parent Involvement Curriculum: A Guide for Immigrant Parents Raising Children in the US
Kyoko Herlevi	Improving Adult Japanese ELLs' Vowel Pronunciation
Nicole Robertson	Quality Instruction and Outside-the-Classroom Support: A Study of Mathematics Students
Stephanie Glass	Interactional Modifications in the Classroom: How Do They Facilitate ELLs' Understanding?
Whitnee North	The Relationship between Keyboarding and Spelling Progress in Elementary Students

### **Committee Member**

Jason Hart	Integrating Math and Science: Making Connections in an Elementary Setting
Jennie Hill	Help for Homework Help
Jason Crowton	Direct Instruction and the Need for Differentiation: The Promise of Technology
Hsiu-Ying Yang	Creating Instructional Materials for Utah Chinese Immersion Programs
Haley Davis	Parental Expectations of First Year Foreign Language
Michael Padeken	The Effectiveness of Using Finger Poppin' with Basic Multiplication Fluency

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## **UNDERGRADUATE ADVISING**

### **Undergraduate Student Advising**

Advisor, Undergraduate Students – Mathematics and Science Education. Drake University, School of Education, 2008-2010.

Advisor, Graduate Cohort. Distance Education Effective Teaching Program. Drake University, School of Education, 2009-2010.

Advisor, Drake Education Association. Drake University, School of Education, 2009-2010.



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## SCHOLARSHIP

### Journal Articles (Peer Reviewed)

- Ilieva, V. (2019). Involving immigrant parents in the mathematics education of their children. *Utah Mathematics Teacher*, 11. Originally published in 2011; republished as a Reader's Favorite.
- Tuft, E., Ilieva, V., Jayseelan, J., & Ahlman, J. (2016). Improving elementary students' and preservice elementary teachers' attitudes and knowledge related to STEM subjects through an enrichment robotics program. *Utah Mathematics Teacher*, 9(1), 11-18.
- Ilieva, V. (2014). Using games in teaching mathematics. *Utah Mathematics Teacher*, 7(1), 21-33.
- Ilieva, V. (2012). Developing instruction for the diverse classroom: Collegial collaboration in action. *Journal of the Utah Academy of Sciences, Arts, and Letters*, 88, 154-170.
- Ilieva, V., Erguner-Tekinalp, B., & Drake, R. (2012). Computer applications in counselor education: Developing cultural competencies through online collaboration of future school counselors. *Canadian Journal of Learning and Technology*, 38(2), <http://www.cjlt.ca/index.php/cjlt/article/view/590/342>.
- Ergüner-Tekinalp, B., Ilieva, V., & Williams, K. (2011). Refugee students in public schools: Recommendations for developing inclusive school counseling program. *Journal of Counseling Research and Practice*, 2(1), 26-35.
- Ilieva, V. (2011). Involving immigrant parents in the mathematics education of their children. *Utah Mathematics Teacher*, 4(2), 14-27.
- Ilieva, V. (2011). Actively seeking change: mathematics lesson study for the diverse U.S. schools. *Teacher Education and Practice*, 24(1), 74-95.
- Pray, L., and Ilieva, V. (2011). Strategies for success: links to increased mathematics achievement scores of English language learners. *Teacher Education and Practice*, 24(1), 30-45.
- Couvillon, M.A., & Ilieva, V. (2011). Recommended practices: A review of schoolwide preventative programs and strategies on cyberbullying. *Preventing School Failure*, 55(2), 96-101.

### Book Chapters

- Barta, J., & Ilieva, V. (2014). Chapter 10: Bulgaria. Embroidery patterns. Consultant for the chapter in J. Barta, R. Eglash, & C. Barkley, *Math is a verb: Activities and Lessons from Cultures Around the World*, pp. 135-146. Washington, DC: NCTM.
- Kim, Y., Wei, Q., Xu, B., Ko, Y., & Ilieva, V. (2007). MathGirls: Toward developing girls' positive attitude and self-efficacy through pedagogical agents. In R. Luckin, K. R. Koedinger, and J. Greer (Eds.). *Artificial intelligence in education: Building technology rich learning contexts that work* (Vol. 158, pp. 119-126). Los Angeles, CA: IOS Press.

## **Published Conference Proceedings**

- Ilieva, V. (2012). Some considerations when working with diverse student populations: the case of strength based education. Proceedings of the 12<sup>th</sup> Baikonurov Readings Conference. Zhezkazgan, Kazakhstan, 55-61.
- Ilieva, V. (2012). Project based learning as an approach to building culturally-based competency in the target language. Proceedings of the International Scientific Methodological Seminar "Multilingualism and intercultural education," L.N.Gumilyov Eurasian National University, Astana, Kazakhstan.
- Ilieva, V. (2011). Participatory language teaching in mathematics classrooms: Practical suggestions for teachers. Proceedings of the 11<sup>th</sup> Baikonurov Readings Conference. Zhezkazgan, Kazakhstan, 7-11.
- Ilieva, V. (2011). Teaching excellence is learner centered: English language learners in content classrooms. Proceedings of the International Methodological Seminar, Astana, Kazakhstan.
- Ilieva, V. & Erguner-Tekinalp, B. (2010). Utilizing technology in multicultural school counseling: a learning community approach to social justice and advocacy. In C. Crawford et al. (Eds.), Proceedings of Society for Information Technology & Teacher Education International Conference 2010 (pp. 1260-1265). Chesapeake, VA: AACE. Retrieved from <http://www.editlib.org/p/33530>
- Ilieva, V., & Barta, J. (2009). Ethnomathematics: finding the cultural roots of mathematics teaching and learning of American Indian children. In Molhadmetov, M. Z., & Suleimenov, T. B. International collaborations in condition of a multiethnic society, (pp. 44-49). Zhezkazgan, Kazakhstan: ZhezU.

## **Technical Reports**

- Brown, B., Harward, S., Ilieva, V., Waite, B., Tuft, E., Jay, S., & Kang, M. (2021). *Title II, Higher Education Act Report Card for Utah Valley University School of Education, 2019-2020*. Washington, DC: Title II.
- Brown, B., Harward, S., Ilieva, V., Waite, B., Tuft, E., Jay, S., & Kang, M. (2020). *Title II, Higher Education Act Report Card for Utah Valley University School of Education, 2018-2019*. Washington, DC: Title II.
- Brown, B., Harward, S., Ilieva, V., Waite, B., Tuft, E., Jay, S., & Kang, M. (2020). *Utah Educator Preparation Program 2020 Annual Report: Utah Valley University*. Salt Lake City, UT: Utah State Board of Education.
- Harward, S., Ilieva, V., Sowder, M., Waite, B., Tuft, E., Jay, S., & Kang, M. (2019). *Title II, Higher Education Act Report Card for Utah Valley University School of Education, 2017-2018*. Washington, DC: Title II.
- Harward, S., Ilieva, V., Sowder, M., Waite, B., Tuft, E., Jay, S., & Kang, M. (2019). *Utah Educator Preparation Program 2019 Annual Report: Utah Valley University*. Salt Lake City, UT: Utah State Board of Education.
- Ilieva, V., Harward, S., Fawson, P., Sowder, M., Waite, B., Tuft, E., Jay, S., Kang, M., & Wangsgard, N. (2018). *Utah Educator Preparation Program 2018 Annual Report: Utah Valley University*. Salt Lake City, UT: Utah State Board of Education.

- Ilieva, V., Harward, S., Fawson, P., Sowder, M., Waite, B., Tuft, E., Jay, S., Kang, M., & Wangsgard, N. (2018). *Title II, Higher Education Act Report Card for Utah Valley University School of Education, 2016-2017*. Washington, DC: Title II.
- Ilieva, V., Harward, S., Fawson, P., Sowder, M., Cook, R., Patch, M., Jay, S., Kang, M., & Wangsgard, N. (2017). *Utah Educator Preparation Program 2017 Annual Report: Utah Valley University*. Salt Lake City, UT: Utah State Board of Education.
- Ilieva, V., Harward, S., Fawson, P., Sowder, M., Cook, R., Patch, M., Jay, S., Kang, M., & Wangsgard, N. (2017). *Title II, Higher Education Act Report Card for Utah Valley University School of Education, 2015-2016*. Washington, DC: Title II.
- Ilieva, V., Harward, S., Fawson, P., Sowder, M., Cook, R., Patch, M., Jay, S., Kang, M., & Wangsgard, N. (2017). *Annual Accreditation Report to CAEP*. Washington, DC: CAEP.
- Ilieva, V., Harward, S., Fawson, P., Sowder, M., Cook, R., Patch, M., Jay, S., Kang, M., & Wangsgard, N. (2016). *Utah Educator Preparation Program 2016 Annual Report: Utah Valley University*. Salt Lake City, UT: Utah State Office of Education.
- Ilieva, V., Harward, S., Fawson, P., Sowder, M., Cook, R., Patch, M., Jay, S., Kang, M., & Wangsgard, N. (2016). *Title II, Higher Education Act Report Card for Utah Valley University School of Education, 2014-2015*. Washington, DC: Title II.
- Ilieva, V., Harward, S., Fawson, P., Sowder, M., Cook, R., Patch, M., Jay, S., Kang, M., & Wangsgard, N. (2016). *Annual Accreditation Report to CAEP*. Washington, DC: CAEP.
- Ilieva, V., Harward, S., Kang, M., Sowder, M., Jay, S., Cook, R., Patch, M., & Fawson, P. (2015). *Utah Educator Preparation Program 2015 Annual Report: Utah Valley University*. Salt Lake City, UT: Utah State Office of Education.
- Ilieva, V., Harward, S., Kang, M., Sowder, M., Jay, S., Cook, R., Patch, M., & Fawson, P. (2015). *Annual Accreditation Report to CAEP*. Orem, UT: School of Education, Utah Valley University.
- Ilieva, V., Harward, S., Kang, M., Sowder, M., Jay, S., Cook, R., Patch, M., Fawson, P. (2015). *Title II, Higher Education Act Report Card for Utah Valley University School of Education, 2013-2014*.
- Simmerman, S., **Ilieva, V.**, Kang, M., Jay, S., Sowder, M., Hudgins, T., Patch, M., Harward, S., Fawson, P. (2014). *Annual Accreditation Report to CAEP*. Orem, UT: School of Education, Utah Valley University.
- Simmerman, S., **Ilieva, V.**, Kang, M., Sowder, M., Jay, S., Hudgins, T., Patch, M., Harward, S., & Fawson, P. (2014). *Utah Educator Preparation Program 2014 Annual Report: Utah Valley University*. Utah State Office of Education.
- Simmerman, S., **Ilieva, V.**, Harward, S., Sowder, M., Jay, S., Patch, M., Hudgins, T., Kang, M., & Fawson, P. (2014). *Title II, Higher Education Act Report Card for Utah Valley University School of Education, 2012-2013*.

### Research Journal Reviewer

The Researcher, Invited Reviewer	2013 – present
Journal of Mathematics and Culture, Invited Reviewer	2011 – present
Urban Education, Invited Reviewer	2011 – 2014

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**GRANTS****Research and Professional Practice Grants (PI or co-PI)**

STEM Action Center Evaluation \$1,700,000 (funded)	Utah GOED	2017
Fulbright Specialist Grant to Kazakhstan \$6,500 (funded)	Fulbright Foundation	2015
Grant for Engaged Learning, K-12 Robotics \$10,000 (funded)	Utah Valley University	2015
Grant for Engaged Learning, K-12 Robotics \$8,000 (funded)	Utah Valley University	2014
Informal STEM Learning (AISL) grant \$3,000,000 (5 years, not funded)	National Science Foundation	2013
Fulbright Specialist Grant to Russia \$6,000 (funded)	Fulbright Foundation	2013
Presidential Fellowship, Math Education \$8,000 (funded)	Utah Valley University	2012
GEL grant, K-12 Family Math \$1,000 (funded)	Utah Valley University	2012
Refugees in Public Education \$2,900 (funded)	Drake University	2010
Math and Refugee Students \$2,250 (funded)	Drake University	2009
Technology in Counseling Education \$1,500 (funded)	Drake University	2009
Undergraduate Assistantship Grant \$1,170 (funded)	Drake University	2009

**Other Grant Collaborations**

High Impact Engaged Learning Grant \$54,000 (funded)	Utah Valley University	2015
Summer Youth Program Grant \$181,903 (funded)	Utah DWS	2015
STEM Endorsement Grant \$77,285 (funded)	Utah STEM Action Center	2014

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**PRESENTATIONS, peer reviewed, partial list**

Ruggles, K., & Ilieva, V. (2023). Our journey implementing digital equity and transformation in educator preparation: The ISTE pledge in practice. AACTE Annual Conference, Indianapolis, IN.

Ruggles, K., & Ilieva, V. (2023). Building digital equity and transformation in teacher preparation: Facilitating the ISTE standards and pledge. AAQEP Annual Symposium, Indianapolis, IN.

Brown, B., Ilieva, V., Harward, S., & Read, S. (2021). Perspective, Perspective: Understanding the Quality Assurance Process from Multiple Viewpoints. AAQEP Annual Symposium.

Sohraby, K., Moaveni, S., Ruggles, K., Ilieva, V., Ham, S., & Fawson, P. (2020). SeedPOD: An Effective Vehicle for Engineering and Technology Education. Intermountain Engineering, Technology, and Computing (I-ETC) Annual Conference.

Fawson, P., Ilieva, V. & Throndsen, J. (2019). Aligning teacher preparation and professional licensure to impact equitable learning proficiency for K-12 students. A US/Utah perspective and USU/UVU/USBE case studies. Annual Conference of the Australian Association for Research in Education.

Fawson, P., Ilieva, V. & Read, S. (2019). Paper 3 USA: Using the Teacher Capability Assessment Tool (TCAT) to better understand applicants as they enter a U.S. university-based educator preparation program - A US/Utah perspective and Utah State University/Utah Valley University case studies. Annual Conference of the Australian Association for Research in Education, Brisbane, Australia.

Ilieva, V. Harward, S., Fawson, P., & Kimball, S. (2018). A professional partnership model for embedded clinical teacher preparation. Teacher Education Consortium of State Colleges and Universities (TECSCU) Annual Conference, Charleston, SC.

Ilieva, V. Harward, S., & Fawson, P. (2018). Preparing globally competent teachers to meet local educational and workforce needs. Teacher Education Consortium of State Colleges and Universities (TECSCU) Annual Conference, Charleston, SC.

LaCelle-Peterson, M., Ilieva, V. Harward, S., Lubig, J., & Wall, T. (2018). All partnerships are local: Connecting with workforce needs as if context matters. Teacher Education Consortium of State Colleges and Universities (TECSCU) Annual Conference, Charleston, SC.

Selland, M., & Ilieva, V. (2018). Building and implementing a sustainable clinical teacher preparation: A professional partnership model. 36<sup>th</sup> Annual Conference of the Northern Rocky Mountain Educational Research Association (NRMERA), October 2018, Salt Lake City, UT.

Ilieva, V., Harward, S., Hadley, K., Moulding, L., Popham, A., & Summers, T. (2018). Conceptualizing meaningful candidate assessment: A state consortium approach for continuous improvement. Association of Colleges for Teacher Education (AACTE). Baltimore, MD.

Selland, M., & Ilieva, V. (2018). Designing a clinically-based teacher education program. 2018 Annual Conference of the Utah Association of Teacher Educators (UATE). February 2018, Orem, UT.

Patch, M., Waite, B., & Ilieva, V. (2017). Making global connections through local experiences: How international educational experiences help pre-service teachers. 27<sup>th</sup> Annual International National Association for Multicultural Education (NAME) Conference. Salt Lake City, Utah, November 2017.

Fawson, P., & Ilieva, V. (2017). Strategically aligned global engagement: A model for teacher education. A panel presentation on *Diversity in clinical placements (local, glocal, global)* at NAFSA Global Learning Colloquium on Teacher Preparation, May 30, 2017, Los Angeles, CA.

Fawson, P., Ilieva, V., Sabey, B., & Cook, R. (2017). A global engagement model to prepare candidates for student advocacy. 69<sup>th</sup> Annual AACTE conference, March 2017, Tampa, FL.

Sowder, M., Ilieva, V., Fawson, P., Cook, R., & Harward, S. (2017). Examining edTPA as a tool for program evaluation and improvement. 15<sup>th</sup> International Higher Education Conference on Education, January 2017, Honolulu, HI.

Fawson, P., Ilieva, V., & Cook, R. (2017). Preparing globally competent teachers through immersive intercultural experiences. 15<sup>th</sup> International Higher Education Conference on Education, January 2017, Honolulu, HI.

Fawson, P., Ilieva, V., & Cook, R. (2017). Strategically aligned global experiences: A model for teacher education programs. NAFSA Region 2 Annual Conference, Santa Fe, NM.

Fawson, P., Harward, S., & Ilieva, V. (2016). Engaged teacher preparation at Utah Valley University. Utah Council of Education Deans Conference, October 13, 2016, Salt Lake City, UT.

Sowder, M., Harward, S., & Ilieva, V. (2016). Change and accountability with edTPA. 34<sup>th</sup> Annual Conference of the Northern Rocky Mountain Educational Research Association (NRMERA), October 2016, Reno, NV.

Waite, B., Reyes, K., Ilieva, V., Cook, R., Patch, M., & Jay, S. (2016). The ethics of intercultural education: panel discussion. UVU Ethics Week, September 27, 2016, Orem, UT.

Ilieva, V., Cook, R., & Fawson, P. (2016). Infusing professional global experiences in teacher preparation. Conference of the Utah Association of Teacher Educators. February 19, 2016, Orem, UT.

Fawson, P., Ilieva, V., & Cook, R. (2016). Professionally focused global experiences: A model for teacher education programs. 14<sup>th</sup> International Higher Education Conference on Education, January 3-6 2016, Honolulu, HI.

Ilieva, V., & Cook, R. (2016). Effectively involving diverse families in education. 14<sup>th</sup> International Higher Education Conference on Education, January 3-6 2016, Honolulu, HI.

Ilieva, V. (2015). Mathematics of the mountains: An ethnomatematical approach to mathematics education. 4<sup>th</sup> International Women of the Mountains Conference, October 7-8, 2015, Orem, UT.

Ilieva, V. & Tuft, E. (2015). Preparing teachers for 21<sup>st</sup> century classrooms: An innovative partnership approach. International Journal of Arts and Sciences (IJAS) International Conference for teaching and Education, Brussels, Belgium, June 30 – July 3, 2015.

Ilieva, V. (2015). A model for teaching mathematics through robotics activities in elementary school. 17<sup>th</sup> Annual International Conference in Education on Education, 18-21 May 2015, Athens, Greece.

Ilieva, V. (2015). Experiences from all levels of education in the USA. Seminar on Education in the Modern World: New Approaches to 21<sup>st</sup> Century Skills and Pedagogical Innovation. Zhezkazkan, Kazakhstan, May 2015.

Ilieva, V. (2015). New approaches and teaching methods of math, languages, and other content areas. Seminar on Education in the Modern World: New Approaches to 21<sup>st</sup> Century Skills and Pedagogical Innovation. Zhezkazkan, Kazakhstan, May 2015.

Ilieva, V., & Tuft, E. (2015). Engaging future education professionals in learning and teaching STEM through robotics in elementary schools. UVU Engagement Week, Orem, UT, March 31, 2015.

Ilieva, V. (2015). Curriculum-based model for effective involvement of diverse families in mathematics education. Utah Academy of Sciences, Arts, and Letters Annual Conference. April 2015, Ephraim, UT.

Ilieva, V., & Tuft, E. (2015). STEM Partnership for 21<sup>st</sup> Century Teaching and Learning. Utah Academy of Sciences, Arts, and Letters Annual Conference. April 2015, Ephraim, UT.

2007-2014, 52 peer reviewed presentations – individual, in collaboration with colleagues and students at local, state, national, and international conferences.

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### **INVITED PRESENTATIONS AND LECTURES, Local**

Teaching and Learning Innovations. Invited speaker, TEAL 7323 *Literacy Education Teacher Training and Development*, Curriculum and Instruction PhD Program, Utah State University, Logan, UT, January 2019.

Putting it into Practice: How does global and intercultural awareness translate into the job market. Intercultural Professionalization course. UVU, Orem, UT, February 2023, March 2022, March 2021, March 2020, March 2018, February 2017.

Courage Over Comfort: Women and Career Advancement Strategies. UVU, Orem, UT, October 2018.

Multicultural Workshops for Undergraduate Students in Teacher Education. Utah State University, Logan, UT, November 19-22, 2014.

Multicultural Workshops for Undergraduate Students in Teacher Education. USU – Eastern, Price, UT, October 22, 2014.

Dual Language Immersion Summit. UVU, Orem, UT, March 27, 2014

Global and Intercultural Faculty Institute. UVU, Orem, UT, December 6, 2013.

Global and Intercultural Faculty Institute. UVU Wasatch Campus, Heber City, UT, August 2013.

Global and Intercultural Faculty Institute. UVU Wasatch Campus, Heber City, UT, April 2013.

ESL Training (with Dr. Bryan Waite). for the adjunct instructors of the Humanities Department at UVU. April 1, 2013, UVU.

Discussion Moderator, Utah Association of Mathematics Teacher Educators. March 2, 2013. Salt Lake City, UT.

Brown Bag Lecture. How to successfully submit an IRB application. February 26, 2013, UVU.

Discussion Leader, The New York Times Global Review. November 1, 2012, UVU.

Workshop for Elementary and Middle School Mathematics Teachers, Hawthorn Academy. October 16, 2012. Hawthorn Academy, West Jordan, UT.

IRB Process for graduate students, School of Education, September 19, 2013. UVU, Orem, UT.

Workshop for Elementary and Middle School Mathematics Teachers, Hawthorn Academy and Channing Hall. March 23, 2012. Hawthorn Academy, West Jordan, UT.

Discussion Moderator, Utah Association of Mathematics Teacher Educators, March 2012, UVU.

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### **INVITED PRESENTATIONS AND LECTURES, International**

Educational Perspectives from the U.S. Livestream presentation at the Zhezkazgan Baikonurov International Seminar *The future of education: quality and accessibility*, January 5, 2023, for universities and colleges in the Republic of Kazakhstan.

Panelist, United Nations' Sustainable Development Goal 4 – *Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all*. Global virtual event organized by UVU's Office for Global Engagement, January 13, 2021.

Presentation, at the Professional Development for school and college level foreign language teachers from Zhezkazgan, Kazakhstan, January 8, 2015, via the Internet.

Seminar for School and College Educators in Arkalyk, hosted by the Arkalyk Institute of Pedagogy in Arkalyk, Kazakhstan. December 4, 2014, via the Internet.

Grant Writing Workshop, for the faculty at Higher School of Economics in Nizhny Novgorod, Russia, June 2013.

Academic Writing Workshop, for the faculty at Higher School of Economics-Nizhny Novgorod, Russia, June 2013.

Presentation, at the Professional Development for school and college level foreign language teachers from Zhezkazgan and Satpaev, Kazakhstan, January 17, 2013, via the Internet.

Seminar for School and College Educators in Arkalyk, hosted by the Arkalyk Institute of Pedagogy in Arkalyk, Kazakhstan. December 6, 2012, via the Internet.

Seminar for College Faculty, Graduate Students, and Administrators, Bolashak Karaganda University in Karaganda, Kazakhstan. February 27, 2012, via the Internet.

Classroom presentation for the third and fourth year undergraduate foreign language students at Bolashak Karaganda University in Karaganda, Kazakhstan. February 20, 2012, via the Internet.



Seminar for School and College Educators in Arkalyk, hosted by the Arkalyk Institute of Pedagogy in Arkalyk, Kazakhstan. January 24, 2012, via the Internet.

Classroom presentation for the undergraduate and graduate foreign language students at Arkalyk Institute of Pedagogy in Arkalyk, Kazakhstan. January 20, 2012, via the Internet.

Classroom presentation for the undergraduate foreign language students at Zhezkazgan Baikonurov University in Zhezkazgan, Kazakhstan. January, 2011, via the Internet.

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### **PROFESSIONAL ACTIVITIES AND SERVICE, Local**

Dual Language Immersion Fair, State of Utah. UVU, March 23, 2015.

Fulbright Retreat organizer; March 17, 2015. UVU, Orem, UT.

Fulbright Forum organizer; April 2, 2014. UVU, Orem, UT.

Volunteer, TODOS – Mathematics for All Recruitment and Exhibit Booth. Annual Meeting of the National Council of Teachers of Mathematics (NCTM), April 2013, Denver, CO.

Volunteer, North American Group of Ethnomathematics (NASGEm) Recruitment Booth. Annual Meeting of the National Council of Teachers of Mathematics (NCTM), April 2013, Denver, CO.

Discussant, STEP NSF grant. Represented the School of Education during the grant discussion process. College of Science and Health, UVU, and College of Computing and Technology, UVU.

Mentor, New Faculty Teaching Program, Utah Valley University, 2011 - 2012

Volunteer, TODOS – Mathematics for All Recruitment and Exhibit Booth. Annual Meeting of the National Council of Teachers of Mathematics (NCTM), April 2012, Philadelphia, PA.

Volunteer, Annual Conference of the Utah Chapter of the National Association for Multicultural Education, April 1 and 2, 2011, UVU, Orem UT.

Guest Lecturer, graduate/undergraduate Issues and Assessment in ESL class, Drake University.

Des Moines, IA, May 2010: Counseling and Teaching Refugee Students.

Guest Lecturer, graduate/undergraduate Social Studies Methods class, Drake University, Des

Moines, IA, April 2010: Immigration to the United States in the late 20<sup>th</sup> century.

Guest Lecturer, Counseling Diverse Populations graduate class, Drake University, Des Moines,

IA, April 2010: Using technology in counseling education and practice.

Program Revision/Implementation, Teacher Effectiveness and Professional Development Master's program revision group, Drake University, 2009-2010.

Panelist, Diversity and Equity in Higher Education Initiative. Spring 2010, Drake University, Iowa.

Representative of School of Education, School of Education-Math Department Course Alignment, Drake University, Des Moines, IA, 2009.

Mentor, Successful Schools Institute. June-November 2009, Shenandoah School District/Drake University, Iowa.

Member, Hosting team, Taiwanese education delegation. Drake University, April, 2009.

Participant, A-PRIME (Aspiring Professionals in Mathematics Education). Mathematics Department, Drake University, 2009.

Presenter, National Alumni Scholarship Day, Drake University, February 2009, Des Moines, IA.

Initiator/Organizer/Leader, Academic Writing and Research Faculty Group, School of Education, Drake University, 2008-2009.

Participant, Drake University, DMACC, and Grand View College Consortium Annual Meeting. April 3, 2009, Des Moines Area Community College.

Reviewer, Iowa Core Curriculum Development Project – middle level mathematics, Iowa State Office of Education, Fall 2008.

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### **PROFESSIONAL ACTIVITIES AND SERVICE, International**

Lead Faculty & Supervisor, Global Student Teaching, Switzerland, October-December 2015.

Professional Development, Higher Institute of Economics, Nizhny Novgorod, Russia, May-June 2012.

Host, for Dr. Zamzagul Kashkinbaeva (Kazakhstan), a visiting lecturer to the 2012-2013 Global Spotlight Eurasia. December, 2012.

Fulbright Specialists Roster Candidate, 2011-2016. Selected as an eligible Candidate on the Fulbright Specialists Roster, eligible for a second Specialist Grant.

Academic Advisor, to Natalya Lizunkina (Kazakhstan), a Junior Faculty Development Program Fellow to UVU (a program of the United States Department of State, Bureau of Educational and Cultural Affairs). Fall, 2011.

School Contact & Coordinator (for Drake's School of Education), Collaborative efforts to initiate Master level teacher educator student exchange with two China institutions, 2010.

Initiator/Leader, Internationalization of Teacher Education Initiative, School of Education, Drake University, 2009-2010.

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### **MEMORANDA OF UNDERSTANDING AND AGREEMENT, local and international**

Memorandum of Understanding, Academic exchange and collaboration. Utah Valley University, Dixie State University, and Weber State University. 2021 – present.

Memoranda of Agreement, with multiple Utah school districts, to collaboratively offer a range of professional endorsements to licensed elementary and secondary level teachers. 2019 – present.

Memorandum of Understanding, Academic exchange and collaboration - Utah Valley University and Dixie State University, and Memorandum of Agreement, College of Education - Dixie State University and the School of Education - Utah Valley University. 2016 – 2021.

Memorandum of Agreement, Global student and faculty exchange. Pädagogische Hochschule Bern / Bern University of Teacher Education and the School of Education, Utah Valley University, 2015 – 2020.

Memorandum of Agreement, Global student and faculty exchange. Pädagogische Hochschule Zug / Zug University of Teacher Education, and the School of Education, Utah Valley University, 2015 – 2020.

Memorandum of Agreement, Global student and faculty exchange. Pädagogische Hochschule Zurich / Zurich University of Teacher Education, and the School of Education, Utah Valley University. 2015 – 2020.

Memorandum of Agreement, Global student and faculty exchange. Haute École Pédagogique du Canton de Vaud / University of Teacher Education in the State of Vaud, and the School of Education, Utah Valley University. 2015 – 2020.

Memorandum of Understanding, Global academic collaboration. Zhezkazgan Baikonurov University, Kazakhstan, and the School of Education, Utah Valley University. 2011 – 2016.

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### **PROFESSIONAL ORGANIZATION MEMBERSHIP**

- American Association of Colleges for Teacher Education (AACTE)
- Teacher Education Council of State Colleges and Universities (TECSCU)
- Utah Association of Colleges for Teacher Preparation
- Deans for Impact, fellow

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### **COMMUNITY SERVICE**

Volunteer, Math Carnival, UVU, March 24, 2014, UVU, Orem, UT

Presenter, Dual language Immersion Summit, March 28, 2014, UVU, Orem, UT

Volunteer, Latino Educators of Tomorrow (LET) Summer Camp, July 9, 2013, UVU, Orem, UT

Volunteer, Math Week /Math Carnival, March 25, 2013, UVU, Orem, UT

Recruiter, LET Summer camp 2013, Timpanogos High School and Mountain View High School. March-May 2013

Volunteer, School of Education Booth, Latino in Action Student Conference, March 1, 2013, UVU, Orem, UT

Organizer and Volunteer, Family Math Night, Bonneville Elementary School, Orem, UT. February 27, 2013

Volunteer, Utah Scholars Program, 2010-2012

Teaching and tutoring refugee students in their mathematics class, Des Moines, IA, 2009-2010

Representative, Drake University, Iowa Math and Science Summit, 2009

Presenter, Immigration Forum, Hoover High School, Des Moines, IA, 2009

Member, Mathematics Improvement Committee, Fast Forward Charter High School, Logan, UT, 2006-2007

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**ADDITIONAL LANGUAGES**

Bulgarian, Russian

# CURRICULUM VITAE WAYNE VAUGHT

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University Valley University  
Orem, Utah 84058  
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9484 N. 3900 W.  
Cedar Hills, Utah 84062

Home Phone: 801-701-0124  
Office Phone: 801-863-6815

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## EDUCATION

- 1996 Ph.D. The University of Tennessee, Knoxville (Philosophy/Bioethics)  
Dissertation: *Narrative Identity and Narrative Autonomy: A Contextual Approach to Persons and Pediatric Decision-Making.*  
Directed by Richard Aquila
- 1991 M.A. Baylor University (Philosophy)  
Thesis: *Experimentation and Socialization: An Inquiry into John Dewey's Theory of Moral Deliberation.*
- 1989 B.A. Georgetown College (Majors: Philosophy, Psychology, and Religion)  
Georgetown, Kentucky

## ADMINISTRATIVE TRAINING

- |      |                               |   |
|------|-------------------------------|---|
| 2013 | Harvard University            | Management Development Program          |
| 2006 | University of Missouri System | President's Academic Leadership Program |

## ADMINISTRATIVE APPOINTMENTS

Utah Valley University

2019 – Present Provost and Senior Vice President for Academic Affairs

University of Missouri-Kansas City

2012 – 2019	Dean	College of Arts and Sciences
2011 – 2012	Interim Dean	College of Arts and Sciences
2009 – 2011	Associate Dean	College of Arts and Sciences
2005 – 2009	Chair	Department of Philosophy
2004 – 2009	Director	Center for Applied and Professional Ethics

## ACADEMIC RESEARCH AREAS

Bioethics, professional ethics, ethical issues in pediatrics, cross-cultural conflicts in healthcare

## ADMINISTRATIVE EXPERIENCE

### *Utah Valley University*

*2019 – Present*

*Provost and Senior Vice President for Academic Affairs*

I currently serve as the Chief Academic Officer for Utah Valley University. In this role, I oversee all academic programming at UVU and serve as the senior vice president on UVU's cabinet. UVU is an open enrollment, comprehensive regional university serving approximately 42,000 students across all programs, the largest public university in the state of Utah. I oversee seven deans providing a range of undergraduate and graduate certificate and degree programs.

### *University of Missouri-Kansas City*

*2012 – 2019*

*Dean, College of Arts and Sciences*

I served as the chief academic officer for UMKC's largest academic unit. The College of Arts and Sciences houses 18 academic departments with an additional 20 programs and centers, and ~3500 students. The College has averaged 160 Tenured/Tenure Track Faculty, 50 Full-Time NTT faculty, approximately 170 part-time faculty, and an annual operating budget of ~\$31Million. I supervise 18 department chairs and 9 administrative staff positions.

#### Key Accomplishments

- Improved recruitment and retention rates
  - 31% increase in FTC enrollments
  - Improved student retention, up nearly ~10%
  - Improved minority retention rates
- Reduced annual operating deficit (~\$2 Million) to achieve balanced budget
- Improved diversity in faculty hiring
- Collaborated with development office to raise nearly \$12 Million in past 5 years
- Established new international partnerships and grew international programs/support
- Expanded inter-unit collaborations, e.g. 6 year joint BA/JD program
- Increased scholarships and endowments, over 2 million dollar increase
- Coordinated the strategic growth/support of academic programs
- Established new endowed professorship program to reward faculty performance
- Interim chair of University Budget Committee, provided guidance on ~\$200M budget
- Revamped marketing and recruitment materials
- Coordinated strategic planning effort for the College of Arts and Sciences
- Enhanced and improved annual evaluation process for faculty and department chairs
- Coordinated online course sharing with another UM system campus.
- Assisted with accreditation efforts for departments of Psychology, Social Work,

Theater, and Urban Planning

- Improved relationships and communications with alumni
- Oversaw efforts to revise and enhance high school dual credit program
- Created greater transparency/council of chairs participation in hiring process
- Promoted community/urban engagement opportunities (Criminal Justice, Urban Studies, “Philosophy in prison,” Gerontology, Economics, Theatre, etc.)
- Promoted expansion of online opportunities in Arts and Sciences
- Assisted with transition from honors program to Honors College
- Provided support to increase success rates for external funding
- Created a “small grants” program to meet emergency financial needs for students

*2009 – 2011 Associate Dean for Undergraduate Programs*

I provided general oversight for all issues pertaining to undergraduate education in the college. My responsibilities included supervision of undergraduate advising, academic dishonesty, student appeals and petitions, recruitment and retention activities, and online education. I coordinated campus visit days and new student welcome day events.

Key Accomplishments

- Development of new Online Degree Completion Program
- Guided effort toward revision of General Education Requirements and approval of the first University-Wide Student Learning Outcomes
- Coordinated of recruitment activities helping the college to manage steady growth and record enrollments.
- Created new “Life Coach” position to enhance student success
- Coordination of retention activities helping the college to achieve its highest retention rates in a decade
- Served as academic dishonesty investigator
- Oversaw academic support services and student academic appeals
- Developed new student recruitment and retention plans

*2005 - 2009 Chair, Department of Philosophy*

Provided departmental leadership, including course planning and evaluation, faculty evaluations, and strategic planning, and program/course development.

Key Accomplishments

- Increased number of majors from 20 to 70
- Guided the creation of a new minor and graduate certificate in bioethics
- Grew online course opportunities
- Assisted with creation of philosophy honor society
- Coordinated curriculum assessment and review
- Coordinated course offerings for multiple academic units

- Assisted with development of Phi Sigma Tau academic honor society

## FACULTY APPOINTMENTS

### *University of Missouri-Kansas City*

College of Arts and Sciences; School of Medicine

2011 – Present Professor (with tenure) of Philosophy, Medicine and Bioethics  
 2004 – 2011 Associate Professor (with tenure) of Philosophy, Medicine and Bioethics  
 1998 – 2004 Assistant Professor of Philosophy and Medicine

## FACULTY APPOINTMENTS

### *Allegheny University of the Health Sciences (Merged with Drexel University)*

MCP•Hahnemann School of Medicine (now Drexel College of Medicine)

1997 – 1998 Assistant Professor of Community and Preventive Medicine  
 1995 – 1997 Instructor of Community and Preventive Medicine  
 1995 – 1998 Director, Humanities Scholars Program  
 Department of Community and Preventive Medicine  
 Division of Medical Humanities

School of Public Health

1997 – 1998 Assistant Professor of Public Health  
 School of Public Health  
 Center for Health Management, Policy, and Outcomes

### *Georgetown College*

1992 Instructor (Summer Session)  
 Department of Philosophy  
 Georgetown, Kentucky

## SCHOLARSHIP

**Publications: Edited Volumes** (with authored or co-authored introductions and commentary)

Martin, Clancy, Wayne Vaught and Robert Solomon, eds. *Ethics Across the Professions. A Reader for Professional Ethics 2<sup>nd</sup> edition*. New York: Oxford University Press, 2017.



Martin, Clancy, Wayne Vaught and Robert Solomon, eds. *Ethics Across the Professions. A Reader for Professional Ethics*. New York: Oxford University Press, 2010.

Solomon, Robert C., Clancy Martin and Wayne Vaught, eds. *Morality and The Good Life: An Introduction to Ethics Through Classical Sources* 5<sup>th</sup> ed. Boston: McGraw Hill, 2009.

### **Publications: Journal Articles**

Vaught, Wayne. "Autonomy and the Rights of Minors." In David Weisstub and Guillermo Diaz Pintos ed., *Autonomy and Human Rights in Health Care: An International Perspective*. Springer, 2008.

Vaught, Wayne. "Complementary and Alternative Medicine: The Physician's Ethical Obligations." In Lois Snyder ed. *Complementary and Alternative Medicine: Ethics, the Patient and the Physician*. Humana Press, 2007.

Vaught, Wayne. "Parents, Lies and Videotape: Covert Surveillance in Munchausen's by Proxy." *The Journal of Clinical Ethics* 15(2): Summer 2004.

Kassutto, Zach and Wayne Vaught. "Informed Decision-Making and Refusal of Treatment." *Clinical Pediatric Emergency Medicine* 4 (4): December 2003.

Vaught, Wayne. "A Moral Framework for Multicultural Education in Healthcare" *Theoretical Medicine and Bioethics*. 24 (4): 2003, 301-28.

Vaught, Wayne. "Trust, Deception and Fiduciary Obligations." *Philosophy in the Contemporary World* 10 (1): Spring-Summer 2003, 87-92.

Vaught, Wayne and Zach Kassutto. "Ethical Challenges in the Emergency Care of Adolescent Patients." *Clinical Pediatric Emergency Medicine* 4 (1): March 2003, 69-74.

Vaught, Wayne and Janet Fleetwood. "Covert Video Surveillance in Pediatric Care." *The Hastings Center Report* 32 (5): November-December 2002, 10-12.

Vaught, Wayne and Grace Paranzino. "Confidentiality in Occupational Health Care: A Matter of Advocacy." *American Association of Occupational Health Nursing Journal* 48 (5): June, 2000, 243-52.

Fleetwood, Janet, Wayne Vaught, Deborah Feldman, Edward Gracely, Zach Kassutto, and Dennis Novack. "MedEthEx Online: A Computer Based Learning Program in Medical Ethics and Communication Skills." *Teaching & Learning in Medicine* 12 (2): March, 2000, 96-104.

Vaught, W. and Lamdan, R. "An Ethics Committee Explores Restraint Use and Practice." *Healthcare Ethics Committee Forum* 10 (3-4): September – December, 1998, 306-316.

Gelo, F., O'Connor, B, and Vaught, W. "Should We Protect Families from Patients?" *Hastings Center Report* 28 (3): May-June, 1998, 18-20.

Vaught, W. Commentary for "Medicine and the Arts" *Academic Medicine* 72 (6): June, 1997, 518-19.

Amari-Vaught, E., and Vaught, W. "Don't I Count?" *Hastings Center Report* 27 (2): March-April, 1997, 23-24.

### **Research in Progress**

Conscience Clauses in Healthcare, Ethical Issues in Pediatric Care, Jehovah's Witnesses and the refusal of treatment involving minors.

### **GRANTS: RESEARCH AND SUPPORT**

Co-Investigator, "Computer Based Learning in Medical Ethics and Communication Skills on the World Wide Web," a two year project funded by the Greenwall Foundation totaling \$163,185. July 1, 1996- June 30, 1998.

Primary Investigator, "Cross-Cultural Conflicts in Healthcare: A Pragmatic Response. A Faculty Research Grant funded by the University of Missouri-Kansas City totaling \$6,000. August 1, 2001 – May 31, 2002.

University of Missouri, Kansas City "Fund for Innovation" Grant. Project: Center for Applied and Professional Ethics. With Clancy Martin, Jim Sheppard, and Henry Frankel. \$40,000.00. 2004-2005.

### **PROFESSIONAL CONFERENCES AND PRESENTATIONS (Selected)**

*Ethical Issues in Healthcare Delivery*: Cerner Certificate Program in Health Management in conjunction with the Bloch School. August 2011.

*When Should Doctors Lie?*: Ethics Brown Bag Presentation, Children's Mercy Hospital. August 2011.

*Conscientious Objection: I Morally Object*: Ethics Brown Bag Presentation, Children's Mercy Hospital. March 2010.

*Conscience Clauses in Healthcare, An Ethical Analysis.* Ethics Grand Rounds, Children's Mercy Hospital. March 2010.

*Introducing Bioethics.* Invited Lecture. Children's Mercy Hospital Ethics Committee. Kansas City, MO. January, 2009.

*Wink, Wink, Nudge, Nudge: Ethical Conflicts in University Business Practices.* Invited Lecture with Clancy Martin. National Association of College and University Business Officers. July, 2008.

*Euthanasia and Assisted Suicide.* Invited Lecture. Cockefair Lecture Series. UMKC. Kansas City, MO. November 2007.

*Ethics and Stem Cell Research.* Invited Panel with Clancy Martin. Shawnee Mission Medical Center. Shawnee, Kansas. October 2007.

*Business Ethics.* Invited Lecture with Clancy Martin. Central Association of College and University Business Officers annual meeting. Chicago. October, 2007.

*Ethical Concerns During a Pandemic.* Invited Lecture: Missouri Hospital Association Meeting. Lake of the Ozarks. September, 2007.

*When a Pandemic Strikes: Reflections on Moral Character and Ethical Responsibility in Times of Crisis.* Invited Lecture: Center for Practical Bioethics and Shawnee Mission Medical Center. Kansas City, November, 2006.

*Ethical Issues in End-of-Life Care.* Conducted Day-Long Workshop. March, 2006.

*Ethical Issues in Stem Cells and Cloning.* Invited Lecture. Georgetown College, Georgetown, Kentucky. October, 2005.

*Stem Cells and Reproductive Technologies: The Birth of a Moral Dilemma.* RFK Symposium. UMKC, April 2005.

*Undergraduate Medical Training: Preparing Students for National Exams.* American Society for Bioethics and Humanities. October, 2004.

*Narrative Autonomy and Pediatric Decision-Making.* American Society for Bioethics and Humanities. April 2003.

*Multiculturalism in Healthcare Education.* 30<sup>th</sup> Annual Conference on Value Inquiry. Medical College of Wisconsin, Milwaukee. April 2002.

*Ethical Issues in Human Cloning.* Central Missouri State University. Warrensburg, MO. April 2001.

## EDUCATIONAL ACTIVITIES

### *Teaching Awards*

Award for Excellence in Teaching

The University of Tennessee, 1994-95

Alumni Good Teaching Award

The University of Missouri-Kansas City, 2001

### *Courses Taught*

#### **University of Missouri-Kansas City**

##### **Department of Philosophy**

Logic

Foundations of Philosophy

Introduction to Ethics

Contemporary Issues in Bioethics

Human Rights and Healthcare Ethics

American Philosophy

Contemporary Moral Issues

Bioethics in Literature and Practice (Cluster Course)

Money, Medicine and Morals

#### **School of Medicine**

1999 – 2006 Correlative Medicine Series: Medical Ethics

2006 – Present Patient/Physician/Society: End-of-Life, Palliative Care, Medical Ethics

1999 – Present Behavioral Science: Ethics Lectures

#### **School of Dentistry**

2000 – 2003 Ethics Course for Dental and Hygiene Students

#### **Allegheny University of the Health Sciences**

*MCP •Hahnemann School of Medicine*

1995 – 1998 Bioethics Course (co-director)

1997 – 1998 Facilitator, Program for Integrated Learning

1997 – 1998 Medicine and Philosophy Elective

#### **The University of Tennessee**

1992 – 1993 The Human Condition: Value and Reality

1993 – 1994 The Human Condition: Knowledge and Reality

1994 – 1995 Medical Ethics

#### **Georgetown College**

1992 Introduction to Ethics

1992 Introduction to Logic

## COMMITTEES AND SERVICE

### University of Missouri-Kansas City

#### *College of Arts and Sciences*

2017	Higher Learning Commission Reaccreditation Committee Co-Chair, sub-committee on Assessment
2016	Co-Chair, Bloch School of Management Dean Search
2016	Co-Chair, UMKC United Way Campaign
2015 – 2016	Interim Chair, University Budget Committee
2014 – 2017	Deans' Rep: COACHE survey committee
2014	Co-Chair, Honors College Dean search
2010 – 2011	Chair, General Education Oversight Committee
2010 – 2010	Co-Chair, Transfer Student Task Force
2009 – 2011	Curriculum Committee, Dean's Liason
2009 – 2010	Provost's General Education Task Force
2009 – 2011	Strategic Enrollment Management Team
2009 – 2011	SA&EM Liaison
2010	Student Success Task Force
2009 – 2011	Academic Dishonesty Investigative Officer (A&S)
2010 – 2011	AACU General Education Team
2002 – 2011	College Teaching Awards Committee
2005 – 2008	Chair, Curriculum Committee

#### *Department of Philosophy*

2001	Philosophy Department Search Committee
2002	Chair, Philosophy Department Search Committee
2002 – 2005	Undergraduate Advisor
2005	Department Chairman
2004 – 2009	Director, Center for Applied and Professional Ethics

#### *School of Medicine*

1998 – 2009	Medical Humanities Advisory Committee
2000 – 2009	Evaluation Committee
2000 – 2009	Honor Council
2002 – 2009	Task group for years 1 & 2 of the combined BA/MD

#### *Truman Medical Center*

1998 – 2005	Hospital Ethics Committee
2001	Instructor, Ethics Committee Self-Education Program

#### *Children's Mercy Hospital*

1998 – 2001	Ethics Committee
2001	Ethics Policy Review Sub-Committee
1999 – 2001	Institutional Review Board