



Nebraska State  
College System

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## BOARD OF TRUSTEES

### Special Meeting Notice

In compliance with the provisions of Neb. Rev. Stat. Section 84-1411, printed notice is hereby given that a special meeting of the Board of Trustees of the Nebraska State Colleges will convene at Embassy Suites Hotel, in Lincoln, NE on September 30 and October 1, 2018.

Business Meeting  
Business Meeting

September 30–  
October 1–

1:00 p.m.  
8:00 a.m.

This notice and accompanying agenda are being distributed to members of the Board of Trustees, the presidents of the state colleges, the Associated Press and selected Nebraska newspapers.

-- NOT A PAID NOTICE --

**BOARD OF TRUSTEES SPECIAL MEETING  
SEPTEMBER 30 and OCTOBER 1, 2018  
EMBASSY SUITES HOTEL  
LINCOLN, NEBRASKA**

**SUNDAY, SEPTEMBER 30 –**

**1:00 P.M. BOARD OF TRUSTEES SPECIAL BUSINESS MEETING      Chancellor Room 1**

**CALL TO ORDER**

**ROLL CALL**

**APPROVAL OF MEETING AGENDA**

**ITEMS FOR DISCUSSION**

**1. Candidate Interviews**

- 1.1    1:15 p.m. Thom D. Chesney, Ph.D. Interview
- 1.2    3:00 p.m. John L. Kuehn, D.V.M. Interview

**RECESS UNTIL OCTOBER 1, 2018 AT 8:00 A.M.**

**MONDAY, OCTOBER 1 –**

**8:00 A.M. BOARD OF TRUSTEES SPECIAL BUSINESS MEETING  
RECONVENES**

**Chancellor Room 1**

**CALL TO ORDER**

**ROLL CALL**

**ITEMS FOR DISCUSSION**

**1. Candidate Interviews Continued**

- 1.3 8:15 a.m. Rusty L. Monhollon, Ph.D. Interview
- 1.4 9:45 a.m. Paul D. Turman, Ph.D. Interview

**RECESS UNTIL 4:00 P.M.**

**4:00 P.M. Reconvene Meeting**

**Chancellor Room 1**

**CALL TO ORDER**

**ROLL CALL**

**ITEMS FOR DISCUSSION AND ACTION**

**2. Candidates for Chancellor**

- 2.1 Candidate Selection

**ADJOURNMENT**

The next regularly scheduled meeting of the Board of Trustees of the Nebraska State Colleges will be held November 15-16, 2018 at Wayne State College, Wayne, NE.



# Nebraska State College System

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Explore Opportunities.  
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CHANCELLOR SEARCH FINALIST

**Thom D. Chesney, Ph.D.**

31 July 2018

Nebraska State College System Board of Trustees  
Chancellor Search Committee  
Mr. Gary Bieganski, Board President  
C/o Jay Lemons and Jessica Kozloff, Academic Search

Chair Bieganski, Trustees, and Members of the Search Committee:

In the 30 years that have passed since I last hiked, fished, and golfed in, around and through Nebraska as a nearby resident of South Dakota, I have been almost continuously engaged in accruing and applying a personal and global understanding of national higher education trends, challenges, and policy issues. Today as a public college president who has served in a variety of state systems including an emerging Research I university, a regional comprehensive university, and a pair of multi-campus community colleges, I am pleased and encouraged to apply for the position of Chancellor of the Nebraska State College System and would welcome the opportunity to explore and discuss my credentials, experience, and vision with you. When I reviewed the *Search Prospectus* with the consulting team, I was immediately engaged by how closely aligned the *Duties and Responsibilities; Leadership Agenda; and Characteristics and Qualifications* of the next chancellor are with my current and previous work; as such, I would like to address several of them briefly and collectively in support of my attached curriculum vitae.

*Works to create a compelling vision for the future of the NSCS that aligns with the mission of the System and the colleges; Willingness to listen to the various stakeholders, identify problems and engage in complex problem solving; Increase awareness and market distinctiveness of the system.*

Living most of my life in the upper Midwest, I directly benefited from the public school teachers and coaches who taught me—many of whom I discovered were prepared through your college system. Since that time, my career has largely been one which has created partnerships that bridge all sectors of higher education; embraced face-to-face, pure online, and hybrid course delivery modes; engaged me as a reviewer for prior learning and competency-based education methodologies; and tested my leadership in developing the first-of-its-kind US Department of Education experiment in providing Title IV funding to students of an alternative higher education provider linked to a regionally accredited one. I am keenly aware of and constantly immersed in our evolving landscape and engaged daily in dialogues with diverse audiences on subjects ranging from gainful employment to performance-based funding to consumer confidence to reauthorization of the Higher Education Act. The three major priorities and associated goals of the NSCS Strategic Plan fit squarely with my experience and passion alike, and I would be honored and energized to be the chief storyteller, persuader, and champion of the System's work.

*Demonstrated success with public budgetary and fiscal management; Strengthen fiscal, environmental, technological and physical resources; Ensure financial accountability.*

My prior experience includes institutions with a mix of funding streams (e.g. taxes, tuition, grants, auxiliary, philanthropic), significant financial challenges, stagnant budgets, and substantial surpluses. For each to survive or become resilient required inclusive strategic educational and facilities master planning that aligned with institutional mission, governing board priorities, and specific goals which were time-constrained, reasonable, and could be accurately measured in order to assure accuracy and accountability. When faced early in my current presidency with \$750,000 budget cut, I shared the news early with the college and established a regular rhythm and communications approach for seeking input, providing updates,

and ultimately conveying how we would balance the budget. In the process, we shed light on some areas where we could be more efficient, reallocate, or eliminate unnecessary spending that we would not have discovered if the cabinet alone had attempted to find a solution. Over time we were able to restore much of the lost funding without risking instructional or institutional integrity or cutting core services.

*Serves as the channel of communication between the Board and all NSCS administrative officers and personnel, including presidents; Effective writing and public communication skills.*

I am equally comfortable in the board room, classroom, civic center, or patio listening, communicating and facilitating a shared vision, strategy and successful outcomes for and with my institution. It all starts and ends with the people. My practice of gathering the right people in the same space at the same time builds consensus, resists complacency, encourages mutual understanding of the need to consider change, and ensures our inclusive discourse leads to decisive action and accountability. It is tangible in our campus master planning and in the many ways that we appear by name in the strategic plans of our region's cities, economic development offices, and other major stakeholders to our vitality and resilience.

*Understanding of state government and legislative operations; Evidence of collaboration with other educational institutions, private entities and public officials and agencies; Create a diverse community.*

My career is focused on educational access and attainment, community engagement, diversity and inclusion, and resource development. Every day I get to serve others in transforming lives and communities for the better—and all at a time when our graduates must not only be work ready but also world ready. In my current position, for example, I am accountable for leading the largest scale-up of early college high schools in the country, bringing higher education and hope to an additional 3,000 public school students just this year in a partnership that sustainably links multiple public school districts, public and private higher education, the state legislature, employer partners, and community agencies in a shared pursuit of reducing income disparity and increasing attainment by removing barriers such as cost, transportation, and time-to-degree.

*Academic credentials that will inspire the respect and confidence of the academic community; History of executive leadership, preferably from higher education.*

As detailed in my CV, since earning my doctoral degree, I have held fulltime faculty and student services roles along with a variety of progressively more accountable administrative positions, including my current position as president of a public community college—a Hispanic Serving Institution which during my tenure secured its first-ever USDE Title V grant to support equitable academic attainment through redesign of academic support services and online learning. My personal commitment to diversity and inclusion aligns with my active advising and mentoring within the American Council on Education's Spectrum Aspiring Leaders Program for diversifying higher education leadership at all ranks, especially senior.

*Directs the management and administration of the System Office and three state colleges of the NSCS; Serves as the primary link between the Board's responsibilities for policy and the presidents' responsibilities for operations; Experience working with governing boards and implementing strategic plans on their behalf.*

In my experience, when an entity like the NSCS hires and onboards well and provides sustainable support for additional learning and professional development, the chancellor and the board should be able to entrust operations to those who directly support the membership or support those who do, provided that everyone is well-informed and updated on the outcomes and impact of their work. We achieve these shared outcomes through an abundance of respect, transparency, clear communication, and inclusion. The magnitude of any

decision I make seems less so when I can with integrity say that I have looked at the situation through and with a variety of perspectives, consulted appropriately and in a timely manner, and can wholly own the decision with the personal accountability expected of the president. In all settings I have consistently practiced regular, transparent communication in keeping board members and those I supervise apprised of but not surprised by institutional actions and outcomes. In addition, I have myself served on the governing board of a university as it went through a significant transition in senior leadership and board development.

*Serves as the official representative of the Board and the colleges it governs to the legislature, to the Governor, and to other governmental entities. Promotes a statewide perspective on higher education that attends to the current and developing needs of the State.*

I stay continuously current in my field through attending meetings and providing service to organizations such as the American Council on Education, American Association of Community Colleges, and the Texas Higher Education Coordinating Board; liaising with regional and programmatic accrediting bodies; chairing the forenamed North Texas Community College Consortium; and reviewing proposed legislation and policy for my current system's governmental and external affairs division. In addition, I am frequently called upon to consult, craft, and advocate for state and national education policy, especially as it relates to access, attainment, and affordability. In each instance, I make it a practice to share the insights, information, and learning that I accrue with my team and other audiences that might benefit actuate it. The institution will always be infinitely bigger than the office of the president, and the office much bigger than the holder, but I am cognizant of the intertwining of all three and always attempt to represent and "wear the office" honorably and with humility as I meet with individuals of varying viewpoints, politics, and belief systems.

*Promote collaboration within the system; Create a college experience that enriches the lives of our students and prepares them for their chosen careers; Secure public and private funding sources.*


I spend much of my day (and the better part of many evenings) engaged in creating mutually beneficial, college, community, and corporate connections. In designing and developing early college high schools with the Dallas Independent School District, for example, we initially engaged hundreds of students and their families in seeing themselves as college-bound before subsequently supporting their success to graduation and transfer to other colleges nationwide—all the while preserving their ability to accept grants and other forms of aid to complete their education with over a dozen senior institution partners representing four different public university systems. So far, we have also secured over 60 business and industry partners who are invested in this initiative, realizing the regional educational and economic transformation it will bring.

In summary, over the course of my career, by assembling and being a stakeholder on committed teams with a common vision, I believe that I have accrued a rich combination of administrative and academic pursuits, experiences, successes, and the ability to work inclusively and collegially under constant pressure and deadlines that I feel make me a qualified candidate for the next chancellor of Nebraska State College System. I would welcome the opportunity to return in service to the region where I learned, spent summers on a farm, and in so many ways grew up. I hope we will soon have the opportunity to explore that possibility together.

Kind regards,

A handwritten signature in black ink, appearing to read "Thom D. Chesney", with a large, sweeping flourish underneath.

Thom D. Chesney, Ph.D.

Thom D. Chesney, Ph.D.  
214.385.5213  
[thomchesney@gmail.com](mailto:thomchesney@gmail.com) - [@thomchesney](https://twitter.com/thomchesney) 

2011 – present: President

Brookhaven College, Farmers Branch, TX

Founded in 1978, Brookhaven College serves the north Texas region; 6,000+ FTE student headcount (40% Hispanic, 28% White, 14% African-American, 11% Asian 6% International); \$42M total budget; 135 full-time faculty, 275 staff

Selected key responsibilities:

- provide overall vision and leadership and secure resources to support college mission emphasizing student and employee success, institutional effectiveness, and community engagement.
- serve as the chief fundraiser and “friend raiser” for the college partnering with Foundation and advancement staff to grow and sustain institutional support including scholarships, endowments, planned gifts, grants and bequests.
- guide strategic planning and research and develop policies, programs and services that transform lives and communities through higher education.
- engage with community, business and industry, and elected officials in P<sup>3</sup> initiatives and policy development which generate reciprocal value and regional economic vitality.
- be an active, present and influential voice for higher education at the local, state and national level.

Selected key accomplishments:

- initiated *Brookhaven College 2018 and 2023*, 5-year strategic and campus master plans and affirmation of core values from concept to conversation to implementation—leading to increased student enrollment, retention, graduation rates, P<sup>3</sup> partnerships, international engagement, faculty and staff development, and resources.
- led start-up of 19 new early college high schools over 2 years with Dallas Independent School District.
- created Alumni and Donor Relations office, raising \$400K+ in first year for student scholarships, employee giving campaign with highest-in-system annual per capita giving and participation rates; first donor-named building in college history; exceeded institutional fundraising, charitable giving and capital donations goals every year.
- crafted degree-pathway agreements with 10+ public and private institutions of higher education to provide students with specific course progressions to minimize credits taken and debt incurred; became only the 16<sup>th</sup> NASAD-accredited (National Association of Schools of Art and Design) institution in Texas.
- awarded first-ever Department of Labor Title V, National Endowment for the Humanities (NEH), and National Science Foundation (NSF) grants totaling over \$3 million.
- engaged Dallas County, North Texas Council of Governments, and adjoining cities of Farmers Branch and Addison in funding and construction of the Brookhaven Trail, a 1-mile paved multi-use pathway providing a gateway to a multi-phase mixed used development and county-wide hike and bike trail system.
- selected awards and recognition: President's Higher Education Community Service Honor Roll (4 times), Military Friendly Campus, Texas Higher Education Coordinating Board (THECB) Star Award (twice), AACC College Safety Planning and Leadership Award, NCSA Terry O'Banion Shared Journey Exemplary Practice Silver Award; US Department of Education Blue Ribbon Early College High School; recognized individually as 2015 Metrocrest Citizen of the Year for civic engagement, leadership development, and community service.
- invited in 2013 as inaugural faculty to American Council on Education (ACE) Spectrum Aspiring Leaders Program to advance mid-level leaders from under-represented groups into senior leadership ranks of higher education.
- revitalized intercollegiate athletic programs leading to increased student-athlete academic and athletic success, including first ever women's soccer national championship and highest number of academic award recognitions.
- led initial planning efforts toward attainment and sustained renewal of Tree Campus USA designation by the National Arbor Day Foundation (6 years running).

2008 – 2011: Associate Provost and Associate Professor

The University of Texas at Dallas, Richardson, TX

The University of Texas at Dallas (UTD): a comprehensive public university serving approximately 15,000 undergraduate and graduate students in seven schools; total operating budget of \$300M; 400+ full-time and 500+ part-time faculty, and a student population drawn largely from Texas, California, the Southwest, Midwest and internationally.

Key responsibilities:

- served as a member of the Provost's Leadership Team to plan and establish academic plans and policy and to implement programs and services that promote and sustain the university's mission.



- led the development and implementation of university-wide student success initiatives, including the GEMS Center (Gateways to Engagement, Mastery and Success), retention and persistence research and assessment, and the university's quality enhancement plan—recognized in 2011 with THECB Star Award.
- coordinated university-wide assessment of undergraduate and graduate degree and post-baccalaureate certificate programs, the general education core curriculum, student affairs, and business and administrative services.
- served as accreditation liaison to the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and on the Texas Higher Education Coordinating Board Academic Course Guide Manual.
- engaged in community relations and relationship building with both public and private partners in higher education, business, not-for-profit organizations, and individuals.

Key accomplishments:

- planned and opened UTD's first one-stop student success center (GEMS) on time, under budget and exceeding initial outcomes expectations through the use of peer-led team learning, supplemental instruction, tutoring, success coaching, and student internships and volunteers.
- within the first two years of operation partnered on three successful grant applications receiving approximately \$2M in state and federal funding.
- revised and restructured cycles for and approaches to all aspects of university assessment activities to reduce redundancies, ensure compliance, and bring added value for all stakeholders to the assessment process.
- merged the former offices of learning resources, assessment, and accreditation into integrated Office of Student Success and Assessment with comprehensive professional development and training to recruit, engage and retain employees and improve performance.
- taught creative writing course in fiction, poetry and non-fiction prose.
- named one of 21 Leaders for the 21<sup>st</sup> Century by the Collin County Business Press.

2004 – 2008: VP of Academic Affairs & Provost

Collin College, Plano, TX

Collin College: a multi-campus comprehensive community college then serving 725,000 residents of Collin County and suburban north Dallas; 13,000 FTE with 30,200 credit headcount and 14,300 non-credit; total budget of \$140M; 274 full-time faculty and 673 part-time faculty, 1500 additional employees; and a geographical service area of ~ 1000 square miles.

VP of Academic Affairs and Provost: Responsible for \$37M instructional budget and supervision of 9 academic deans (30+ chairs and program directors; 20+ support staff).

Key responsibilities:

- served as a member of the district's Executive Leadership Team to plan and establish strategic goals/achievement indicators, and implement programs and services that supported both the accomplishment of the district's mission and the continuation of the district's accreditation status. Promoted academic excellence, creativity and innovation, leadership, cooperation and teamwork, and accountability throughout the district.
- served as a chief academic officer, supervising the development, implementation, communication and evaluation of the curriculum and the communication thereof to internal and external entities (e.g. SACSCOC, THECB and multiple program-specific accreditors).
- collaborated in developing the District's Strategic Plan, recommended academic policies and procedures, and sustained a rigorous program that included learning communities, service learning, and an Honors Institute.
- actively participated in the planning, development and design of state-of-the-art facilities and in recommending the purchase of classroom and laboratory furnishings, equipment and technology that supported effective teaching and learning, including a \$41.5M new construction project.
- provided broad direction to activities involved in institutional and individual program accreditation as it related to the academic programs within the assigned divisions.
- tracked teaching and learning trends to ensure course content and teaching methodology were current and relevant. Directed the implementation of programs and strategies to improve these activities within assigned divisions.

Key accomplishments:

- convened stakeholders in developing the district's first-ever integrated academic and student affairs strategic plan.
- coordinated overall documentation and submittal leading to successful 10-year SACSCOC reaffirmation.
- oversaw and managed 6-8% average term-to-term and year-over-year enrollment growth.
- added new degree programs in culinary arts, surgical technology, and health information management.

- led comprehensive review and assessment of student learning outcomes in the general education core curriculum and full-scale placement and prerequisite audit.
- facilitated new transfer pathways and articulation agreements with Austin College, Dallas Baptist University, Texas Christian University, and Texas Woman's University.
- developed revised college success curriculum and developmental education procedures and best practices to improve retention and student learning outcomes in short and long term.
- hired, oriented, and provided professional development opportunities for 75+ new full-time faculty and 3 new academic dean positions across 3 campuses.
- revised Honors Institute recruitment and scheduling processes, increasing overall enrollment by 14%.
- initiated and secured sustainable funding for inaugural Distinguished Speaker Series and 3 new honor societies.
- formed new standing committees on student retention and persistence, faculty evaluation and development, transfer student success, and academic advising.

2003 – 2004: District Dean of Communications & Humanities

Collin College, Plano, TX

Collin College: a multi-campus comprehensive community college serving 725,000 residents of Collin County and suburban north Dallas; 13,000 FTE with 30,200 credit headcount and 14,300 non-credit; total budget of \$140M; 274 full-time faculty and 673 part-time faculty, 1500 additional employees; and a geographical service area of ~ 1000 square miles.

District Dean of Communications & Humanities: Responsible for \$4M budget and supervision of 44 full-time and 110 part-time faculty (4 chairs) and 7 support staff. Academic disciplines represented were English and modern languages, philosophy, humanities, communications, and ASL and interpreter program.

Key responsibilities:

- administered, planned, developed, implemented, maintained and evaluated the total instructional program offered through the Division on 3 primary campuses and multiple satellite locations.
- provided academic and fiscal leadership for the Division and maintained open communication with faculty and staff.
- acted as liaison between the Division and other Divisions and Departments within the District and worked collaboratively with other members of the college community in areas of mutual concern (e.g. Honors Institute, Weekend College, Academic Advising, Center for Scholarly & Civic Engagement, etc.).
- provided leadership for the evaluation and review of existing curriculum and the development and adoption of new programs and courses within the Division.
- directed orientation of the Division's new faculty, conduct faculty and staff evaluations, and recommended programs for staff and faculty that encouraged and supported professional development.

Key accomplishments:

- developed two Communications Field of Study curriculum tracks with faculty of the represented disciplines.
- initiated mentoring program between full-time and associate faculty.
- engaged faculty in redesign of department/discipline web pages to include substantial resources for students, faculty, and community.
- co-founded monthly deans work group meetings to discuss issues of common concern; conceive, compose and review long- and short-range strategic planning documents; and prepared research for and responses to assignments from the Vice President of Academic Affairs and the District's Leadership Team.
- supported, initiated and obtain funding for new internal professional development opportunities (e.g. teaching circles, workshops, campus presentations, etc.).

2002 – 2003: Assistant Dean of Integrated Studies (General Education)

Penn College, Williamsport, PA

Penn College: a 2-campus/3-center affiliate college of the Pennsylvania State University System, offering baccalaureate and associate degrees and drawing 42% of its student body from north central PA; 6213 FTE with 6682 credit headcount and 5225 non-credit; total budget of \$87M; 304 full time faculty and 207 part-time faculty, 1100 additional employees; 90% of students are PA residents.

Assistant Dean, School of Integrated Studies: Responsible for \$1.8M budget, evaluation of 25 non-probationary full-time faculty members and supervision of 1 executive assistant.

#### Key responsibilities:

- developed and maintained master schedule of courses and coordinated on- and off-campus instruction.
- conducted post-tenure reviews of full-time faculty.
- managed departmental part-time faculty and operating budgets and purchasing processes (\$1.8M).
- directed evening and weekend College activities in the School, including the offering of existing courses, as well as the development of new courses.
- consulted on outcomes assessment, program evaluations, and curriculum for specified academic programs.
- conducted tours for prospective students and other visitors and oriented, advised, and scheduled new students in School majors.
- resolved student issues and complaints involving faculty.
- taught and developed courses within the English curriculum.

#### Key accomplishments:

- co-developed the Undergraduate Honors Program.
- during the semester-long absence of a Department Head, Humanities & Social Sciences, served as interim head and initiated the development and implementation of student learning outcomes assessment measures.
- organized and obtained funding for Visiting Speaker Series.

2000 – 2002:        Director of Freshman Advising & First-year Seminar        Texas Wesleyan University, Fort Worth, TX  
(concurrent position with FT faculty appointment described in **Teaching Experience**)

Texas Wesleyan University: a moderately selective, independent university with 1500 undergraduate and 1100 graduate FTE and total budget of \$37M; 125 full-time faculty and 75 part-time faculty; 150 additional employees; 97% of students are TX residents; 60+% are first generation college students.

Director of Freshman Advising & First-year Seminar: Responsible for modest budget, professional development of 7 faculty advisors and seminar instructors, and supervision of 1 student assistant.

#### Key responsibilities:

- reporting to the Provost, developed, implemented, and published 3-semester advising guidelines and procedures for faculty; provided training for a faculty and staff team of seven advisors and freshman seminar instructors.
- devised, scheduled, and executed freshman orientation, registration, and retention-related events with the Admissions and Student Affairs divisions.
- represented university at college fairs and other recruitment activities.
- assessed and reported on freshman retention and academic success initiatives.
- served as communications liaison between Academic Resource Center support staff and faculty-at-large.
- researched, developed, and implemented a common Freshman Seminar curriculum.

#### Key accomplishments:

- improved 1<sup>st</sup>-3<sup>rd</sup> semester retention rate from 54% to 72% in one year and incrementally thereafter.
- introduced web-based supplemental instruction component across all sections of freshman seminar.
- created and implemented multiple intrusive intervention initiatives targeted at various retention at-risk cohort groups (e.g. first generation, conditionally admitted, et al.).
- transitioned freshman seminar and orientation from student services co-curricular activities to academically intensive, applied learning experiences.
- initiated “Doc in the Dorm” tutoring sessions within on-campus student housing.

## Education

Ph.D. Florida State University, Tallahassee, FL. English Literature.

M.A. Minnesota State University, Mankato, MN. English—Creative Writing.

A.B. Washington University, St. Louis, MO. Spanish, Business Minor.

## Full-time Faculty/Teaching Experience

1998 – 2002: Assistant Professor of English Texas Wesleyan University, Fort Worth, TX

### Key responsibilities:

- taught American, English, Post-colonial, and World Literature surveys and seminars; Freshman and Advanced Composition and Rhetoric; Fiction Workshop; Interdisciplinary (Learning Communities) Core Curriculum; The Modern Novel. (Several different course and sections were service learning designated.)
- served as General Editor *Aries: A Journal of Creative Expression* (US circulation: 300) and coordinator of English internship program.

1997 – 1998: Visiting Assistant Professor East Tennessee State University, Johnson City, TN

### Key responsibilities:

- taught American Major Authors Survey; British Major Authors Survey; First-year Composition; Writing about Literature.
- served on Department of English Academic Scheduling Committee.

1996 – 1997: Visiting Assistant Professor Whitman College, Walla Walla, WA

### Key responsibilities:

- taught First-Year Writing; Introduction to Fiction; Post-Colonial Literature Survey: Africa and South Asia; Post-Colonial Literature Survey: The Caribbean; Seminar—“Emigrants and Expatriates—Dispossession in Post-Colonial Literature.”
- wrote English Department’s *Guide to Graduate Study in English*, created related website, led student service learning book drive for Caribbean libraries; served as assistant men’s cross-country coach.

1995 – 1996: Full-time Instructor Florida State University, Tallahassee, FL

### Key responsibilities:

- taught British Literature Survey from 1790-present; Fiction Technique; Post-Colonial Literature Survey; Prose Non-Fiction Workshop; First-year Composition and Writing about Literature.
- taught one of the university’s first service learning infused undergraduate course sections (First-year composition)
- served as Teaching Mentor for new instructors of first-year writing.

## Selected Service and Community Relations

American Association of Community Colleges (AACC): 2016-present, Commission on Workforce Education and Economic Development, Member.

American Council on Education (ACE): 2013-present, Spectrum Aspiring Leaders Program Advisor and Faculty.

COMBASE: 2018-present, Board of Directors, At-Large Member.

Metrocrest Chamber of Commerce: 2011-present, Executive Board Member.

North Texas Community College Consortium (NTCCC): 2011-present, Board of Directors.

Leadership McKinney Advisory Committee Chair 2008-present; 2006 program graduate.

Washington University in St. Louis Eliot Society Alumni Association: 1998-present. (Volunteer scholarship fundraising, outreach, and prospective student interviewing.)

Parker University: 2014-2016, Member, Board of Trustees and subcommittees on Academic Affairs, Long Range Planning and Audit.

American Association of Community Colleges (AACC): 2013-2016, Commission on Academic, Student and Community Development, Member.

State Employees Charitable Campaign DFW Local Campaign: 2012-2015, Executive Committee Chair.

Farmers Branch Chamber of Commerce: 2011-2014, Board Member.

City of McKinney Arts Commission: 2006-2010, Chair 2009-2010

McKinney Chamber of Commerce Board of Directors: 2008.

Arlington Heights United Methodist Church: Board of Trustees, 2000-2002, Member.

Composers, Authors & Artists of America—Fort Worth Chapter: 1999-2002, President.

Walla Walla Community Chorale: 1996-1997.

WFSU-Radio/TV, Florida Public Television: 1992-1994, Volunteer on-air/on-screen voice and pledge drive talent.

## **Selected Awards & Recognition**

Phi Theta Kappa Shirley B. Gordon Award of Distinction, most prestigious award for sitting college presidents, 2018.  
Phi Theta Kappa of Texas, Hall of Honor for College Administrators, 2018.  
AACC College Safety Planning and Leadership Award, 2015.  
Metrocrest Citizen of the Year, 2015.  
Texas Higher Education Coordinating Board Star Award, "SkillShops Lead to Student Success—Brookhaven College," 2013.  
Phi Theta Kappa of Texas CEO Hall of Honor, 2012.  
Texas Higher Education Coordinating Board Star Award, "Gateways to Excellence in Math and Science—University of Texas at Dallas," 2011.  
21 Leaders for the 21<sup>st</sup> Century, Collin County Business Journal, 2010.  
Lambda Alpha Delta "Golden Rule" Award for Excellence in Freshman Teaching, 2001.  
Bert O. and Ila Davis Award for Outstanding Graduate Career in English, The Florida State University, 1996.  
The Honor Society of Phi Kappa Phi—Graduate Scholar Award, The Florida State University, 1994.  
The Florida State University Outstanding Teaching Assistant Award, 1992-1993.

## **Fundraising Accomplishments**

Secured \$13+ in sustainable funding for support of Pathways to Technology Early College High School (ECHS) scale-up.  
Awarded \$3+ million in USDE Title V, NEH, and NSF grant funding for improving undergraduate education and support.  
In first year of Alumni and Donor Relations office raised \$400K+ for Brookhaven College scholarships.  
Raised \$50K+ annually for Brookhaven College State Employee Charitable Campaign; twice chaired District campaign.  
Instituted the inaugural Brookhaven College Graduating Class Gift program in 2013.  
As an alumni volunteer for Washington University in St. Louis have raised \$550K+ total gifts toward general endowment.  
NSF STEP grant and two University of Texas System Regents grants for teaching innovation (\$2.5M total over 5 years).  
Southern Methodist University (SMU) and UTD transfer scholarships (supporting Collin College students, \$ vary).  
NSF Renewal Grant for Convergence Technology Center (\$2M over 4 years).  
Multiple full scholarship donations to Collin College Foundation general scholarship fund. (\$10K+).  
Revised and crafted multiple custom textbook publishing agreements to direct royalties to Collin College scholarship fund.  
Met or exceeded all fundraising goals for Florida Public Radio and Television (Tallahassee) pledge period assignments.

## **Selected Professional Activities (Present and Past, in alphabetical order)**

American Association of Community Colleges (AACC); American Council on Education (ACE); Association of Chief Academic Officers of the Southern States (ACAOSS); Association of Governing Boards (AGB); McKinney Independent School District Partners In Education (PIE); Modern Language Association (MLA); National Academic Advising Association (NACADA); National Association of Student Personnel Administrators (NASPA); North Texas Community College Consortium (NTCCC); Principal for a Day (Dallas ISD); Texas Association of Career and Technical Educators (TACTE); Texas Community College Teachers Association (TCCTA); THECB Academic Course Guide Manual Advisory Committee.

## **Selected College Activities**

Friends of the Professional Support Services Association, 2011-present.  
Group Giving Leader: State Employees Charitable Contributions, 2008-2015.  
Co-chair: Math and Science Education Council, 2008-2011.  
Co-chair: Student Success Advisory Committee, 2007-2008.  
Mentor: Collin College Academy for Collegiate Excellence, 2004-2008.  
Co-chair: Quality Enhancement Plan (QEP) Steering Committee for SACSCOC 10-year reaffirmation, 2004-2006.  
Distance Learning and Weekend College Task Force, 2004-2006.  
Chair: Study Abroad Task Force, 2003-2004.  
Chair: General Education Curriculum Review Committee, 2000-2002.  
Writing Mentor: Academic Resource Center, 1998-2002.  
Science & Humanities Representative: General Education Curriculum Committee, 1999-2001.  
Faculty Advisor: Sigma Tau Delta, the International English Honor Society, Nu Zeta Chapter, 1998-2000.  
Public Relations and Program Design Volunteer, ETSU Opera, 1997-1998.  
Assistant Coach: Men's cross-country, 1996.  
Faculty Advisor: Sigma Chi Fraternity, Gamma Epsilon Chapter, 1996-1997.

## Selected Presentations

- "Generation X Presidents: The Search." American Association of Community Colleges 98<sup>th</sup> Annual Convention. April 30, 2018. Dallas, TX.
- "Meeting Workforce Needs Head-on & at Scale: Dallas County Community College District and Dallas Independent School District." American Association of Community Colleges 98<sup>th</sup> Annual Convention. April 30, 2018. Dallas, TX.
- "Presidential Perspectives: What Aspiring Presidents Need to Know." American Council on Education Advancing to the Presidency Program. April 23, 2018. Washington, DC.
- "Lessons from Dallas County Community College and StraighterLine's EQUIP project." WICHE Cooperative for Educational Technologies (WCET) 29<sup>th</sup> Annual Meeting. October 26, 2017. Denver, CO.
- "The Ever-Increasing Burden on Public Schools." North Texas Regional Leadership Day. February 21, 2017. Plano, TX.
- "How School/College/Business/Community Collaboration are Critical for Achieving the Goals of 60x30TX." Metroplex Regional 60x30TX Workshop. December 1, 2016. Dallas, TX.
- "No One Should Have to Learn This by Accident." American Council on Education Spectrum Aspiring Leaders Program. October 18, 2016. New Orleans, LA.
- "Creating a World-class Business Ecosystem through Strategic Leadership." Keynote. McKinney Chamber of Commerce. October 13, 2016. McKinney, TX.
- "The Workforce of the Future." Collin County Business Alliance Leadership Summit. October 11, 2016. Plano, TX.
- "Alt Credit": Saving Money, Lowering Risk and Coming to a College Near You." SH/FT: The CLOSE IT Summit. October 4, 2016. Dallas, TX.
- "Your Leadership Journey: It Didn't Start Here, and It Doesn't Stop Either!" Leadership Metrocrest keynote address. May 27, 2015. Addison, TX.
- "Answering the Call to Lead in Challenging Times." American Council on Education Spectrum Aspiring Leaders Program. April 28, 2015. Scottsdale, AZ.
- "Four (or Even 5) Generations in the Higher Education Workplace." American Council on Education Spectrum Aspiring Leaders Program. April 28, 2015. Scottsdale, AZ.
- "Being Present as President: Engaging Students in Strategic Planning." North Texas Community College Consortium Spring Leadership Forum keynote address. January 30, 2015. Plano, TX.
- "The Role of the Community College in International Education." NAFSA: Association of International Educators Region III Conference. November 5, 2014. Fort Worth, TX.
- "A Tale of Two T(h)oms." Carrollton-Farmers Branch and Coppell ISD Red Ribbon Week keynote address. October 24, 2014. Farmers Branch, TX.
- "Social Media: Creating a Purposeful Presence." American Council on Education Spectrum Executive Leadership Program. April 3-4, 2014. Chicago, IL.
- "Maintaining Ethics and Integrity in the College Presidency." American Council on Education Spectrum Executive Leadership Program. April 3-4, 2014. Orlando, FL.
- "Leading a College in a Financially Challenging Time." American Council on Education Spectrum Executive Leadership Program. April 3-4, 2014. Orlando, FL.
- "Leaders as Change Agents." DCCCD Basic Leadership Program. October 25, 2013. Dallas, TX.
- "Leading Beyond the Campus." American Council on Education Spectrum Executive Leadership Program. October 3-4, 2013. Orlando, FL.
- "Unexpected Assets: Unique Experiences that Enhanced My First Year as a President." American Council on Education Spectrum Executive Leadership Program. October 3-4, 2013. Orlando, FL.
- "Success (Without Excess) by the Numbers." North Central Texas College Convocation. August 9, 2013.
- "Navigating the Waters: Personal Pathways to the Presidency." American Council on Education Spectrum Executive Leadership Program. March 28-29, 2013. Alexandria, VA.
- "The Fine Art & Craft of Email." DCCCD Annual Development Day (2 locations). February 21, 2013. Dallas, TX.
- "What Should I Say?" Carrollton-Farmers Branch ISD Early College High School Graduation. May 25, 2012. Farmers Branch, TX.
- "You Can't Learn It (All) from a Book: My Circuitous Leadership Journey." NTCCC Spring Leadership Convocation. January 20, 2012. Plano, TX.
- "Retention without the Tension." Multiple venues and events nationwide, 2004-2011.
- "(Re-e)valu(at)ing Professional Development." 120<sup>th</sup> Annual Modern Language Association (MLA) Convention. December 27-30, 2004. Philadelphia, PA.
- "Radical Revision: Improving Advising and Retention in the Midst of a Budget Crunch." 2003 NACADA National Conference. October 2-5, 2003. Dallas, TX.
- "The Things We Don't Say." 58<sup>th</sup> Annual South Central Modern Language Association (SCMLA) Convention. November 1-3, 2001. Tulsa, OK.
- "Olive Senior: The Diction is the Thing." South Central Modern Language Association Conference: "Intersections." October 28-30, 1999. Memphis, TN.

"Joyce and O'Faolain's Women: Kindred Spirits Across Time." The International Association for the Study of Irish Literatures Conference: "Irish Literatures at the Century's End." July 26-29, 1999. Barcelona, Spain.

"Carrying the Mark, Dodging the Blame: Sin and Betrayal in *The Dispossessed*." 8th Annual British Commonwealth and Postcolonial Studies Conference. March 26-27, 1999. Savannah, GA.

"The Language of Loneliness in Sam Selvon's and George Lamming's Early Fiction." Message in a Bottle: The Literature of Small Islands—International Conference, June 1998, Charlottetown, PEI, Canada.

"Writers Forum: Finding the Time and Place to Write." Walla Walla Community College Fourth Annual Writers Workshop, March 1997, Walla Walla, WA.

"Then one student asked, 'How does it feel to be teaching my literature?': Salt, Pepper and Soap—A Journey of (Self) Discovery." Whitman College Faculty Forum, October 1996.

"The Disappearing Act of E. M. Forster's England's Pleasant Land." Southern Humanities Council annual conference—"People and Places: Humanities on Site," February 1996, Richmond, KY. In addition, served as chair for the panel: "A Place Called Home."

"Forster on Film: What He Believed over Time." Literature/Film Association annual conference, November 1994, Towson, MD.

"Defining Autobiography: If Scholars Cannot, Can the Authors Themselves?" Florida State University Conference on Literature and Film, January 1994, Tallahassee, FL.

"The Joycean Echo in Sean O'Faolain's *The Talking Trees*." Irish Studies section of the South Atlantic Modern Language Association (SAMLA) conference, November 1992, Knoxville, TN.

Frequent public readings of fiction and poetry at local and regional venues, events and conferences.

### Selected Publications

["Leading from the Middle Generation Position."](#) Book chapter. *Generation X Presidents Leading Community Colleges*. Ed. Martha Ellis. Ed. Linda García. Lanham, MD: Rowman & Littlefield, 2017. 5-12. Print.

"On My Mind: Lessons Learned in Communication." *DCCCD This Week* 1.19 (2015): 1-4.

"There's a Fundraiser Hidden Within Each of Us." *Opportunity Knocking—How Community College Presidents Can Lead a New Era of Advancement*. Ed. Paul Heaton. Washington, DC: Council for Advancement and Support of Education (CASE), 2015. 83-88. Print.

Bataille, Gretchen M., Alegneta Asfaw and Brandon A. Jackson. *Presidents: Caught in the Middle*. Washington: American Council on Education, 2013. Contributor.

["Transforming Science Education through Peer-Led Team Learning."](#) *Peer Review* 13.3 (2011): 8-10.

"Behind the Bookcase." *New Texas* 2001.

"The Ways We Say, 'No.'" *The Chronicle of Higher Education*. CareerNet on-line. 12 Sept. 2001.  
<http://chronicle.com/article/The-Ways-We-Say-No/45538/>.

"Teaching Twosomes." *Wesleyan* Fall/Winter 2001: 8-11.

"The Things We Don't Say." *New Texas* 2000. Donna Walker-Nixon and James Ward Lee, eds. Belton, TX: U of Mary Hardin-Baylor, 2001. 143-49.

"James Joyce: Límites de lo diáfano." *James Joyce Literary Supplement* Review of *James Joyce: Límites de lo diáfano*. Carmela Medina Casado, Jesús López-Peláez Casella, Nieves Pascual Soler, and Pilar Sánchez Calle, eds. 4-5.

"Forster on Film: What He Believed." *Links & Letters* 6 (1999): 35-41. [refereed]

"Looking Past James Burnham: Machiavelli's *The Prince* in Orwell's *1984*." *British and American Studies*. Ed. Hortensia Parlog. Timisoara, Romania: Hestia, 1998. 18-25.

"Joyce and O'Faolain: When Talking Trees Speak Two Authors' Names." *Notes on Modern Irish Literature* 7.1 (1995): 50-54. [refereed]

"The Bicycle: Innovations & Solutions." Complete text for press kit and documentation distributed to public television stations nationwide to promote the four-part documentary of the same name. Tallahassee: FSU Publications, (February 1994): 20 pp.

"Part of Me." *Muse*. 9.1 (1991): 9-15.

"Just Down the Road." Weekly radio and newspaper commentary. KGAC-FM (Minnesota Public Radio), St. Peter, MN; *The Reporter*, Mankato, MN, respectively; both 1990-91.

"An Outsider's Look at *The View From Rappahannock II* by Eugene McCarthy." Review. *The Corresponder* 24 (1989): 4-5.

### Additional Professional Experience

Music Columnist, *Q Monthly Entertainment Magazine*, 1994-95.

Morning Edition News Writer/Announcer and Classical Music Announcer/Producer for WFSU/WFSQ-FM, Florida State University's National Public Radio affiliate, 1992-94.

Voice and stage talent for radio and television advertising and musical theatre, respectively.

## Preliminary References for Thom D. Chesney

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Provost & Senior Vice President  
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ahenderson@txwes.edu

Mr. Gary Hodge (reported to me)  
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University of North Texas  
214.417.5126  
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# Nebraska State College System

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CHANCELLOR SEARCH FINALIST

**John L. Kuehn, D.V.M.**

6 August 2018

Nebraska State College System  
Chancellor Search Committee  
Academic Search, Inc.

Members of the Search Committee:

Please accept my letter of application and attached materials for the next Chancellor of the Nebraska State College System. Your mission of accessibility for all students and the critical role each campus plays in its region is important to Nebraska now more than ever. I have dedicated myself to higher education and public service, and I will bring a depth of experience in both academia and government to the role of Chancellor. In addition to my professional experience, my ability to advocate effectively and implement bold plans will advance the critical mission of the Nebraska State College System.

The accompanying curriculum vitae details the specifics of my professional career. The common thread among all of my roles--state senator, undergraduate professor, large animal veterinarian, and rancher--is pursuing big ideas with dogged determination. I rely on evidence in decision making and believe in informed action over inertia.

I will bring first hand experience in government to the Nebraska State College System. While representing District 38 in the Unicameral for the last four years, I served on the Appropriations Committee. In 2017 I was elected unanimously to be Vice Chair of the Executive Board, and also serve as Chair of the Legislative Performance Audit Committee, Chair of the Legislature Safety Committee, and Vice Chair of the Referencing Board. I also serve on the Rules Committee and the Committee on Committees.

As Vice Chair of the Executive Board I gained experience in the management of a state agency, the Legislative Council. The Legislative Council oversees senators, legislative divisions, and legislative staff. My time on the Legislative Performance Audit Committee, including the past two years as chair, has enhanced my ability to evaluate policy, review statutes, and avoid the operational mistakes of many state agencies.

Prior to my legislative term I served on the Board of Directors of Southern Public Power District. Southern is the largest rural public power district in Nebraska's unique publicly owned electrical system. As a member of the board, I balanced setting multiple public utility rates with competing interests of an operational budget, an aggressive capital construction budget, long-term wholesale power purchase contracts, and issuing public bonds. We also negotiated salary and employment with unionized lineworkers, non-union support staff, and an executive management team.

My academic career at Hastings College began in August of 2000 when I was recruited as an Adjunct Instructor of Biology, teaching an Anatomy and Physiology class in addition to my full time veterinary practice. In 2004 I transitioned to a tenure-track position as an Assistant Professor of Biology, with subsequent promotions to Associate Professor in 2009 and Professor in 2014. I was awarded tenure in 2010 by the Hastings College Board of Trustees.

During my 18 years at Hastings College, I co-founded of the Student Research Initiative in Biology, served as Chair of the Personalized Program, was elected Science Division Chair, and served on numerous faculty and search committees. My work has been honored by the Vodrak Outstanding Academic Advisor Award, Student Alumni Association Polished Apple Award, and the campus nominee for CASE Nebraska Professor of the Year.

For faculty and students alike, I have lived life very similar to what they experience every day on their campus. That perspective will benefit all stakeholders in the Nebraska State College System. For students enrolled at one of the Nebraska state colleges, I bring to the office of the Chancellor my own experience as a college student from a farm community at a small, primarily undergraduate teaching institution in rural Nebraska. For faculty and staff, I have spent 14 academic years in the classroom teaching a 27 hour annual course load, all while advising dozens of students, serving on faculty committees, and being active in my discipline. I would step into the Chancellor position directly out of a fall semester in which I am in the classroom teaching a 15 semester-hour course load.

Teaching institutions create a learning community focused on student success. The students in today's classrooms in Chadron, Peru, and Wayne will be the entrepreneurs, teachers, and leaders in those same communities tomorrow. Faculty invest in the holistic development of each student as mentors and teachers. As an undergraduate, I was the beneficiary of that community. As a faculty member, I am able to equip my students for success. As Chancellor, I am dedicated to promoting that experience for every student and empowering faculty and staff to create that sense of community.

The Nebraska State College System could face many difficult fiscal and operational decisions in the coming years. The higher education landscape is changing nationwide. Increasing competition for state revenue among public priorities in Nebraska, including health care, public assistance, K-12 education, corrections, and property tax reform, as well as competition from other public higher education interests, will apply continued pressure on the state appropriation for the NSCS. My experience on the Appropriations Committee uniquely equips me to advocate for the Nebraska State College System. The NSCS needs to have a seat at the table to effectively meet its mission of access to higher education, specifically its service to first generation and non-traditional students.

In the Unicameral I gained a thorough understanding of the state budget and the budget process that can only be obtained through service on the Appropriations Committee. I take a

conservative approach to fiscal issues including the judicious use of reserve funds and the importance of transparency and accountability.

Leadership is easy when revenues are high and programs are flush with cash. Scarce resources necessitate setting clear priorities, looking for efficiencies, and making tough decisions. Being one of the nine members of the Appropriations Committee during the past two years while state revenues came in below the revenue forecast month after month required many tough decisions. Each available option had short-term and long-term implications for individuals, programs, and taxpayers. None of the budget decisions we made were easy. They were, however, necessary.

During my time as a legislator I was selected for three of the most competitive leadership development programs in the nation. These include the State Legislative Leadership Foundation's Emerging Leaders Program at the world-renown Darden School of Business at the University of Virginia, the Bowhay Institute for Legislative Leadership Development (BILLD) program at the La Follette School of Public Affairs at the University of Wisconsin-Madison, and the Toll Fellowship Program of the Council Of State Governments, the national leadership fellowship for all three branches of state government. Each of these comprehensive experiences has provided professional training in skills critical for effective leadership to augment my legislative leadership experience, including coalition building, crisis management, team development, and self-awareness.

Using these skills, I will work with each campus and trustee to meet the challenges and maximize the opportunities facing the Nebraska State College System. Making progress toward solutions, more than merely identifying problems, is what we can accomplish together. The executive staff and lobby team of the Nebraska State College System have seen first hand my approach to collaboration this past legislative session. It was my pleasure to collaborate on the approach to the Appropriations Committee hearing for the NSCS budget. The development of the volume containing letters of support from community leaders and students represents my approach to inclusive engagement of all stakeholders in ownership of the future of Nebraska's state colleges. To advance the vital NSCS mission of access we must tell that story.

I look forward to continuing to raise the profile of the Nebraska State College System among members of the Legislature, the Executive Branch, with regional stakeholders, and among all prospective students looking for affordable access to higher education. I welcome the opportunity to work with trustees, administrators, faculty, staff, students, and alumni to chart a bold course for the future of the Nebraska State College System.

With enthusiasm,

A handwritten signature in black ink, appearing to read "John L. Kuehn". The signature is written in a cursive, flowing style.

John L. Kuehn

# John L. Kuehn, D.V.M.

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Nebraska Veterinary License #3004

USDA Veterinary Accreditation 18972

## Education

**Doctor of Veterinary Medicine, 2000**

*Magna Cum Laude*

3.916 GPA

Kansas State University

College of Veterinary Medicine

Manhattan, Kansas

**Bachelor of Arts, Biology, 1996**

*Magna Cum Laude* with High Distinction in Biology

3.9416 GPA

Hastings College

Hastings, Nebraska

## Academic and Professional Honors

- 2016 Council of State Governments Henry Toll Leadership Fellow
- 2015 State Legislative Leadership Foundation Emerging Legislative Leaders Fellow
- 2015 CSG-Midwest Bowhay Institute for Legislative Leadership Development Scholar
- 2009 Hastings College Nominee, CASE Professor of the Year
- 2008 Vondrak Outstanding Academic Advisor Award
- 2008 Hastings College Nominee, CASE Professor of the Year
- 2007 Artist Lecture Series Invited Faculty Lecturer, "Lab Work and Cat Scans"
- 2006 Student Alumni Ambassadors Polished Apple Award
- 2002 Rotary International Group Study Exchange-Bangladesh
- 2000 American College of Veterinary Surgeons Student Large Animal Surgery Award
- 2000 Dr. Jerry R. Rains Beef Cattle Production Medicine Award
- 2000 Dr. Wayne and Drucecilla Burch Food Animal Medicine/Surgery Award
- 1998 NVMA Centennial Scholarship Foundation Junior Award
- 1998 Novartis Award for Best Paper in Parasitology
- 1997 James H. Burt Memorial Award (Highest Average in Physiology I & II)
- 1996 USA Today All USA Academic First Team (Top 20 out of 1231)
- 1996 Hastings College Bronco Award
- 1995 Truman Scholarship Finalist
- Beta Beta Beta National Undergraduate Biology Honor Society
- Phi Zeta National Veterinary Honor Society
- Pi Kappa Phi National Agriculture Honor Society
- Omicron Delta Kappa National Leadership Honor Society (Charter Member)
- Alpha Chi National Academic Honor Society

## Work Experience

<b><u>Nebraska State Senator</u></b> , <i>Nebraska Legislature</i> District 38, Nebraska Chair, Legislative Performance Audit Committee Vice Chair, Executive Board Vice Chair, Referencing Committee Appropriations Committee Rules Committee Chair, Safety Committee Committee on Committees	2014-present
<b><u>Professor of Biology</u></b> , <i>Hastings College</i> Hastings, Nebraska	2014-present
<b><u>Associate Professor of Biology</u></b> , <i>Hastings College</i> Hastings, Nebraska Tenure Awarded 1/2010 Personalized Program Chair, 2009-2013	2009-2014
<b><u>Assistant Professor of Biology</u></b> , <i>Hastings College</i> Hastings, Nebraska Science Division Chair, 2006-2007	2004-2009
<b><u>Veterinary Practice</u></b> , <i>Kuehn Animal Health</i> Heartwell, Nebraska	2002-Present
<b><u>Interim Herd Health Veterinarian</u></b> , <i>USDA Meat Animal Research Center</i> Clay Center, Nebraska	2003-2004
<b><u>Adjunct Instructor of Biology</u></b> , <i>Hastings College</i> Hastings, Nebraska	2000-2004
<b><u>Associate Veterinarian</u></b> , <i>Animal Health Services, P.C.</i> Hastings, Nebraska	2000-2002
<b><u>Livestock Health Manager</u></b> , <i>J. M. Kuehn Inc.</i> Heartwell, Nebraska	1992-2005
<b><u>Veterinary Extern</u></b> , <i>Comstock Large Animal Hospital</i> Reno, Nevada	2000

## **Current Professional Organizations**

- Council of State Governments
  - National State Shared Legislation Committee
  - Midwest Region BILLD Steering Committee
- National Council of State Legislatures
- Nebraska Livestock Emergency Disease Reporting System Veterinary Corps
  - ICS 100, ICS 200, NIMS 700 Certification
  - Federal Emergency Management Association*
- American Veterinary Medical Association

## **Civic Leadership Experience**

- Member, Agriculture Advisory Team, Pete Ricketts for Governor, 2014
- Southern Public Power District Board of Directors 2009-2014
  - Secretary of the Board
  - Budget, Legislative (Chair), and Customer Relations (Chair) Committees
  - CEO Search Committee
  - Delegate, 2009-2012 NRECA/CFC Regional Meetings
  - Board Representative, NPPD Rate Review Committee, 3/2009 and 8/2009
- Kearney County Campaign Chair, Deb Fischer for U.S. Senate, 2012
- Beta Beta Beta Undergraduate Research Grant Proposal Reviewer, 2006-2017
- Adams County Agricultural Society Strategic Planning Committee, 2006-2008
  - Finance Committee Chair
- Rotary International Global Project Volunteer, 2005
- United Way of South Central Nebraska Veterinary Professional Coordinator, 2005
- Minden Rotary Club, 2004/2005 President

## **Faculty Committees**

- Biology Search Committee, 2014
- Technology Committee, 2007-2017
- Internship Committee, 2005-2013
- Personalized Program Committee, 2005-2013
- Exercise Science Search Committee, 2013
- Presidential Search Committee, 2010-2011
- Graduate Fellowships Committee, 2005-2012
- Artist Lecture Series Main Committee, 2007-2009
  - Student Symposium Advisor, 2008-2009
- Academic Showcase Day Steering Committee, 2007-2009
- Pandemic Influenza Strategic Planning Steering Committee, 2005-2007
- Chemistry Faculty Search Committee, 2006
- Ramsay Family Freshman Advocate, 2005-2007, 2007-2009, 2009-2011

## Scholarly Articles Published

Wright KD, Morris AN, Kuehn JL. *Effects of low level intermediate exposure to atrazine and chlorpyrifos in Sprague Dawley rats*. **BIOS** 2015. 86(2):99-103

Puckett MM, Morris AN, Kuehn JL. *The effect of triclosan on the proliferation of peritoneal tissue explants*. **BIOS** 2015. 86(2):104-108

Hemje M, Kuehn JL, Morris AN. *Lead Contamination in Venison: Archery and Rifle Hunting Contributions*. **BIOS** 2014. 85(3):137-141

Suhr M, Kuehn JL, Morris AN. *Prevalence of Escherichia coli O157 in Midwestern United States Cattle*. **BIOS** 2013. 84(4)

Craig T, Kuehn JL, Hauser D. *Was That Really Coprophagy?* **Veterinary Forum** 2001 18(5): 64-65

## Grants Received

*“The Repeatability of the Fecal Flotation”*

Loutzenhouser Family Faculty Development Grant  
July 2007-June 2008 Funding Cycle

*“Finding a Voice Through Experience”*

Hastings College Vocation and Values Imagine Grant  
April 2006-June 2006 Funding Cycle

*“Student Research Initiative in Biology”*

Hastings College Fund For Excellence  
August 2004-May 2005 Funding Cycle

*“The Nebraska Peer Education Network: One Body—Respect It, One Mind—Feed It, One Life—Enjoy It”*

Central Nebraska Community Planning Commission  
February 1, 1996 to January 31, 1997 Funding Cycle

*“Health for Generation X” as part of “State and Local Comprehensive Health Programs to Prevent Important Health Problems and Improve Educational Outcomes”*

Nebraska Department of Education/Centers for Disease Control and Prevention  
December 1, 1995 to November 30, 1996 Funding Cycle



*“The Nebraska Peer Education Network: Educating Nebraska to Educate the World”*

New Jersey Collegiate Consortium for Health in Education and the Centers for Disease Control and Prevention

December 15, 1994 to June 15, 1995 Funding Cycle

*“Student Based Consortia Development”*

Nebraska Department of Health

March 1, 1995 to April 1, 1995 Funding Cycle

## Student Research Grants Received

### Beta Beta Beta Foundation Undergraduate Research Grants

- 2015 John DeWaard “Effects of sugars and sucralose on ICAM-1 expression in endothelial cells”
- 2011 Dylan Stoll “Enzymatic Parameter Changes in Neonatal Exposed Rats”
- 2010 Jacob Wardyn “Neonatal Parameters in Rats Exposed to Electromagnetic Radiation”
- 2008 Sara Kluver “Cell Proliferation of Peritoneal Tissue by Peroxide Containing Whitening Rinses by the Peritoneal Explant Test”
- 2008 Jeff Klug “The Effects of Androgens on Thyroid Function”
- 2005 Ann Goding “The Effect of Hydrocortisone on Angiogenesis”
- 2005 Ann Packard “Establishing Immunity for *Streptococcus pneumoniae* Using the PspA Knockdown”
- 2005 Krystal Tamura “The Effect of BHA on Cytotoxicity of Rat Hepatocytes”
- 2004 Seth Sazama “The Seroprevalence of *Neospora caninum* in a Central Nebraska Feedyard”

### NASA Space Grant

- 2005 Ann Packard “Establishing Immunity for *Streptococcus pneumoniae* Using the PspA Knockdown”

### IDEXX Labs Equipment Grant

- 2004 Seth Sazama “The Seroprevalence of *Neospora caninum* in a Central Nebraska Feedyard”

### Beckton Dickinson Community Grant

- 2008 Ben Klug “Correlation of Serum and Salivary Progesterone”

## Cooperative Student Research Projects

2004-2006

- Ann Goding “The Effect of Hydrocortisone on Angiogenesis”
- Seth Sazama “The Seroprevalence of *Neospora caninum* in a Central Nebraska Feedyard”

2005-2007

- Ben Klug “Correlation of Serum and Salivary Progesterone”
- Ann Packard “Establishing Immunity for *Streptococcus pneumoniae* Using the PspA Knockdown”
- Krystal Tamura “The Effect of BHA Magnitude and Duration on the Release of Cytochrome C”
  - Awarded the McClung Award for best undergraduate paper in *BIOS*, 2010

2007-2008

- Brady Fickenscher “The Repeatability of the Fecal Flotation”

2008-2010

- Sara Kluver “Cell Proliferation of Peritoneal Tissue by Peroxide Containing Whitening Rinses by the Peritoneal Explant Test”
- Jeff Klug “The Effects of Androgens on Thyroid Function”
- Mackenzie Hemje “Tissue Lead Concentrations in Wild Nebraska Cervids”

2010-2011

- Jacob Wardyn: “The Impact of Electromagnetic Radiation on Sprague Dawley Rats”

2011-2013

- Dylan Stoll: “Enzymatic Parameter Changes in Neonatally Exposed Rats”
- Allison Kern: “Changes in Ache Levels in Sprague-Dawley Rats Neonatally Exposed to Pesticides”
- Kevin Wright: “Reproductive Parameters in Sprague-Dawley Rats Neonatally Exposed to Pesticides”

2013-2014

- Zachary Heard “Changes in Hematopoietic Profile in Sprague-Dawley Rats Neonatally Exposed to Pesticides”

2014-2015

- John DeWaard “Effects of sugars and sucralose on ICAM-1 expression in endothelial cells”

## **Current Courses**

- BIO 111/BIO 113 Human Anatomy and Physiology I and II with Labs
- BIO 414/BIO 424 Medical Anatomy and Physiology I and II with Labs
- SCI 313 Human Nutrition (also online)
- BIO 480 Health Systems Senior Seminar
- BIO 234 Medical Terminology (also online)
- BIO 481 Biology Senior Seminar (Team Taught)

## **Previous Courses Taught**

- BIO 354 Parasitology with Lab
- BIO 371 Cell Biology with Lab
- BIO 464 Immunology
- BIO 474 Genetics with Lab
- BIO 485 Senior Research Project
- PED 301/501 Biomechanics/Kinesiology (also online)
- PED 362/562 Exercise Physiology (also online)
- SCI 108 Human Biology with Lab (also online)
- STS 130 Living and Learning at Hastings College
- J-Term Courses:
  - Outbreak: Step Into the Hot Zone (2004)
  - Service Learning in Uganda (2005)
  - Cowboy University (2006, 2013)
  - The Biology of Tanzania (2007)
  - The Biology of Cloning (2009)
  - North India Adventure (2011)
  - House M.D. and Kuehn D.V.M. (2012)
  - Advanced Medical Biology (2006-2015)

Nebraska State College System  
Chancellor Search Committee  
Academic Search, Inc.

**John L. Kuehn D.V.M.  
Professional References**

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# Nebraska State College System

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CHANCELLOR SEARCH FINALIST

**Rusty L. Monhollon, Ph.D.**

Rusty L. Monhollon, Ph.D.  
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July 30, 2018

Gary Bieganski, Chair  
Nebraska State College System Board of Trustees  
1327 H. Street, Suite 200  
Lincoln, Nebraska 68508

Dear Mr. Bieganski:

I read with great interest the announcement for the position of Chancellor of the Nebraska State College System. I have more than 25 years of experience in higher education, including ten years as a tenured professor and highly-respected historian and the past nine years as the chief academic officer for the state of Missouri. I possess a highly-developed set of skills, abilities, and experience that define me as an inclusive and collaborative leader, one that can act creatively and boldly. I have a proven record of astute leadership in public policy development, a deep-rooted understanding of and appreciation for the freedoms, responsibilities, and independence of the academy, and a thorough understanding of the forces and issues shaping the topography of higher education. In short, I believe I am the forward-thinking, imaginative, and inspiring leader the Board is seeking to strengthen the system's financial position, enhance its academic excellence, and make its institutions the "first choice" for more Nebraskans. Please accept this letter and the attached documents as my application for the position of Chancellor for the Nebraska State College System.

I am eager to accept the professional challenges—of which there are many—this opportunity presents. Higher education is at a crossroads. It has been, and will continue to be, transformed by the information revolution, yet it has not fully come to terms with the knowledge-based, twenty-first century world the revolution has created. As is the case across the country, the Nebraska State College System must address decreases in state support and declining enrollment, seek new and stable revenue streams, and continue to demonstrate higher education's value amid increased demands for greater institutional accountability. These are formidable challenges, made more daunting as many people question the very purpose and value of a college degree. I am prepared to take on those challenges as Chancellor of the NSCS. My work has always been driven by an unflinching belief that higher education is both a private benefit that provides personal enrichment and growth, and a public good, vital to economic stimulation, civic participation, and improving the human condition. In many respects this is most critical issue confronting higher education today. We in higher education must recommit ourselves to the core public purposes of service and developing the whole person as we transform how our programs—for both traditional and non-traditional learners—serve the myriad and ever-changing educational needs of a knowledge-based society. We must reexamine continually what we do and how we do it or run the risk of becoming obsolete and irrelevant. Introspection does not require discarding the core values on which the academy was founded, values deeply rooted in the arts, humanities, and sciences. Indeed, only by embracing these values and redefining them for the modern economy can higher education, in my view, remain viable and relevant.

We can—and must—do more to help all citizens reach their full potential. Access to education has never been greater, but access alone is not enough. We must also work to provide all students the opportunity to pursue their educational goals at an institution that meets their needs and is affordable. We must find new ways to meet the needs of adult learners, including those who are veterans, full-time

workers, and the place-bound. It is imperative that we reduce and eliminate the achievement gap for underserved populations. The approach must be holistic, modeled on cross-sector collaboration but also by building on the opportunities the state college system offers.

The task is daunting but with a confident and discerning leader—and its continued commitment to unity of purpose—the Nebraska State College System is well-positioned to fulfill its vision of being a model of collaborative educational excellence; I believe I am that leader. Former Missouri Commissioner of Higher Education David R. Russell, for whom I worked for six years, has described me as a “highly effective thought leader . . . notable for selflessness, inclusiveness, collegiality and intellectual ferocity.” Russell singled out my ability to forge effective collaborative relationships among the state’s institutions (what he calls a “blend of directness and diplomacy”) as driving higher education reform in Missouri. Navigating the complex political environment to achieve real results requires cultivating professional relationships with people from a wide range of backgrounds, a skill that is perhaps my greatest strength. I have worked closely and regularly with presidents, provosts, and faculty, as well as with elected officials and senior leaders in the private and civic sectors. My work in the political arena has included drafting legislation to advance the state’s higher education agenda and testifying before legislative committees. Given the potential impact for the department and the state, my participation in decision and policymaking demands great sensitivity, tact, and political astuteness. In all of my work, I take pride in my ability to see and understand issues from multiple perspectives. I derive great professional satisfaction in bringing people together to work toward a common goal while helping them navigate through competing interests.

I have led most of the department’s major initiatives designed to keep higher education in Missouri accessible, affordable, and effective. For example, twice (in 2011 and 2017) I led a statewide review of all academic programs, resulting in hundreds of low-producing or marginal programs being deleted. I directed the Missouri Reverse Transfer Initiative by convening competing stakeholders from community colleges and universities—both public and private—in pursuit of the common goal of improving student outcomes and completion rates. Since 2014, nearly 1,000 students have received degrees through the initiative. Under my leadership, we have reformed remedial education in Missouri with striking results: the remediation rate statewide has dropped by 36 percent since 2012. We have also implemented Math Pathways statewide, which promises to further drop the remediation rate and improve mathematics education in Missouri. Perhaps the greatest test of my leadership has been the on-going development and implementation of CORE 42, the Missouri Core Transfer Curriculum. We met the statutorily-mandated deadline of January 1, 2018, only through frequent—and at times contentious—discussions to reconcile the conflicting objectives of community colleges and universities. What we’ve produced will, I believe, greatly improve credit transfer for students (reducing both cost and time to degree) while also allowing institutions to retain autonomy over their own curriculum.

As a key member of the Commissioner’s Senior Staff I engage in nearly all department functions, including budgeting, performance funding, personnel policies and decisions, financial aid, and government relations, among others. In 2015 I led the department’s efforts in developing the state’s strategic plan for higher education by chairing workgroups, planning “listening sessions” across the state, and drafting the final document. I help plan and contribute to annual board development retreats and a statewide Governing Board Forum, which convenes representatives from governing boards across Missouri to discuss common issues and concerns. As you can see from my resume, throughout my career I have given numerous presentations to a wide range of audiences. Given this experience and my effectiveness as a communicator, I would be an effective advocate and public face for the system.

I have the breadth and depth of skills and experience to manage the system office and coordinate Board activities. My duties as head of the Academic Affairs unit, combined with my previous

experience in private business, has given me broad-based experience in all aspects of managing an organization. In addition to overseeing the budget for Academic Affairs, I supervise a \$1.78 million grant from the U.S. Department of Education, and have secured and managed an additional \$800,000 in external grant funding. During my tenure at the MDHE, I have demonstrated my skills in nurturing the professional growth of my staff through collaboration and mentoring. I believe I have been very successful in attracting and developing colleagues who are quality-minded, achievement-oriented, and committed to the mission and values of the department. I have retained key staff members for five or more years. Additionally, I have had direct responsibility for vetting and recommending candidates for Senior Staff positions.

My interest in this position stems in part from the trajectory of my career path. While working full-time to support my family, I enrolled as a first-generation college student at Washburn University, graduating in four years. From there I earned my doctorate at the University of Kansas, taught United States history at several institutions before landing at Hood College, where I received tenure. My time at Hood was enriching, as a teacher, scholar, and member of institutional governance. In the classroom, I shared my passion for learning with my students, helping them to see the liberating value of education grounded in the liberal arts and humanities. As a graduate program director I oversaw program development, student recruitment, curriculum, course scheduling, and program assessment. Under my leadership, we increased student retention and elevated the academic rigor of the program. I also immersed myself in institutional governance at a time when the college faced existential financial challenges. For example, I served on a wide range of college-wide committees charged with addressing such crucial issues as student persistence, graduation rates, residential life, academic support services, and student satisfaction, among others. I chaired the governance sub-committee—comprised of faculty, staff, students, and college trustees—for Hood’s regional accreditation self-study. I created a plan for addressing our charge (assessing Hood’s leadership, governance, and administration) and had primary responsibility for compiling our work into a report for the steering committee. My somewhat unconventional career path has given me an abiding respect and passion for education. I deeply appreciate the challenges all students face and how critical it is for us who work in higher education to serve their needs. These experiences—in combination with my nine years at the MDHE—solidified my belief that success and stability in higher education largely dependent on building and nurturing a culture focused on student growth, development, retention, and success.

I am an imaginative leader, a supportive team player and builder, and a dynamic communicator and effective listener with a proven record of building strong collaborative relationships. I have been and will continue to be a passionate and relentless advocate for higher education. I am excited about the possibility of becoming the Chancellor for the Nebraska State College System. I have attached my curriculum vita, which includes contact information of my professional references. I would welcome the opportunity to discuss this position further in person. Thank you very much for your consideration.

Sincerely,



Rusty L. Monhollon, Ph.D.



# Rusty L. Monhollon, Ph.D.

## Office

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## Home

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## Education

Ph.D.	History (with honors)	The University of Kansas	1999
M.A.	History	The University of Kansas	1994
B.A.	History, Political Science ( <u>summa cum laude</u> )	Washburn University	1991

## Professional Appointments

Assistant Commissioner for Academic Affairs, Missouri Department of Higher Education, Jefferson City, Missouri, 2011 – present

Responsibilities include:

- Provide leadership for statewide policymaking, strategic planning, institutional mission review, and other high priority areas.
- Manage the Office of Academic Affairs
- Represent MDHE to external constituencies in support of policy development and initiatives.
- Provide leadership for implementation of statewide initiatives focused on student success, access, and affordability.
- Design, implement, and monitor public policies related to academic programs, assessment of student success, and institutional performance.
- Coordinate the development and implementation of statewide transfer and articulation policies.
- Supervise the review of academic programs and maintenance of the state's program inventory.
- Engage with constituents across educational and industry sectors to build strong collaborative relationships to advance statewide goals and objectives.

Interim Assistant Commissioner for Academic Affairs, Missouri Department of Higher Education, Jefferson City, Missouri, 2011

Senior Associate (Academic Affairs), Missouri Department of Higher Education, Jefferson City, Missouri, 2009-2011.

Associate Professor, Department of History and Political Science, Hood College, Frederick, Maryland, 2007- 2010.  
Program Director, Master of Arts in Humanities, Hood College, Frederick, Maryland, 2005-2010.

Assistant Professor, Department of History and Political Science, Hood College, Frederick, Maryland, 2001- 2007.

Visiting Assistant Professor, Department of History, University of Missouri-Columbia, Columbia, Missouri, 1999-2001.

Adjunct Professor, School of Professional Studies, Rockhurst University, Kansas City, Missouri, 1999-2003.

Adjunct Assistant Professor, Department of History, Washburn University, Topeka, Kansas, 1999

Assistant Instructor, Department of History, University of Kansas, 1993-1998.

## Other Relevant Professional Experience (selected)

Development and implementation of The Higher Education Core Curriculum Transfer Act, 2016-present.

State Liaison, Corequisite at Scale Initiative, Complete College America, 2016-present.

State Liaison, Building Mathematics Pathways Initiative, The Dana Center at the University of Texas and Complete College America, 2014-present.

Development and implementation of Best Practices in Remediation, 2012-present.

Member, MOREnet Executive Council, 2011-present.

Member, CBHE Coordinated Plan Steering Committee, 2014-2015.

Project Director, "Credit When It's Due: The Missouri Reverse Transfer Initiative," Lumina Foundation, 2012-2015.

State Liaison, Multistate Collaborative to Award Academic Credit for Military Service, 2013-2015.

State Liaison, Midwestern Higher Education Compact Tuning Project, 2011-2013.

Working Group Member and State Director, Multistate Collaborative to Advance Learning Outcomes Assessment, 2011-present.

Faculty Engagement Subgroup, 2012-present.

State Coordinator Win-Win Project, Institute for Higher Education Policy and Lumina Foundation, 2011-2013.

State Coordinator, Assessing Higher Education Learning Outcomes (AHELO), 2011-2013.

State Lead, Missouri College and Career Readiness Partnership, 2011-2014.

Higher Education Lead, SMARTER Balanced Assessment Consortium, 2011-2014.

Middle States Accreditation Steering Committee, Hood College, 2004-2007.

Chair, Working Group on "Leadership and Governance"

Chair, Organization of American Historians and American Historical Association Joint Committee on Part-time and Adjunct Employment, 2007-2008.

Organization of American Historians and American Historical Association Joint Committee on Part-time and Adjunct Employment, 2003-2006.

Faculty Consultant, The College Board's Advanced Placement Program, Princeton, New Jersey, 1997-1998, 2000-2005

Test Item writer and consultant, SAT examination, Educational Testing Service, Princeton, New Jersey, 2004

Grant Reviewer, Teaching American History Grant, U.S. Department of Education, 2004, 2005

## **Publications (Academic)**

### *Books*

Author, 'This is America?': The Sixties in Lawrence, Kansas (Palgrave, 2002; paperback, 2004).

Awarded the Edward H. Tihen Publication Award by Kansas State Historical Association, 2003;

Nominated for Phi Alpha Theta Annual Book Award, 2003.

Editor, Baby Boom: People and Perspectives (ABC-Clio, 2011).

### *Articles in refereed journals*

"An Eternal Truth?: The Life and Legend of John Brown," Catoctin History 8 (Fall/Winter 2006): 26-41.

with Kristen Tegtmeier Oertel, "From Brown to Brown: A Century of Struggle for Equality in Kansas" Kansas History 27:1-2 (Spring-Summer 2004), 116-133; reprinted in The Kansas Territorial Reader (Topeka, KS: Kansas Territorial Sesquicentennial Commission and the Kansas State Historical Society, 2004).

"Taking the Plunge: Race, Rights, and the Politics of Desegregation in Lawrence, Kansas, 1960," Kansas History 20:3 (Autumn 1997):138-159; reprinted in Embattled Lawrence: Conflict and Community, eds. Dennis Domer and Barbara L. Watkins (Lawrence, KS: The University of Kansas Continuing Education, 2001).

### *Book Chapters, and Encyclopedia Entries*

"Student Activism," in "Speaking Out with Many Voices: Documenting American Activism and Protest in the 1960s and 1970s," ed., Heather Thompson (Prentice Hall, 2009)

"Law and Justice in the 1960s," in Columbia Companion to America in the 1960s, eds. Beth Bailey and David Farber, (Columbia University Press, 2001).

- "Lawrence, Kansas, and the Making of the Sixties" in Embattled Lawrence: Conflict and Community, eds. Dennis Domer and Barbara L. Watkins (Lawrence, KS: The University of Kansas Continuing Education, 2001).
- "Kansas" in Encyclopedia of Civil Rights in the United States, eds. Waldo E. Martin and Patricia L. Sullivan (New York: Macmillan Reference, 2000).
- "Black Power, White Fear: The 'Negro Problem' in Lawrence, Kansas, 1960-1972," in Race Consciousness: African-American Studies for the New Century, eds., Jeffrey Tucker and Judith Jackson Fossett, (New York: New York University Press, 1997), 247-262.

*Other professional publications*

- "From Crisis to Crisis: Costs Only Part of the Problem," Perspectives on History June 2013: available <http://www.historians.org/publications-and-directories/perspectives-on-history/summer-2013/aha-roundtable-on-president-obama%e2%80%99s-college-affordability-plan/from-crisis-to-crisis-costs-only-part-of-the-problem>
- "Adjuncts and Accrediting Commissions: Unlikely Allies?" Perspectives 44:1 (January 2006): 27-29; reprinted in OAH Newsletter 34.2 (May 2006): 19, 23.

*Book Reviews*

- Louis Galambos, Eisenhower: Becoming the Leader of the Free World (Baltimore: Johns Hopkins University Press, 2017) for Kansas History (forthcoming)
- David A. Nichols, A Matter of Justice: Eisenhower and the Beginning of the Civil Rights Revolution (New York: Simon and Schuster, 2007), for Kansas History 31:2 (Summer 2008): 141.
- Joy Ann Williamson, Black Power on Campus: The University of Illinois, 1965-75 (University of Illinois Press, 2003), for the Annals of Iowa 63:3 (Summer 2004): 338-340.
- Mary Ann Wynkoop, Dissent in the Heartland: The Sixties at Indiana University (Bloomington: Indiana University Press, 2002), for the Journal of American History 90:4 (March 2004): 1538.
- Lisa McGirr, Suburban Warriors: The Origins of the New American Right (Princeton, NJ: Princeton University Press, 2002), for American Studies: An Interdisciplinary Journal 44:1/2 (Spring/Summer 2003): 311-313.
- Rebecca E. Klatch, A Generation Divided: The New Left, the New Right, and the 1960s (University of California Press, 1999), and Dominick Cavallo, A Fiction of the Past: The Sixties in American History (St. Martin's Press, 1999), for American Studies: An Interdisciplinary Journal 42:1 (Spring 2001), 215-217.
- Beth Bailey, Sex in the Heartland (Harvard University Press, 1999), for Kansas History, 23:3 (Autumn 2000): 187.
- James West Davidson, et al, Nation of Nations: A Concise History of the American Republic (New York: McGraw-Hill, 1999) for H-Net Reviews (January 2000).
- Glenn T. Eskew, But for Birmingham: The Local and National Movements in the Civil Rights Struggle (University of North Carolina Press, 1997), for The Register of the Kentucky Historical Society 96:2 (Spring 1999): 213-215.
- Stewart Burns, Daybreak of Freedom: The Montgomery Bus Boycott (University of North Carolina Press, 1997), for The Register of the Kentucky Historical Society 96:1 (Winter 1998): 111-113.

*Non-scholarly publications*

- "UNESCO," Frederick News-Post 11 June 2005.
- "Brown v. Board of Education," in "The Legacy of Brown v. Board of Education in Frederick County" (a public history project sponsored by the Historical Society of Frederick County), 2004.

**Grants, Awards, and Support Received or Administered on behalf of MDHE (selected)**

- Math Pathways to Completion, Dana Center-University of Texas-Austin, 2015-2018. (\$35,000 and technical assistance)
- Corequisite at Scale, Complete College America, 2016-17. (\$20,000, technical assistance, statewide workshop and academy)

Building Math Pathways into Programs of Study, Complete College America 2015-16. (technical assistance)  
Credit When It's Due, Lumina Foundation, 2012-2015. (\$500,000)  
Common Core Postsecondary Collaborative, National Governors Association, 2012-2013. (\$65,000)  
Assessing Higher Education Learning Outcomes (AHELO), State Higher Education Executive Officers, 2011-2013.  
(\$135,000)  
Win-Win, Lumina Foundation and Institute for Higher Education Policy (IHEP), 2010-2012. (\$120,250)

### **Grants, Awards, and Professional Support (Personal)**

Fellow, SHEEO Academy for State Policy Leadership in Higher Education, 2012.  
Hodson Faculty Fellowship, Hood College, 2008-2009.  
Nominee, Outstanding Graduate Teacher, Hood College, 2006-2007.  
Edward H. Tihen Publication Award, Kansas State Historical Society, 2003.  
Fulbright Scholars Program, Scholar to Sweden, 2004 (declined).  
Rockefeller Archives, Grant-in-Aid, 2003-2004.  
Hartman Center, Duke University Library, travel grant, 2003-2004.  
Summer Research Institute Grant, Hood College, 2003.  
McCardell Professional Development Grant, Hood College Board of Associates, 2002.  
George L. Anderson Dissertation Award, Department of History, University of Kansas, 2000.  
Outstanding Volunteer, Brown v. Board of Education National Historic Site, Topeka, KS, 1999.  
Alfred M. Landon Historical Research Grant, Kansas State Historical Society, 1996-1997.

### **Selected Invited Professional Presentations**

"Why Math Pathways?," Math Pathways Workshop, Kansas City, Missouri, June 8, 2018.  
"Corequisite Education in Missouri," Metropolitan Community College Summit on Corequisite Education,  
Kansas City, Missouri, May 16, 2018.  
"Living in the Past: Still Fighting the Sixties," Keynote address for Watkins Museum opening of exhibit on "Free  
State, Free Spirits: Lawrence's 1960s Counterculture," February 23, 2018.  
"The Higher Education Core Curriculum Transfer Act," Annual MDHE Transfer Conference, Osage Beach,  
Missouri, February 21, 2018  
"The Higher Education Core Curriculum Transfer Act and its Impact on Secondary Schools," Missouri School  
Counselor Association Annual Conference, November 7, 2017.  
"The Higher Education Core Transfer Curriculum," Missouri Association of College Registrars and Admissions  
Officers, Lake Ozark, Missouri, October 23, 2017.  
""The Missouri Mathematics Pathways Initiative," Metropolitan Community College, September 8, 2017; Ozarks  
Technical Community College, September 22, 2017; Moberly Community College, September 29, 2017;  
Southeast Missouri State University, October 9, 2017; St. Louis Community College, October 13, 2017.  
"Shifting Higher Education Governance and the Public Good in a Time of Reduced State Support," State Higher  
Education Executive Officers Annual Policy Conference, August 9, 2017, Minneapolis, Minnesota.  
"The Lawrence Fair Housing Act at 50," City of Lawrence's Fair Housing 50<sup>th</sup> Anniversary Commemoration,  
April 14, 2017, Lawrence, Kansas.  
"The Completion Agenda: Something Better than in the Middle," MCCA Trustee and Administrative  
Professionals Spring Conference, Ozark, Missouri, May 26, 2016.  
"Remarks Honoring Recipients of Governor's Award for Excellence in Teaching," Jefferson City, Missouri, April  
13, 2016.  
"Missouri's Reverse Transfer Initiative," Education Commission of the States Policy Meeting, Denver, Colorado,  
29 July 2015.  
"Rethinking College Readiness and Remedial Education," Missouri Association of School Administrators Spring  
Conference, Ozark, Missouri, March 25, 2015.

- "Reverse Transfer in Missouri," 2015 National Policy Summit on Reverse Transfer, Orlando, Florida, 25 January 2015.
- "The Core Transfer Library," Missouri Community College Association," Branson, Missouri, 6 November 2014.
- "Early College Programs and the MDHE," 2014 High School/College Partnerships Professional Development Conference, University of Missouri-Kansas City, 10 June 2014.
- "STEM Education in Missouri," Ozarks First STEAM Summit, Nixa, Missouri, 5 April 2014.
- "United States AHELO State Participation and Institutional Management," Assessing Higher Education Learning Outcomes (AHELO), Feasibility Study Symposium for Participants, Organisation for Economic and Cultural Development, Paris, France, 6 March 2013.
- "Navigating State Policies Related to Awarding Degrees," IHEP Institutional Policy Forum: Getting Across the Finish Line with Project Win-Win, Washington, D.C. 30 July 2013.
- "Something Better Than in the Middle: HB 1042, the Common Core, and Increased Educational Attainment in Missouri," Keynote Address, 2013 Missouri Conference on Transfer and Articulation, Columbia, Missouri. 12 February 2012.
- "Building Strong Partnerships among Higher Education Institutions and Employers in Missouri," Midwestern Higher Education Compact Policy Summit, Cincinnati, Ohio. November 19, 2012.
- "The 2011 Dual Credit Survey Summary Report in Missouri," National Association for Concurrent Enrollment Programs Annual Meeting, October 2012.
- with Sharon Helwig, "The College and Career Readiness Partnership in Missouri," ACT State Conference, Columbia, Missouri, March 2012.
- "Missouri Department of Higher Education Statewide Review of Academic Programs," Midwestern Higher Education Compact Executive Committee Meeting, St. Louis, Missouri, June 9, 2011.
- Kansas Writers' Symposium, Johnson County Community College, Overland Park, KS, April 2011.
- "Kansas and the Search for the Common Good," KSHS Summer Institute, CLIO, 2006, Kansas History Center, Topeka, Kansas, June 19-30, 2006
- "A Celebration of the Wilcox Collection of Contemporary Political Movements," Spencer Research Library, University of Kansas, Lawrence, Kansas, November 2005.
- "Reconstructing the Sixties," Harpers Ferry Center Speaker Series, National Park Service, Harpers Ferry, West Virginia, 7 July 2004
- "The NAACP's Legal Assault on Jim Crow," a Teaching American History Summer Colloquium on "American Rights and Race Relations: The Legacy of Brown v Board," Washburn University, Topeka, Kansas, 30 June 2004
- "Reform in American History," the Kansas State Historical Society Summer Institute for Teachers, Topeka, Kansas, 16-27 June, 2003
- Black History Workshop on "The Civil Rights Movement: Local Perspectives," Department of History, University of Houston, Houston, Texas, 1997.

*Selected Academic Conference Presentations*

- Presenter, "Teaching the Sixties," at the 2007 Mid-America American Studies Association, Kansas City, Missouri, 12-14 April 2007.
- Presenter, "The Life and Legend of John Brown," at "Crossroads of War: The Civil War and the Home Front in a Mid-Atlantic Border Region," Frederick Community College, 13-14 October 2006.
- Presenter, "The Homestead of the Free: The Struggle for Racial Equality in Lawrence, Kansas," at the 2006 Organization of American Historians Regional Meeting, Lincoln, Nebraska, 6-8 July 2006.
- Chair and Commentator, "Civil Rights Activism in the 'Rustbelt'," panel at the 2006 Organization of American Historians Regional Meeting, Lincoln, Nebraska, 6-8 July 2006.

- Presenter, "The Resurgence of Patriotism during the Reagan Years," presented at "The United States in the 1980s: The Reagan Years" Rothmere American Institute, University of Oxford, Oxford, England, November 2005.
- Moderator, Session on Social Activism, Catoctin Crossroads Conference, Frederick, Maryland, 1 October 2004.
- Presenter, "Brown v. Board of Education as Cultural Icon," "Brown v. Board of Education: A Turning Point in American Politics and Culture?" University of Kent, Canterbury, England, 4 September 2004
- Presenter, "Brown v. Board of Education as Cultural Icon" "Telling the Story: Narrating Brown v. Board" Washburn University, Topeka, KS, 18-19 May 2004
- Commentator, "Before the Patriot Act: American Responses to Communism," panel at the Phi Alpha Theta Mid-Atlantic Regional Meeting, 3 April 2004, Delaware State University, Dover, DE
- Workshop presentation, "Teaching Brown v. Board of Education as Civil Rights History," "Looking Backward, Moving Forward: The Unfinished Business of Brown v. Board of Education," Hood College, Frederick, Maryland, 20 March 2004
- Presenter, Chair and Commentator, "Doing the Right Thing: Personal Virtue and the Greater Good," Annual Meeting of the American Historical Association, 11 January 2004, Washington, D.C.
- Moderator, "The JFK Assassination: Forty Years Later" symposium, 15 November 2003, Hood College, Frederick, Maryland
- Presenter, "Along the Color Line: Race, Rights, and the Politics of Open Housing," Annual Meeting of the Social Science History Association, St. Louis, Missouri, 26 October 2002.
- Panel Organizer, "Coloring Citizenship During the Cold War: Discourses of Race and Nationalism," Annual Meeting of the Organization of American Historians, Washington, D.C., 12 April 2002.
- Presenter, "'We Mothers . . . Are Fighting to Save Our Sons': Race, Gender, and American Nationalism during the Cold War," Annual Meeting of the Organization of American Historians, Washington, D.C., 12 April 2002.
- Panelist, "The Terrorist Attack: How Do We Respond as a Nation and How Do We Cope Personally With the Tragedy," 24 September 2001, Hood College, Frederick, Maryland
- Chair and Commentator. "Midwestern Racism and Nativism." Mid-America Conference on History, Lawrence, KS, 23 September 2000
- Commentator, "Aspects of the African-American Civil Rights Movement." Mid-America Conference on History, Lawrence, KS, 23 September 2000

### **Service: Hood College**

#### *Elected Committees*

- |  |                               |
|--|-------------------------------|
| Enrollment Management Committee, 2004-05, 2005-07        | Humanities Council, 2005-08   |
| Scholarship Committee, 2002-04                           | Curriculum Committee, 2004-05 |
| Faculty Executive Committee, 2003-04; Secretary, 2003-04 |                               |

#### *Ex officio Committees*

- Chair, M.A. in Humanities Admissions Committee, 2005-09
- Chair, M.A. in Humanities Advisory Committee, 2005-09
- Graduate Council, 2005-09

#### *Ad Hoc and Appointed Committees*

- Assessment Committee, 2007-09
- Women's Studies Advisory Committee, 2005-09
- American Studies Advisory Committee, 2003-09
- M.A. in Humanities Advisory Committee, 2003-04
- African-American Studies Advisory Committee, 2002-09
- Middle States Accreditation Steering Committee, 2004-07.

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Planning Committee, "The Unfinished Business of Brown v. Board," Hood College, 2003-04

*Other*

Faculty Advisor, Phi Alpha Theta, 2002-09

Freshman-Sophomore Advisor, 2002-09

**Service: Professional**

Judge, Missouri History Day, 2012.

Organization of American Historians and American Historical Association Joint Committee on Part-time and Adjunct Employment, 2003-06; Chair, 2007-08.

Judge, Maryland History Day, 2005, 2006.

Consultant/Reviewer, "Willing to Die for Freedom: A Look Back at Kansas Territory," exhibit at the Kansas State Historical Society., 2003-04

Steering Committee Member and Consultant for "The Legacy of Brown v. Board of Education in Frederick County" (Historical Society of Frederick County), 2003-04.

Manuscript Reviewer for American Studies, 2002.

Manuscript Reviewer for Kansas History, 1999; 2003-05.

Consultant, "Racial Discrimination: Integrating Swimming Pools and Public Places," and "End of the Innocence: Campus Unrest in the 60s and College Life Today," Sunflower Journeys, Dave Kendall, producer, KTWU, Topeka, KS.

**Service on Boards and Commissions (ex officio)**

Missouri Advisory Board for Educator Preparation

MOREnet Council

eMints Advisory Board

Missouri Education & Research Council

NASA-EPSCoR Missouri Technical Advisory Committee

Missouri Math and Science Coalition

**Community Organizations**

Member, Columbia South Rotary Club, 2015-present

President, Mill Creek Manor Board of Directors, 2017-2018 (Columbia, Missouri); Vice President 2015-2017.

Loaves and Fishes, volunteer, 2011- present (Columbia, Missouri)

Boy Scout Troop 706, Treasurer, 2011-2012 (Columbia, Missouri)

Habitat for Humanity, Volunteer (Frederick, Maryland)

Cub Scout Leader (Middletown, Maryland)

Advisory Team, The Dreaming (a public arts project in Frederick, Maryland)

Consultant, "The Struggle for Racial Equality in Frederick County" (Frederick, Maryland, NAACP)

**Organizational Affiliations**

University of Kansas Alumni Association, Life Member.

Association of American Colleges & Universities, 2011-present.

State Higher Education Executive Officers, 2011-present.

Organization of American Historians, 1995-2010.

American Historical Association, 1997-2005.

American Studies Association, 2004-10.

Mid-America American Studies Association, 2004-10.

Chesapeake American Studies Association, 2004-10.

Social Science History Association, 2002

The Association for the Study of African-American Life and History, 1996.

Kansas State Historical Society, 1997-99.

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**Courses taught and developed**

*Survey courses*

African-American History to 1900	United States History since 1865
African-American History/20 <sup>th</sup> Century	United States History before 1865

*Upper-division courses*

Race and Racism in the United States	Twentieth-Century America
America in the 20 <sup>th</sup> Century, 1900-1945	America in the 1960s
African-American Political Thought	Hollywood's America
America in the 20 <sup>th</sup> Century, 1945-20	Women in United States History
Our Times: America since 1945	Recent United States History, 1918-1945
Nuclear America	Recent U.S. History in Biographical Perspective

*Graduate courses*

Race and Racism in the United States	America in the 1960s
Women in United States History	Hollywood's America
Humanities & the Western Tradition, Part II	



**Rusty Monhollon**  
**Professional References**

Zora Mulligan, Commissioner of Higher Education  
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205 Jefferson Street  
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Mike Thomson  
Missouri Coordinating Board for Higher Education  
former Missouri First District Representative  
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**additional references available on request**

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# Nebraska State College System

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CHANCELLOR SEARCH FINALIST

**Paul D. Turman, Ph.D.**

August 2, 2018

Jay Lemons, President  
Academic Search  
1015 18<sup>th</sup> Street, NW, Suite 510  
Washington, DC 20036

Dear Mr. Lemons:

I am writing to express my interest in the Chancellor position for the Nebraska State College System. For your consideration, I have provided a copy of my administrative/academic vitae which details my higher education experiences over the past two decades, as well as contact information for a number of references. In the announcement for the next Chancellor, the committee has identified a number of desired attributes and personal qualities of the successful candidate. I am confident that my experiences align well with the desired attributes, and that I would make an excellent Chancellor to guide the collective activities of the three colleges under the direction of the Board of Trustees.

I have greatly benefited from my own exposure to public education, which led me to be involved with higher education as an educator, scholar and administrator over the past two decades. Prior to my current role with the South Dakota Board of Regents (SDBOR), I completed my undergraduate and initial graduate work at South Dakota State University. I completed my doctoral program at the University of Nebraska, Lincoln, then taught as an assistant professor at the University of Northern Iowa (UNI) and received promotion and tenure to the associate professor level. I have a deep passion for educating students and received recognition for outstanding teaching and research at the institutional, state and regional level during my teaching career. I left UNI twelve years ago to return to South Dakota and have worked for the SDBOR in various administrative roles. I currently provide leadership in academic and research affairs across six universities in my position as the System Vice President for Academic Affairs.

### **Collaboration & System Vision**

In my current position I guide the system-level work of our many Deans, Vice Presidents, and Presidents to develop a common vision for higher education in the state. Leading the System Academic Affairs Council and working with the Council of Presidents and Superintendents has exposed me to a comprehensive range of issues and policies that are central to setting and guiding the strategic mission for higher education. My work with system administration during this time has fostered an appreciation for the innovation generated through multi-institutional collaborations within the state. Much of my time and energy is devoted to promoting partnerships between system and other higher education partners in the state to meet SDBOR strategic goals. I truly value a systemic approach to higher education and the positive impact it can have on students and the state. At a time when it is increasingly popular to question the value of a system approach, we face a challenging future that requires efficiencies generated through institutional collaboration. Developing common general education requirements, leveraging the system's buying power to purchase and implement software solutions, and making targeted investments in the right degree programs that align with evolving workforce needs are just a few of the opportunities that can only be achieved through effective system leadership. I am confident that my experience can be influential in maintaining the spirit of cooperation among the colleges in the system, and can serve as a catalyst for expanding collaborative opportunities with community colleges and the university system in Nebraska.

## **Stakeholder Engagement & Relationship Building**

My role within the system office regularly provides opportunities to engage multiple audiences and stakeholders around critical topics for higher education in the state and region. My service on our legislative team enhances my ability to cultivate and manage the essential relationships with Legislators and other policymakers. For the past six years, I have assisted with our annual presentation to the Joint Committee on Appropriations, as well as the House Education and Senate Education committees. I am a common fixture at the Capitol during legislative session providing testimony in support of or opposition to proposed legislation. I draw extensively on my scholarly background in public speaking, as well as group and interpersonal communication, to develop and maintain the critical relationships needed for effective engagement. I have come to recognize that the most successful strategies for engaging our legislature include emphasizing our work in: (1) improving educational experiences for students; (2) building the workforce for the state; and (3) maintaining critical partnerships with K-12 to foster student preparation and success. The issue is not whether Legislators or stakeholders value the work done by postsecondary institutions to accomplish these goals; rather the challenge confronting the next Chancellor is how to effectively work with the executive and legislative branches to make higher education a higher priority for state funding and support. To achieve this, it is imperative to focus efforts away from polarizing issues that shape the debate about higher education, and convince constituents that higher education warrants critical investments during the next decade.

## **Leadership for Positive Change**

I have a record of successfully driving systemic change within the higher education system in South Dakota, attributable in part to my collaborative approach to leadership. Some key examples of policy initiatives having a positive impact on student persistence and completion under my leadership include reducing the total credit hours needed for a bachelor's degree in the system from 128 to 120, re-designing remedial education, and implementing a statewide early-alert system. I have organized these and other initiatives using a shared governance approach where campus administrators, faculty, and staff engage to achieve goals for increasing both access and degree attainment without adversely impacting quality. My open and transparent approach has been influential in articulating a vision for the system, including working with institutional leadership to implement that vision in the areas of student success, achieving efficiencies, and expanding research growth at our institutions. Regardless of the constituent group, I take a cooperative approach to emphasize how a unified strategy to postsecondary education can have a profound impact on efficiency and ensuring that students have a valuable postsecondary experience. I feel a strong sense of accomplishment for my role in achieving positive outcomes for higher education in the state. These include securing special appropriations from the legislature, maintaining and expanding our various research and scholarship programs, and developing innovative initiatives that facilitate student success. Specifically, I would like to highlight three projects that demonstrate my ability to provide leadership to initiatives through engagement with institutional stakeholders around a common student-centered vision.

First, Boards have the opportunity to ignite exigencies necessary to facilitate comprehensive change on campus that may be difficult for institutional presidents to manage on their own. For example, the work to redesign general education in the system resulted from a need to address a set of unique and emerging institutional challenges. In response, I chaired a General Education Redesign Taskforce representing faculty and staff from across the state system. Collectively, we identified challenges with the existing general education structure and developed strategies to evolve both institutional and system requirements. The work of the taskforce resulted in eight action items approved by the SDBOR in Spring 2016 that produced three significant changes: (1) increased

flexibility for institutional course assignments, (2) a new assessment model focused on student work rather than standardized assessments, and (3) the formation of a General Education Council charged with continuous evaluation of the curriculum to ensure students can seamlessly transition between two-year and four-year public institutions within the state. General education is one of the most central features of the curriculum in the view of many faculty. Under my guidance, our redesign process brought about the most dramatic changes for the state system in over a decade with no opposition raised to the Board when they adopted our proposed changes.

Second, student success in gateway math courses continues to emerge as a source of tension for Legislators and a factor dramatically impacting student success. A number of states have faced legislation restricting admission to remedial students at public four-year institutions. To proactively address this approach in South Dakota, I engaged the Board on its willingness to explore new pathways for students, then formed a system committee of mathematicians to evaluate alternative approaches and bring forward recommendations. The Board approved the recommendations of this committee in May 2018 for a strategic redesign of a System Math Pathway model that has the potential to dramatically improve student opportunities into the next decade. This framework allowed for the development for a truly system-level budget request for the necessary student support services to increase the effectiveness of the model.

Third, the state system in South Dakota routinely received criticism for a lack of nimbleness in the creation and development of new degree programs aligning with state industry and workforce needs. Institutional presidents reinforced this criticism by noting the need for speedier processes for approving curriculum and programs through the SDBOR central office. To address this issue, I identified comprehensive changes to incorporate into SDBOR policy to manage routine curriculum requests and move program requests along more quickly to the Board. In the four years prior to my assuming the Chief Academic Affairs Officer position, the Board approved a total of 139 program requests; during the past four years, this number has increased to 204 resulting in a 47% increase.

### **Commitment to Student Success and Planning**

The specific initiatives referenced above are just a few examples of numerous projects and activities that I have managed during the past twelve years. A common element of each is the goal of improving student success opportunities. I am confident that my experience with these initiatives has prepared me well to serve the Nebraska State College System as its next Chancellor who will be instrumental in guiding the efforts to achieve the three strategic priorities for the system. These priorities for enhancing educational excellence, maintaining fiscal strength and stability, and fostering system prominence align closely with a number of metrics that the Board and the three institutional Presidents use to measure success. I worked closely with the SDBOR to develop their current strategic plan, and have primary oversight for tracking trends on the twenty metrics we used to assess our policy goals in South Dakota. Additionally, much of my work with South Dakota's campuses seeks to advance strategies for moving the system forward in meeting our goals for higher education by 2020. As the Nebraska State College System looks toward the future and begins to set new priorities and strategic vision, the system must engage institutional leaders in difficult conversations about how to further improve academic quality, promote student success, and maintain affordability for the students they serve. The right Chancellor can help the Board as it advocates for legitimate and meaningful change by facilitating dialogue and creating valuable momentum points. I am confident that I have the necessary skills to engage the Nebraska State College System in this important task.

My experience with institutional research demonstrates a strategic approach to problem solving that utilizes complex information to set priorities for timely and sound decision making. Data are

essential to evaluating institutional initiatives, targeting areas of improvement, and framing priorities; using data ultimately leads to more informed policy decisions. This background has also instilled an innate interest in using all forms of data in innovative and imaginative ways to move strategic initiatives forward. One of the projects that I managed was the creation of Interactive Dashboards using system and national data to improve decision making by campuses and stakeholders. I directed the development of 17 dashboards around themes of access and enrollment, graduates and placement, institutional analysis, academic policies, and the state labor force, to allow broader access to various institutional, state and national data. These interactive tools have been influential in empowering campuses to explore data on in-state matriculation, student persistence and success, and placement, to improve campus-level completion agendas. Just as important, these dashboards demonstrate to Legislators and policymakers a desire to improve transparency within our system.

In closing, higher education in Nebraska, and across the country, will face numerous challenges in the coming decade. These challenges will require visionary leadership to assist institutions as they continually evolve to serve new student populations, better align degree offerings, and identify opportunities for higher levels of collaboration. The Nebraska State College System has benefited from a stable and effective Chancellor tasked with developing and maintaining the collegiality that is necessary across your three institutions. I firmly believe that I am ready for this challenge, as my administrative and educational experiences have prepared me to provide stable and visionary leadership as the next Chancellor for the Nebraska State College System. This experience can be influential in making an immediate impact for advancing the goals of the Board, and further solidify its position in the state and across the region. To date, my career path has taken me from South Dakota to Lincoln, NE and back home to Pierre as I have treasured the upper Midwest culture that values an engaged community, cooperation, and a strong work ethic. While each state has its own unique dynamics, my administrative background and knowledge of the people and issues in the upper Midwest region can make an immediate, positive impact for the Nebraska State College System. Thank you in advance for considering my materials for this position, and I hope to have an opportunity to discuss my qualifications with the Search Committee in the future.

Sincerely,

A handwritten signature in cursive script that reads "Paul Turman".

Paul D. Turman, Ph.D.

## *Paul D. Turman*

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System Vice President for Academic Affairs  
South Dakota Board of Regents  
2011 Lancaster Place  
Pierre, SD 57501  
Cell Phone: 605-222-2264  
Email: [paul.turman@outlook.com](mailto:paul.turman@outlook.com)

### **Academic Degrees/Programs:**

Harvard Institute for Higher Education (2008)  
*Management Development Program*

Ph.D. University of Nebraska – Lincoln (2000)  
*Major: Interpersonal Communication*

M.A. South Dakota State University (1996)  
*Major: Communication*

B.S. South Dakota State University (1994)  
*Major: General Studies/Art Minor*

### **Administrative Experience:**

South Dakota Board of Regents  
*System Vice President for Academic Affairs – 2014-present*  
*System Vice President for Research & Economic Development – 2012-2014*  
*Associate Vice President for Academic Affairs – 2008-2012*  
*Director of Academic Assessment – 2006-2008*

### **Educational Experience:**

University of Northern Iowa (UNI)  
*Associate Professor – 2006*  
*Assistant Professor – 2000-2005*

University of Nebraska Lincoln (UNL)  
*Graduate Teaching Assistant – 1998-2000*

South Dakota State University (SDSU)  
*Instructor – 1996-1998*  
*Graduate Teaching Assistant – 1994-1996*



## **Administrative Experience/Responsibilities**

### ***System Vice President for Academic Affairs – 2014 - Present***

As the System Vice President for Academic Affairs, I provide leadership for the academic and research functions of the South Dakota Regental system. This is accomplished through management of the Academic Affairs Council, which is tasked with managing system initiatives targeted at improving student preparation, progression, and completion through efforts to improve time to degree, increase affordability, and foster collaborate programs. This position provides direct supervision over six areas in the Regental system with supervisory authority over *Research and Economic Development, Institutional Research, State Scholarship Programs, New Program Approval, the Regental Library Consortium, and Instructional Technology*. Specific duties and responsibilities include the following:

- Manage the Academic Affairs Council, which includes the Provosts and Vice Presidents for Academic Affairs across the six Regental campuses. The Academic Affairs Council works collaboratively to develop common strategies for eliminating barriers that adversely impact student success across the Regental system and the state. This includes oversight of recent redesign of the System General Education requirements, development of unified placement policies, engagement in the WICHE Interstate Passport, and refined transfer of credit practices to positively improve student pathways to degree completion. These projects align closely with the state's 65% Attainment goal to increase the number of citizens with postsecondary credentials.
- Initiate the review of all new program requests and modifications (majors, minors, certificates) from the campuses beginning with the initial inception to approval by the Board of Regents. Additionally, all institutional curriculum processes (new & existing course requests and general education) are reviewed for final approval to ensure consistency within the common catalog to facilitate seamless transfer for students.
- Provide oversight for Research and Economic Development through management of the Research Affairs Council, which works to advance the grant, research, and scholarly goals in the Regental system by strengthening research infrastructure and competitiveness. This includes coordination of state level competitive research grants, Governor Research Centers, research and development grants, and efforts for expanding economic development opportunities.
- Coordinate six state scholarship programs that are administered through the Board of Regents. These programs include the Opportunity Scholarship, Dakota Corps Scholarship, Jump Start Scholarship, Critical Need Teaching Scholarship, Needs Based Grant Program, and the Veterinary Tuition Assistance program. Work closely to manage the day-to-day operation of these programs and their various scholarship boards, and engage the Legislature in the continuous refinement of these programs to meet the needs of the state.
- Oversee Institutional Research activities to provide routine and ad-hoc analyses for the Board of Regents, System Councils, and stakeholders. Most recently this activity has resulted in the creation of interactive dashboards that ensure greater transparency for Board of Regents strategic plan metrics, and greater access to data by the Board and stakeholders for making better informed policy decisions.

- Guide the Extended University Consortium representing the Continuing Education and University Center Directors in the continued expansion of programs/courses delivered off campus and via distance. This includes managing the common Quality Assurance process established for online courses, and oversight of the state High School Dual Credit and Concurrent Credit programs. Responsibility for the State Authorization Reciprocity Agreement for South Dakota through Governor's Executive Order, and ensuring compliance with the constantly evolving set of federal regulations that guide distance education. This area also includes management of the system's instructional technology resources allowing for common instances of a Learning Management Systems (D2L), early alert (Starfish), online proctoring (Respondus), and tutoring (Smarthinking) solutions.
- Coordinate the Regental Library Consortium by maintaining the common Integrated Library System and state database investments. The network includes the various deans/directors for the libraries within the system responsible for identifying ongoing efficiencies in resource allocation and staffing. Additionally, the newly formed Regental Database Consortium includes additional members from the various academic, local school, and community libraries who collaborate to share common databases for journal access. Management of these resources includes coordination of the Deans at the six Regental libraries and service on the South Dakota State Library Board.

#### ***System Vice President for Research & Economic Development – 2012 - 2014***

As the System Vice President for Research & Economic Development, I worked closely with the representatives of the system Research Affairs Council as it coordinated research and grant related initiatives and policies for the South Dakota Regental system. The position provided leadership to advance the grant, research, and scholarly goals in the Regental system by working with state government leadership, including the Governor, Executive Branch Agencies, and legislators, in making university research efforts effective for South Dakota. These responsibilities included oversight of state level competitive research grants, Governor Research Centers, research and development grants, expanding economic development opportunities, as well as the ongoing management of two areas within the Board of Regents system office: 1) *Institutional Research* and *Scholarship Program Coordination*. Specific duties and responsibilities for this position included:

- Managing the Research Affairs Council, which included the Vice Presidents for Research at the six Regental universities, to help strengthen system research infrastructure and competitiveness. This included promoting excellence in research across the system, making research a priority that is linked to undergraduate and graduate education. The Research Affairs Council met five to six times each year to coordinate common research/grant related policies and initiatives.
- Working closely with the Governor's Office of Economic Development to manage state-funded Governor Research Centers, which were located at campuses within the Regental system. This work also aligned with service as the system representative on the Research & Commercialization Council (RCC), Research Excellence: A Critical Hallmark (REACH), and South Dakota Experimental Program to Sponsor Competitive Research (EPSCoR). These councils/committees worked to further develop the state's STEM research infrastructure.
- Coordinating a number of competitive state-level grant programs that included Competitive Research Grants (\$450,000 annually), Research & Development Grants (\$1 million annually),

Governor Research Centers and South Dakota Research & Innovation Center programs (\$3.2 million annually), Title II, Part A, Improving Teacher Quality State Grants (\$300,000 annually). The System Vice President for Research & Economic Development established the RFP parameters for each program, and facilitated the review and selection process for all awards.

### ***Associate Vice President for Academic Affairs – 2008 - 2012***

As the Associate Vice President for Academic Affairs (AVPAA), I worked closely with the representatives of the system Academic Affairs Council and Student Affairs Council to coordinate academic and student success related initiatives, policies, and guidelines for the South Dakota Regental system. These responsibilities included oversight of assessment, placement, and accountability practices, as well as the ongoing management of three areas within the Board of Regents Central office: 1) *Institutional Research and Technology Integration*, *Scholarship Program Coordination*, and leadership on a variety of *Student Success Initiatives*. Duties & responsibilities for this position included:

- Working closely with the System Vice President for Academic Affairs to support his work with the Academic Affairs Council, and coordinating with the Student Affairs Council, which includes the Vice Presidents for Student Affairs in the Regental system.
- Providing strategic leadership for the six state scholarship programs through work with the Department of Education, legislators, and/or the Governor's staff to shape these programs to best serve South Dakota students. This included development of the state college preparation portal (SelectDakota.org) which continues to provide prospective students (traditional, transfer, adult learners) with information they need about why and how they can move into their post-secondary experience.
- Serving as primary leader for the system's involvement in the *Non-traditional No More* grant (supported by the Lumina Foundation) and Complete College America which sought to facilitate state level policy work around the goal of increasing the degree credentials for citizens in the state. These initiative were successful in further refining developmental coursework and academic advising to improve the success of underserved student populations.
- Providing leadership in the system's efforts to collaborate with the South Dakota Department of Education and the South Dakota Department of Labor and Regulation to establish data sharing agreements. This also included oversight of the numerous institutional research activities in the system (i.e., ad-hoc and routine reporting and analysis).
- Guiding system efforts to further integrate an array of technology-based tools into the teaching and learning environment. This has included institutional programs like the mobile computing initiative, student technology fellowships, a common Learning Management System, and expansion of institutional use of software in developmental courses.
- Leading system efforts to facilitate college completion and student success initiative which has included the development of an early alert system for identifying at-risk students through use of information available in the student information system, feedback obtained from faculty, and the common learning management system.

### ***Director of Academic Assessment – 2006-2008***

As the Director of Academic Assessment, I fulfilled a variety of assessment and institutional research roles for the Board of Regents. As the Director, I worked closely with campus representatives to facilitate system assessment, placement, and accountability related to Board policies. This also included the role as institutional researcher responsible for assisting the Chief Academic Affairs officers, Executive Director, and Academic Affairs Council in making informed policy decisions. Duties and responsibilities for this position included:

- Coordinating system-wide groups representing personnel in the areas of testing, assessment, and institutional research and facilitating projects through the Regents Information System to develop routine and ad-hoc reports for the Board of Regents.
- Managing the System Assessment Committee by providing leadership on the Collegiate Assessment of Academic Proficiency testing, National Survey of Student Engagement, Student Opinion Survey, System Placement, and other system-level survey efforts. This also included leadership pertaining to the Regental system's involvement in the Voluntary System of Accountability initiative which sought to establish a common set of metrics for measuring academic quality across institutions and states.

### **Teaching Experience**

#### ***Teaching Awards***

- Outstanding Teaching Award - College of Humanities and Fine Arts (UNI), 2005
- Outstanding New Teacher Award - (ICA),<sup>1</sup> 2003
- Outstanding New Teacher Award - CSCA, 2003
- Outstanding Graduate Teaching Assistant - CSCA, 2000

#### ***Courses (Number of Sections) Taught***

- Oral Communication/Fundamentals of Speech – (14)
- Interpersonal Communication – (6)
- Technology and Human Communication – (2)
- Public Speaking – (1)
- Stagecraft (6)
- Business and Professional Communication – (4)
- Group Communication – (8)
- Introduction to Research Methods - (7)
- Advanced Group Communication – (5)
- Quantitative Research Methods – (13)
- Seminar in Communication: Interpersonal (3)
- Studies in Communication: Quantitative Research Methods – (3)
- Seminar in Communication – Communication & Sport – (1)

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<sup>1</sup> Iowa Communication Association

## Awards & Grants

### **Research:**

- Top Competitive Paper, Instructional Development Division, November 2009 (NCA) <sup>2</sup>
- Directors Award, September 2008 (CSRDE)<sup>3</sup>
- Top Competitive Award, Communication Education Interest Group, March 2008 (CSCA)<sup>4</sup>
- Top Four Competitive Paper, Instructional Development Division, November 2007, (NCA)
- Top Four Competitive Paper, Basic Course Interest Group, March 2007 (CSCA)
- Top Four Competitive Paper, Instructional Development Division, November 2006 (NCA)
- Top Four Competitive Paper, Interpersonal Interest Group, April 2006 (CSCA)
- Top Four Competitive Paper, Basic Course Division, November 2004 (NCA)
- Top Competitive Paper, Communication Education Interest Group, April 2004 (CSCA)
- Top Four Competitive Paper, Interpersonal Interest Group, April 2004 (CSCA)
- Top Four Competitive Paper, Instructional Communication Division, February 2004 (WCA)
- Article Award, November 2003 (RCA)<sup>5</sup>
- Top Competitive Paper, Basic Course Division, November 2000 (NCA)
- Top Four Competitive Paper, Family Communication Division, November 1999 (NCA)

### **Grants/Fellowships (\$1,872,000)**

- South Dakota Lumina Challenge Grant – Improving State Educational Attainment (\$100,000), 2017
- South Dakota Education Assess Foundation (\$32,000) – *Transitional Math Pathway for Underrepresented South Dakota Students* grant, 2016
- Great Plains Foundation (\$800,000) – *South Dakota Jump Start Summer Bridge Program* grant, 2015-18
- South Dakota Department of Education (\$300,000) - *College Access Challenge Grant to Support Jump Start Collaborative*, 2016
- U.S. Department of Education (\$155,000) *Collaboration for Effective Educator Development, Accountability & Reform (CEEDAR)* grant – 20014-17
- Gates & Lumina Foundation *WICHE Passport Phase II* grant (\$115,000), 2014-16
- Bush Foundation (\$100,000) *Alignment of K-12 Exit/Postsecondary Entrance Standards, Communication Efforts, and Professional Development Efforts Around Common Core State Standards* grant 2013-14
- Bush Foundation (\$200,000) *Development of School Leadership Competencies and Strategy for Program Redesign in South Dakota* grant (\$200,000) 2013-14
- WICHE and Lumina Foundation *Non-Traditional No More* grant (\$65,000), 2008-10
- University of Northern Iowa Faculty Summer Fellowship (\$2,500) 2005
- University of Northern Iowa Faculty Summer Fellowship (\$2,500) 2003

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<sup>2</sup> National Communication Association

<sup>3</sup> Consortium for Student Retention Data Exchange

<sup>4</sup> Central States Communication Association

<sup>5</sup> Religious Communication Association

## Scholarly Activity

### *Books*

- Billings, A., Butterworth, M., & Turman, P. (2017). *Sports communication: Perspectives and approaches, 3<sup>rd</sup> Edition*. Thousand Oaks, CA: Sage Publications.
- Billings, A., Butterworth, M., & Turman, P. (2014). *Sports communication: Perspectives and approaches, 2<sup>nd</sup> Edition*. Thousand Oaks, CA: Sage Publications.
- Billings, A., Butterworth, M., & Turman, P. (2012). *Sports communication: Perspectives and approaches*. Thousand Oaks, CA: Sage Publications.
- Burtis, J. O., & Turman, P. D. (2009). *Leadership communication as citizenship*. Thousand Oaks, CA: Sage Publications.
- Burtis, J., & Turman, P. (2006). *Group communication pitfalls: Overcoming barriers to effective group communication*. Thousand Oaks, CA: Sage Publications.

### *Book Chapters*

- Turman, P. (2017). Sport as interpersonal communication. In A. C. Billings (Ed.) *Defining sport communication* (pp. 165-177). New York, NY: Routledge.
- Turman, P. (2013). Coaching messages and the impact on athletes in team sports. In A. K. Goodboy and K Shultz (Eds.) *Introduction to communication studies: Translating communication scholarship into meaningful practice* (pp. 184-192). San Francisco, CA: Kendall/Hunt Publishing.
- Stein, K., Barton, M., & Turman, P. (2013). In the dark at Texas Tech: News coverage involving the image repair discourse of Mike Leach and Adam James. In J. R. Blaney, L. R. Lippert, & J. S. Smith (Eds.) *Repairing the athlete's image* (pp. 203-222). Lanham, MD: Lexington Books (Rowman & Littlefield).
- Witt, P., Schrod, P. & Turman, P. (2010). Teacher immediacy: Connection, community, and classroom learning. In D. L. Fassett & J. T. Warren (Eds.) *Handbook of communication and instruction* (pp. 201-220). Thousand Oaks, CA: Sage.
- Turman, P., Zimmerman, A., & Dobesh, B. (2009). Parent-talk and sport participation: Interaction between parents, children, and coaches regarding level of play in sports. In T. Socha & G. Stamp (Eds.) *Interfacing outside of home: Parents and children communicating with society* (pp. 171-188). Lawrence Earlbaum.
- Turman, P., Stein, K., & Barton, M. (2008). Understanding the voice of the fan: *Apologia, antapologia*, and the 2006 World Cup controversy. In L. W. Hugenberg, P Haridakis, & A. Earnheart (Eds.), *Sports mania: Essays on fandom and the media in the 21st century* (pp. 86-102). McFarland & Company, Inc.

### ***Peer Reviewed Publications***

- Heimann, R., & Turman, P. (2010). The influence of instructor status and sex on student perceptions of teacher credibility and confirmation across time. *Basic Communication Course Annual*, 22, 87-124.
- Schrodt, P., Witt, P. L., Turman, P., Myers, S. A., Barton, M., & Jernberg, K. (2009). Instructor credibility as a mediator of instructors' prosocial communication behaviors and students' learning outcomes. *Communication Education*, 58, 350-371.
- Barton, M., & Turman, P. (2008). We decided to call it quits: An exercise in applying Duck's Dissolution Model to students' breakup stories. *Communication Teacher*, 22, 35-38.
- Turman, P. (2008). Coaches' immediacy behaviors as predictors of athletes' perceptions of satisfaction and team cohesion. *Western Journal of Communication*, 72, 162-179.
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Turman, P., (2001). Learn to play the game: Recommendations for being successful as a graduate teaching assistant. *Communication Studies*, 52(4), 266-271.

Braithwaite, D. O., Olson, L., Golish, T., Soukup, C., & Turman, P. (2001). "Becoming a family": Developmental processes represented in blended family discourse. *Journal of Applied Communication Research*, 29(3), 221-247.

### ***Competitively Selected Conference Papers***

Primary author or co-author for 57 manuscripts competitively selected at state/national/regional conferences 1998-2009. Complete list available upon request.

### ***Conference Presentations and Panel Participant***

Turman, P., (2016, July). *External relations: The governing board, system office, and legislature*. Presenter at the WICHE Western Academic Leadership Academy. Boulder, CO.

Turman, P., (2015, July). *Unifying the academic vision: Strategic planning*. Presenter at the WICHE Western Academic Leadership Academy. Boulder, CO.

Turman, P. (2016, March). *Assessing the grant/aid landscape in South Dakota*. Presenter at the South Dakota Financial Aid Directors Conference. Rapid City, SD.

Turman, P., (2015, October). *College completion: The academic picture*. Panelist at the University of South Dakota Building on Our Successes & Talents Conference. Vermillion, SD.

Turman, P., (2015, July). *External relations: The governing board, system office, and legislature*. Presenter at the WICHE Western Academic Leadership Academy. Boulder, CO.

Turman, P. (2015, March). *State aid for higher education: Where we are and where we are going*. Presenter at the South Dakota Financial Aid Directors Conference. Deadwood, SD.

Turman, P., (2013, September). *South Dakota: Remedial course innovation and redesign*. Presenter at the South Dakota Regental System Remedial Redesign Summit. Pierre, SD.

Turman, P. (2013, August). *Understanding ready adult student populations: Using data to reach and retain adult learners*. Presenter at the State Higher Education Executive Officer Association Professional Development Conference. Orlando, FL.

Turman, P. (2013, April). *Higher education, economic development and the role of university centers*. Keynote address at the South Dakota University Center Conference, Sioux Falls, SD.

Turman, P. (2013, February). *Issues facing university researchers and economic benefits of commercialization efforts*. Presenter at the Black Hills State University Entrepreneur Summit. Spearfish, SD.

Turman, P. (2012, November). *South Dakota Board of Regents Priorities for Economic Development*. Presenter at the South Dakota State University Research Conference. Brookings, SD.

Turman, P., (2011, August). *The South Dakota completion agenda: The Regental system and South Dakota State University*. Presenter at the South Dakota State University Fall Conference. Brookings, SD.

Turman, P., (2011, May). *Establishing a system completion agenda*. Presenter at the South Board of Regents Student Success Conference. Chamberlain, SD.

Turman, P., (2011, February). *The relative value of higher education*. Keynote Address at the South Dakota College Personnel Association Annual Conference. Aberdeen, SD.

Turman, P., (2010, September). *Moving the ready adult agenda forward: Perspectives in South Dakota*. Panel participant at the Western Interstate Commission for Higher Education Non-traditional No More State Leader Meeting. Denver, CO.

Turman, P., (2009, June). *System and institutional approaches to serving non-traditional students*. Presenter at the Western Interstate Commission for Higher Education Non-Traditional No More State Meeting. Brookings, SD.

Turman, P. (2009, September). *Profiles of ready adults: Findings from state data*. Presenter at the Western Interstate Commission for Higher Education Non-traditional No More State Leader Meeting. Denver, CO.

Turman, P. (2009, September). *The road ahead: Challenges and solutions in serving ready adults*. Panel participant at the Western Interstate Commission for Higher Education Non-traditional No More State Leader Meeting. Denver, CO.

Turman, P. (2009, May). *State context and objectives: A vision for the future*. Presenter at the Western Interstate Commission for Higher Education Non-Traditional No More State Meeting. Pierre, SD.

Presenter or panelist 32 times at state/national/regional conferences from 1995-2009. Complete list available upon request.

### ***Chair/Respondent***

Chair or respondent for 28 panels at state/national/regional conferences from 2000-2008. Complete list available upon request.

## **Service Responsibilities**

### ***System Administration:***

- Member – WICHE Interstate Passport Leadership Team – 2017-Present
- Member – South Dakota ESSA Accountability Taskforce – 2016-2017
- Member – South Dakota Dyslexia Taskforce – 2016
- Chair – Shared Responsibility Taskforce – 2015-2016
- Member – Governor’s State Scholarship Taskforce – 2016
- State Facilitator – WICHE Interstate Passport – 2014-Present
- Member - Jobs for Americas Graduates Advisory Council – 2014-Present
- Member – Secretary of Education Advisory Council – 2014-Present
- Chair – System General Education Steering Committee – 2014-2016
- Chair – Extended University Consortium – 2014-Present

- Member – Indian Education Advisory Council – 2014-Present
- Member – Western Academic Leadership Forum Executive Committee – 2014-Present
- Member – GEAR UP/College Access Challenge Grant Advisory Council – 2014-2016
- Member – South Dakota State Library Board – 2014-Present
  - President – 2017-Present
  - Vice President – 2015-17
- Member – Governor’s South Dakota WINs Cabinet – 2013- Present
- Member – South Dakota Teacher of the Year Selection Committee – 2011-2014, 2016-2017
- Member – South Dakota Workforce Development Council – 2013-Present
- Ex-Officio Member – USD Research Park Board of Directors – 2013-2016
- Member – DakotaBioCon Steering Committee – EPSCoR RII Track 2 – 2013-2016
- Member – SD Department of Education Growth Model Task Force – 2012-13
- Member – South Dakota EPSCoR Advisory Council – 2012-2015
- Member – Research & Commercialization Council – 2012-2015
- Ex-Officio Member - SD Space Grant Consortium Advisory Committee – 2012-2014
- Ex-Officio Member - SD NASA EPSCoR Advisory Committee – 2012-2014
- External Reviewer – USD Research Excellence Award Committee – 2012-2014
- Member – SD Department of Education - Next Generation Accountability Task Force - 2011
- Chair – State Planning Committee for NIH SBIR/STTR Annual Conference – 2013
- State Liaison – Complete College America – 2010-2013
- Member – South Dakota Longitudinal Data System Advisory Council – 2010-2016
- Co-chair – Desire2Learn Management Committee – 2010-2014
- Representative – Closing the Gap Commission (MHEC) – 2009
- Primary Investigator – Non-Traditional No More Project – 2009-2011
- Chair – System Voluntary System of Accountability Committee – 2008-2010
- Member - South Dakota ACT Council – 2007-2011
- Member – HPER Discipline Council – 2007-2015
- Member – Business Discipline Council – 2007-2008
- Chair – System Mobile Computing Initiative Taskforce – 2007-2008
- Member – System Wide Review of Teacher Education – 2006-2007
- Member – Teacher Education Discipline Council – 2006-Present
- Chair – System Assessment Committee – 2006 – Present
- Co-Chair – System Information Literacy Committee – 2006-2007

***Departmental:***

- Coordinator - Student Outcome Assessment Data Collection – 2005-06 (UNI)
- Graduate Selection Assessment Committee – Spring 2006 (UNI)
- Coordinator - Model Program Website – 2005-06 (UNI)
- Chair – Graduate Course Rotation Committee – 2005-06 (UNI)
- Member - Student Outcome Assessment Committee – 2005-06 (UNI)
- Co-Chair - GTA Training Orientation – 2003-05 (UNI)
- Chair - Communication Studies Waiting List Committee – 2003-04 (UNI)
- Member - Oral Communication Assessment Committee – 2002-03 (UNI)
- Member - Graduate Program Rotation Committee – 2002 (UNI)
- Chair - Division Scheduling and Rotation Committee – 2002-06 (UNI)
- Member - Graduate Faculty Admissions Committee – 2002-06 (UNI)
- Member – Department Head Search Committee – 2001-02 (UNI)

- Chair - Collegiality Aspirational Committee –2001-03 (UNI)
- Member - Scheduling, Supervision, and Security Committee –2001-03 (UNI)
- Member - Curriculum Committee – 2000-01 (UNI)
- Representative - Human Subject Committee (IRB) – 1999-00 (UNL)
- Member - Graduate Assessment Committee - 1999-00 (UNL)
- Associate Director – Business & Professional Communication Program – 1999-00 (UNL)
- Coordinator - Departmental Web Activities – 1999-00 (UNL)
- Assistant Director - Lasse Communication Lab – 1998-00 (UNL)
- Assistant Director – Business & Professional Communication Program – 1998-99 (UNL)
- Member - Department Colloquium Committee – 1998-99 (UNL)
- Member - Departmental Governing Board – 1998-99 (UNL)

***University:***

- Chair – Copyright Committee – 2005-06 (UNI)
- Member - Intellectual Property Committee – 2005-06 (UNI)
- Developer - Collective Bargaining Survey – 2004 (UNI)
- Member - Freeley Scholarship Award Committee – 2003-04 (UNI)
- Representative – CHFA Orientation Preview –2002-06 (UNI)
- Chair - Intercollegiate Athletic Advisory Council – 2003-04 (UNI)
- Member – Intercollegiate Athletic Advisory Council – 2001-03 (UNI)
- Reviewer - Undergraduate Social Science Research Conference –2000-01 (UNI)
- Advisor - National Society of Collegiate Scholars – 2001-03 (UNI)
- Advisor - Phi Kappa Alpha – 2000-06 (UNI)
- Member - Academic Affairs Committee, 1997-98 (SDSU)
- Technical Advisor - Alpha Psi Omega – 1996-98 (SDSU)
- Technician, Opera Workshop, April 1997 (SDSU)
- Representative - T.G.I.F Admissions Program – 1996-98 (SDSU)
- Judge - SDSU Forensics Program – 1995-98 (SDSU)

***Discipline:***

- Member, Unit Status Taskforce – 2009 (NCA)
- Member at Large – Executive Committee – 2009-2011 (CSCA)
- Chair – Group Communication Division Awards Committee – 2008-09 (NCA)
- Program Planner – Pre-Convention Sessions – 2007-08 (NCA)
- Paper Reader - Interpersonal and Small Group Interest Group - 2006 (CSCA)
- Reviewer - Outstanding New Teacher Award - 2006 (CSCA)
- Paper Reader - Group Communication Division, 2006 (NCA)
- Member – Group Communication Division Awards Committee - 2006-08 (NCA)
- Paper Reader - Basic Course Division - 2006 (NCA)
- Paper Reader – Pre-convention Sessions - 2005 (NCA)
- Member - Instructional Development Div. Nominating Committee - 2004-05 (NCA)
- Representative - Legislative Assembly – 2003-05 (NCA)
- Member – Nominating Committee - 2004-05 (NCA)
- Paper Reader - Interpersonal and Small Group Interest Group – 2004-05(CSCA)
- Paper Reader - Applied Communication Division - 2003-04 (NCA)
- Reviewer - Cooper Award for the Outstanding GTA – 2003-04 (CSCA)
- Chair - Basic Course Division - 2003-04 (NCA)

- Reviewer – Cooper Award for the Outstanding GTA – 2002-03 (CSCA)
- Member - Membership Survey Assessment Committee – 2002-03(CSCA)
- Paper Reader - Applied Communication Division - 2001-02 (NCA)
- Vice-Chair Elect - Basic Course Division - 2001-02 (NCA)
- Paper Reader - Communication Education Interest Group - 2001-02 (CSCA)
- Web-director - Iowa Communication Association, 2001-06 (ICA)
- Chair – Interpersonal and Small Group Interest Group – 2001-02 (CSCA)
- Vice-Chair – Interpersonal and Small Group Interest Group - 2000-01 (CSCA)
- Paper Reader - Basic Course Division – 1999-00 (NCA)
- Web-director – Interpersonal and Small Group Interest Group – 1998-06 (CSCA)

***Editorial Board (Number of Manuscripts Reviewed) Membership:***

- *Communication Education – 2006-Present (20)*
- *Communication & Sport – 2012-Present (12)*
- *Communication Teacher – 2007-Present (28)*
- *Communication Studies – 2002-06 (7)*
- *Iowa Journal of Communication – 2003-06 (9)*
- *Editor – Basic Communication Course Annual, Volume 19, 20, 21, 2006-08*
- *Basic Communication Course Annual 2002-04, 2009-Present (4)*
- *Perceptual & Motor Skills 2006-08 (3)*
- *Small Group Research 2007-09 (2)*

***Thesis & Research Advising & Committees***

Chair/Advisor for four thesis committees, and committee member on 14 thesis/dissertation committees. Complete listing available upon request.

**Community Service/Activity**

- Board Member – South Dakota High School Activity Association – 2018-Present
- Publicly Elected Member of Pierre School Board – 2013-Present
  - President – 2015-16
  - Vice President – 2014-15
  - Chair - Policy Committee Member – 2013-Present
  - Chair - Negotiations Committee Member – 2013-Present
  - Curriculum Committee Member – 2013-Present
- Pierre United Way Board – July 2014-Present
  - President – 2017-Present
  - Vice President – 2016-2017
  - Vice President Elect – 2015-2016
- Pierre Education Foundation – 2015-Present
- Pierre Discovery Center Board – 2015-Present
- President – Governor Youth Wrestling Program – 2009-2013
- Vice President – Governor Youth Wrestling Program – 2008-2009
- National Team Coach
  - South Dakota Freshmen/Sophomore Dual Team – 2015
  - South Dakota Junior Olympic Dual Team – 2014, 2015, 2016
  - South Dakota Middle School Dual Team - 2014
  - South Dakota Heartland National Dual Team – 2012, 2013

## *Paul D. Turman*

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### *Reference List*

Dr. Robert Tad Perry, Ph.D.  
Former Executive Director  
South Dakota Board of Regents  
Phone: 605-494-0192  
Email: [tadp3@pie.midco.net](mailto:tadp3@pie.midco.net)

Tad Perry served as the Executive Director for the Board of Regents in South Dakota from 1994-2009. I served under him as both the Director of Academic Assessment and Associate Vice President for Academic Affairs. After he retired from the Board we continued to interact as he became a legislator in the local district in Pierre, SD.

David Longanecker  
Interim President  
Western Interstate Commission for Higher Education  
Phone: 720-837-0405  
Email: [longaneckerd@gmail.com](mailto:longaneckerd@gmail.com)

The South Dakota Board of Regents has memberships with both WICHE and MHEC, and I have served as state lead on three projects with WICHE over the past twelve years. These projects have resulted in strong collaborations with David Longanecker and the WICHE staff including work with Ready Adults students, developing a shared responsibility scholarship model, and most recently with our work on the Interstate Passport.

Dr. Melody Schopp, Ph.D.  
Secretary of Education (Retired)  
South Dakota Department of Education  
Phone: 605-848-2047  
Email: [drmelodyschopp@gmail.com](mailto:drmelodyschopp@gmail.com)

I have known Dr. Schopp for the past twelve years as we worked closely to manage teacher education programs in the state and meet accountability requirements for the U.S. Department of Education. Our collaborations on expanding data sharing agreements between our two agencies have created the foundation for the interactive dashboards developed by the Board of Regents.

Jacqueline Sly  
SD Legislature House Education, Former Chair  
SD Board of Education Standards Member  
Phone: 605-343-4956  
Email: [jsly@q.com](mailto:jsly@q.com)

Representative Sly served in the South Dakota Legislature for four consecutive terms, ending as the Chair of the House Education Committee. I worked closely with her to advance legislation critical to expanding postsecondary opportunities for South Dakota students, and most recently engage with her to foster ongoing relationships with the South Dakota Department of Education.

Bob Sutton  
Former President  
South Dakota Board of Regents  
Phone: 605-222-2223  
Email: [Bob.Sutton@avera.org](mailto:Bob.Sutton@avera.org)

Bob Sutton served on the Board of Regents for five years, and most recently as the President until July 2018. As board president he provided overall guidance on the various academic initiatives and projects under my authority as the Vice President for Academic Affairs. He recently stepped down from the Board after being selected as the CEO of Avera in June 2018.

Tony Venhuizen  
Chief of Staff & Higher Education Policy Advisor  
South Dakota Governor Dennis Daugaard  
Phone: 605-695-0777  
Email: [tony.venhuizen@state.sd.us](mailto:tony.venhuizen@state.sd.us)

Prior to his service as the Chief of Staff for Governor Daugaard, Tony Venhuizen served as a member of the Board of Regents. I have worked closely with him in that capacity and for the last eight years as we advance budget and legislative packages with the Governor here in South Dakota.

Dr. Michael Lawler  
Dean of Health Sciences  
University of South Dakota  
Phone: 605-658-6500  
Email: [Michael.Lawler@usd.edu](mailto:Michael.Lawler@usd.edu)

I have worked with Dr. Lawler on a number of projects in the Regental system over the past six year related to facility space expansion at our University Center locations. Our collective work helped bring about the creation of a Center for the Prevention of Child Maltreatment at the University of South Dakota after securing Legislative support and funding.

Dr. Daniel Palmer  
Director of Institutional Research  
University of South Dakota  
Phone: 605-870-0419  
Email: [dpalme01@usd.edu](mailto:dpalme01@usd.edu)

Daniel Palmer worked as my Director of Institutional research for six years prior to taking his current position with the University of South Dakota two years ago. Our collaborations together helped to streamline and expand reporting to the Board of Regents, as well as successfully implement our current slate of interactive dashboards to enhance transparency and accountability for higher education in South Dakota.

Dr. Jack Warner, Ph.D.  
Former Executive Director  
South Dakota Board of Regents  
Phone: 605-222-8471  
Email: [Jack.Warner@jwu.edu](mailto:Jack.Warner@jwu.edu)

Jack Warner served as Executive Director for the Board of Regents in South Dakota from 2009-2015 and during his time with the Board I served as both the Vice President for Research and then in my current position as Vice President for Academic Affairs. Through our collaboration we experienced renewed engagement in expanding student success initiatives to advance the Board's completion agenda.