

January 6, 2023

Ron K. Patterson, Ed.D.



Dr. Ron K. Patterson is Vice President for Diversity, Equity, and Inclusion at the University of North Alabama. Currently in his third year in this position, he assists the President with university functions, community DEI Liaison, and holds responsibility for budget oversight and strategic planning. Dr. Patterson's current projects include, but are not limited to, the development and implementation of a five-year strategic diversity and inclusion plan, development of a diversity course in the general education curriculum cross-listed across two departments, and student success and retention. He is also leading fundraising efforts that provide support for the division, students, faculty, and staff.

Dr. Patterson earned his Doctorate of Education in Higher Education Administration and Leadership at Creighton University, Education Specialist degree with concentration in Community College Administration at Arkansas State University, Master of Arts at Marietta College, Bachelor of Science at UT Southern, and Associate of Arts at Northeast Mississippi Community College. He recently completed professional development offered by American Academic Leadership Institute and Penn State University's Academic Leadership Academy for Academic Administration.

Prior to joining the University of North Alabama, Dr. Patterson served for fourteen years as an administrator at Marietta College in Ohio, University of Central Arkansas in Arkansas, and University of Tennessee Health Science Center and Christian Brothers University in Memphis, Tennessee. He also spent four years as an assistant men's basketball coach and head men's golf coach at Tusculum College in Greeneville, Tennessee and Marietta College in Marietta, Ohio. His six-year administrative progression at the University of North Alabama included service as associate vice president for enrollment management, chief enrollment officer, and chief enrollment officer and special assistant to the president for diversity and inclusion with responsibility for both enrollment management, academic programs, and diversity and inclusion.

Dr. Patterson is a visionary, scholar-practitioner and possesses a wealth of experience in program development, student, faculty, staff development, assessment, and accreditation. An interdisciplinary leader by training, his research focuses on continuous improvement in higher education. Dr. Patterson's commitment as a servant leader takes many forms. He has traveled extensively to foster positive relationships between institutions. He has collaborated with governmental agencies in such countries as The Peoples Republic of China and Democratic Republic of the Congo to enroll students. At the local and regional level, he volunteers at community related functions and speaks frequently to civic groups, professional associations, and community agencies and organizations. Dr. Patterson was appointed to serve on the Executive Board of Directors for Shoals Scholar Dollars program, Shoals Chamber of Commerce Diversity, Equity, and Inclusion Committee, and Shoals Chamber of Commerce Minority Business Council.

January 6, 2023

Dear Members of the Search Committee:

I am enthusiastically submitting my application for the position of President of Chadron State College. Please accept this letter and curriculum vitae as my formal application for this role. After careful review of the president leadership profile provided, I believe that my servant-collaborative leadership approach, professional preparation, and administrative and athletic experience are a match with the leadership priorities, qualifications, and qualities you are seeking in your next president.

Chadron State's mission of *delivering experiences that foster knowledgeable and engaged leaders and citizens* resonates with my personal values, purpose, academic training, and commitment to leveraging access to higher education for the public good. In addition, the ability to impact the region while continuing to position Chadron State College as a "first-choice" institution and model of excellence is a tremendous opportunity to shape the future of higher education in the state of Nebraska, the Nebraska High Plains region, and national levels. The College's mission, vision, and values align with my purpose and identity as an innovator, active listener, collaborator, and builder. In my materials, the leadership qualities fervently focus and reflect personal deep-rooted values. I am excited by the possibility of working with a team of administrators, faculty, staff, and students to help shape and propel Chadron State College into an even more vibrant future for the College.

My career has been dedicated to increasing access to higher education and to preparing students to be leaders who become productive and live meaningful lives, and are inter-culturally competent and engaged in their community. In particular, my work reflects my commitment to promoting and advancing diversity in its many forms, and to equalizing student access, support, and success by striving for inclusive excellence. Over the course of my professional and academic career, I have built a high acumen of strategic enrollment- yielding consistent increases, demonstrating daily effective, servant and collaborative leadership at all levels by developing market ready programs. Also, a relationship builder within the community, re-designing organizational structures, implementing professional advising model, implementing "one-stop shop" model, implementing student success strategies, managing resources, and establishing common ground among diverse perspectives-in its many forms-and competing agendas.

Vision-Plan for the Future: Working at two regional public institutions, two privates, and an academic health science center, I have operated effectively within complicated campus ecosystems and in state-wide university systems. Synergy, strategic planning, and vision is an essential driver of effective leadership and strategic thinking. Engaging regularly with a wide range of higher education functions and colleagues has helped me extend the reach, influence, and vibrancy of serving people, purpose, and place as the future of higher education continues to evolve. At my current institution, based on our data and service region, we focused and committed resources to putting a 150 mile "digital fence" extending our brand identity, purpose, and influence in the Huntsville, Alabama area and beyond through geo-fencing, enhanced social and digital strategies,

and increasing on-campus information sessions (e.g., preview days). Strengthening partnerships with K-12 systems, two-year community colleges, industry and businesses, manufacturing, municipalities, hospitals and healthcare, and government entities have yielded significant enrollment increases for 14 straight semesters, bucking national enrollment trends.

Mission and Primacy of the Academic Program: I have worked continuously in academia and higher education, since finishing my Ed.D., witnessing the transformative power of undergraduate and graduate education for hundreds of students. I maintain an unwavering belief that for many individuals, a college education provides the most complete preparation for a fulfilling career, and a meaningful, productive, and engaged life. Much of my administrative and academic experience, ranging from my time coming through the ranks as an athletic coach, to my first administrative role, to my recent lecturer appointment, has been dedicated to maximizing the impact of higher education through innovative programmatic and curricular approaches.

As Chadron State College's President, I will create an environment where people can be confident, creative, and innovative in their career-academic disciplines to build a shared vision. I will work collaboratively and creatively to ensure strong support from students, faculty, staff, and leadership team; as I understand executive decisions impact university stakeholders. Also, I have managed to lead change in areas of academics while maintaining the proper respect for inclusive instruction and academic freedom. My various roles at the University of North Alabama, and as a thought partner and collaborator with Academic Affairs have allowed me to propose, implement, and brand market ready, stackable micro-credentials, academic programs, support faculty/staff development and growth, and advance student success across the institution. Communication, transparency, involvement in policy development and inclusiveness in decision-making will transform a campus community.

Programs and Processes: Program innovation is essential to enrollment. At my current institution, we reviewed the academic program enrollment report that was developed by the Provost and I. This report allowed us to think strategically, collaboratively, and entrepreneurial around program development to empower deans and department chairs to innovatively develop market and workforce ready academic programs and stackable micro-credentials to prepare our students for a global society. The executive council and board of trustees annually reviewed the academic enrollment report to ensure offerings met the needs of students and workforce demands. I am also a lean thinker and practitioner of continuous improvement. I consistently seek ways to improve the day-to-day business and service processes, procedures, and systems to support the work of faculty and staff to ensure our students experiences are seamless and efficient. I recently completed my dissertation on continuous improvement in higher education. I am well versed and knowledgeable of streamlining processes eliminating bottlenecks, implementing efficiencies, and encouraging and rewarding collaborations.

Strategic Enrollment Management and Retention: Higher education is at a pivotal juncture in its evolution. The rising cost of tuition, driven in large part by declining public support, limiting access, and increasing student debt; is driving universities to become more innovative and entrepreneurial. I have two decades of strategic enrollment management experience and leadership with enrollment growth at two regional

comprehensive public institutions and one academic health science center. Tuition and fees are key revenue sources for any institution. Retention and consistent, sustainable enrollment growth are the key to institutional financial sustainability. As the chief enrollment officer, working with the admissions team and other stakeholders on campus we developed and implemented effective recruitment, marketing, and branding activities, strategies, functions, and operations that yielded increases in prospective student enrollment both undergraduate and graduate (domestic and international). From Fall 2016 to Fall 2020, led record university enrollment and saw increase from 2% up to 5%. In 2019 and 2020, I led record increases in graduate student enrollment by 25% and increases in transfer student enrollment by 7%. Under my leadership, we experienced increased enrollment for eleven consecutive semesters and increased retention 1.9%.

Working with the chief financial officer we developed attractive scholarship levels to deploy to prospective high school students that increased enrollment. My team and I also worked closely with academic affairs, academic deans, shared governance and board of trustees to strategically launch online programs (for undergraduate, graduate, military, and adult learners). Through a shared vision and smart growth strategy, we are bucking regional and national enrollment trends. As president, I will leverage administrative systems in enrollment management, technology, data, student services, and budget allocations to mobilize and facilitate strategic enrollment.

Nurture and Engage Community: I am eager to engage the Nebraska State College System Chancellor, Board of Trustees, enlist our administration, students, faculty and staff, alumni, emeriti, and friends of the university to invest in Chadron State College's future and its students. As president, it is imperative that I nurture, cultivate, and foster relationships on-campus, in the community, Nebraska High Plains region, and across the state of Nebraska. I make it a priority to ensure we all understand our roles and value the contributions of all and those we serve daily through effective communication, respect, and support. As a leader, I believe it is important to lead by example and be the model. Therefore, I will meet regularly with Nebraska State College System Chancellor, Board of Trustees, community leaders, student senate, faculty senate, and professional staff association. As president of Chadron State College, I will be an active listener, passionate advocate, and leading champion for the College, both on campus and in the surrounding communities, Nebraska High Plains region, and beyond.

Grow Resources: The ability to obtain resources that support the institution's priorities, support the University's mission, support faculty and staff development, and enhance student experience is critical. As a first-generation college student, former student-athlete, and minority student, benefited from structured orientations, relevant advising practices, and scholarships. Without donors and friends of the university, access to higher education and attaining a college degree is impossible. I welcome the opportunity to work with the Chadron State College's Foundation Board colleagues, deans, faculty, students, alumni, and administration to establish fundraising priorities, identify and cultivate donors and friends of the university to expand the donor base and enhance development outcomes, including launching a comprehensive campaign. In my experience, I increased fundraising efforts 100% to endow a leadership program for underrepresented students that yield enrollment, leadership, advising, and mentoring. Also, I currently host an annual fundraising speaker series event that has yielded over

\$2M over 5 years. At my current institution, I have heavily assisted with advocating and championing local regional economic development authorities to assist with development of on-campus facilities to meet workforce needs.

Build a Strong Team and Leadership: Leadership is a team sport. My teamwork philosophy ensures that everyone knows their responsibilities, that open and honest communication is the “rule of engagement”, that mentoring is taken seriously, accomplishments are celebrated, and credit is afforded to those who contribute to successes big and small. I am a builder by nature. Each August, my team and I will participate in a president’s cabinet retreat for team building, strategic thinking and planning, and department planning as well. Also, the retreat will allow me to develop the framework for accountability through the development of annual department goals. As president, I will build, develop, and guide an effective leadership team-president’s cabinet. Also, as the leader, I will employ two rules: “walk-around” management to examine facilities and structures and adopt a “do not walk past a problem” approach because when we do, that is the standard in which we set for our campus. As a leader, it is mission critical that all decisions are informed and data-driven. At my current institution, leadership is evaluated by their employees every two years. The feedback is used to praise and/or provide leadership guidance to improve areas of leadership. This tool is used to foster a campus community of accountability and ensures our constituents that we aspire to be effective and productive leaders.

I have shared, both in this letter and my application materials, my values, vision, and commitment to a transformative student experience, academic excellence-through teaching and research, and community engagement. As such, I deeply identify with an entrepreneurial spirit and need for resilience in order to build value. I believe my calm; steady personality compliments my leadership strengths. As a servant-collaborative leader that is innovative, knowledgeable, and experienced. My wife (who serves as an elementary school teacher), daughter, and son welcome the opportunity to relocate to Chadron, Nebraska to take advantage of the excellent outdoor-activities (Nebraska National Forest and Pine Ridge National Recreation Area), hiking, fishing, in the rolling, scenic High Plains region. We welcome the strong sense of community in a rural setting, and inclusive community that embraces diversity in its many forms is very appealing to my family and I. It would be a joy to serve a college with impressive momentum and I would be grateful if granted the privilege to lead Chadron State College in its next chapter of success.

It is my hope that you believe that my experience and vision align with your aspirations, and I look forward to discussing my materials further with you.

Sincerely,

A handwritten signature in blue ink, appearing to read "Ron K. Patterson". The signature is fluid and cursive, with a long horizontal stroke at the end.

Ron K. Patterson, Ed.D.
Vice President for Diversity, Equity, and Inclusion

RON K. PATTERSON, Ed.D.

ADMINISTRATIVE APPOINTMENTS

UNIVERSITY OF NORTH ALABAMA, 2016-Present

Public university of over 10,000 total students; 4 academic colleges and 1 honors college; 2,200 residential students; 800 full-time faculty and staff, NCAA Division I ASUN Conference

Vice President for Diversity, Equity, and Inclusion & Director of Presidential Mentors Academy

University of North Alabama ♦ May 2020-Present

Chief Enrollment Officer & Assistant to the President for Diversity

University of North Alabama ♦ January 2018-May 2020

Chief Enrollment Officer

University of North Alabama ♦ August 2017-December 2017

Associate Vice President for Enrollment Management

University of North Alabama ♦ July 2016-August 2017

Selected Accomplishments

Engaged Leadership and Shared Governance

- ♦ Served on the University's planning COVID-19 Recovery Task Force (CRTF) in response to the COVID-19 pandemic engaging over 100 faculty, staff, and students producing a campus pandemic preparedness plan with action teams focused on student learning, student life, campus partnerships, employee workplace, finance, and communications. The campus resumed in-person activities in Fall 2020 with a 4% growth in overall student enrollment.
- ♦ Championing with the Executive Provost, the University's Strategic priorities related to Diversity, Equity, and Inclusion and Student Persistence, Retention, and Degree Completion.
- ♦ Served on Strategic Planning and Budget Study Committee over the past academic year and on various shared governance bodies including Council of Academic Deans; Graduate Council; Research; Academic and Student Affairs; Undergraduate Readmissions; Scholarship; Student Financial Services; Multicultural Advisory.
- ♦ Leader nationally, within the region, and state of Alabama with appointments to various bodies such as National Association of Diversity Officers in Higher Education, Alabama Possible, and Alabama Association of Higher Education Diversity Officers.

Integrated and Strategic Planning

- ♦ Led the development and implementation of the Strategic Diversity and Inclusion Plan, 2020-2025, advancing the University's strategic directions of enhancing diversity, equity and inclusion.
- ♦ Tapped to co-chair University Strategic Planning committee beginning 2023 to develop the 2nd iteration of the University Strategic Plan.

Financial Sustainability, Planning, and Resource Management

- ♦ Developed vision and implemented in collaboration with President, Academic Affairs, Business and Financial Affairs, and academic Deans on numerous university and academic capital improvement and renovation projects that required extensive fundraising and development.
- ♦ Involved in fundraising and development to support university, academic, colleges, centers, and programs.
- ♦ Involved in governmental outreach, advocacy, and lobbying at the federal, state, and local levels resulting in increased institutional funding (recurring and one-time-\$17M).
- ♦ Host annual Shoals Scholar Dollars Speaker Series, and have fundraised \$2M over five years for high school students in the greater Shoals.

Enrollment Management and Student Success

- ♦ Increased students of color enrollment by 3.4% since 2020.
- ♦ Developed and launched first Multicultural All Access Day.
- ♦ Increased student enrollment in minority underrepresented student non-academic program (Presidential Mentors Academy).

Diversity, Equity and Inclusion

- ♦ Founded Division of Diversity, Equity, and Inclusion.
- ♦ Co-established the Mitchell-West Center for Social Inclusion.
- ♦ Re-configured Military & Veterans Service Center, including hiring first, full-time Coordinator.
- ♦ Developed and implemented a diversity, equity, and inclusion dashboard to monitor and track student, faculty, and staff outcomes.
- ♦ Implemented targeted retention strategies for traditionally underrepresented student populations.
- ♦ Secured \$350K in fundraising to support the non-academic/academic centers and programs.
- ♦ Secured over \$70K which endowed an underrepresented minority program.
- ♦ Secured \$10K scholarship to fund a minority student.
- ♦ Increased donor giving, gifts, and scholarships in DEI 100%.
- ♦ Led development and implementation of first, ever diversity course which is cross-listed in the general education curriculum.

Community and Professional Engagement

- ♦ Established in collaboration with City of Florence and District 1, City Council Representative the first annual Juneteenth Celebration.
- ♦ Serve as Executive Board member of Shoals Scholar Dollar fundraising program.
- ♦ Established member of Rotary Club of Florence and Kiwanis Club of Florence. Also serve as member of Shoals Chamber of Commerce Diversity, Equity, and Inclusion Committee and Minority Business Council.
- ♦ Established member of the SACSCOC Peer Review Corp.

Position Responsibilities

- ♦ Direct daily operation of the Division's budget (\$3M operating) for salary, non-salary, and equipment. Develop budget projections, scenarios, recommendations, and proposals. Negotiate the Division's non-salary, salary, and institutional equipment allocations. Apprise President on the financial condition of the Division and various sub-units regularly for state allocated, non-allocated, and foundation funds.
- ♦ Ensure compliance with personnel appointment processes, procedures for initiating

and conducting searches, and position description reviews.

- ◆ Led assessment planning, implementation, and reporting, in addition to the facilitation of the Division's comprehensive program review cycle and process.
- ◆ Initiate and implement response efforts and coordinate divisional activities during student/campus crisis, emergency, and sensitive situations. Provide crisis intervention and responded to diversity, equity, and inclusion issues and concerns.
- ◆ Create, format, and direct process to develop divisional short-range planning documents, strategic planning calendars, initiatives, and reports.
- ◆ Lead special projects and develop reports and proposals. Establish and implement new procedures and practices where none existed to address issues or strategically move the Division forward.

Chief Enrollment Officer & Assistant to the President for Diversity

Office of the President & Office of the Provost ◆ University of North Alabama ◆ January 2018-May 2020

Selected Accomplishments

Engaged Leadership and Shared Governance

- ◆ Served on various shared governance bodies including Council of Academic Deans; Graduate Council; Academic and Student Affairs; Undergraduate Readmissions; Scholarship; Student Financial Services; Multicultural Advisory; Technologies Advisory and Commencement.
- ◆ Leader within the region and state of Alabama with appointments to Southern Association of Collegiate Registrars and Admissions Officers.
- ◆ Collaborated with Faculty Senate, Undergraduate Curriculum and Graduate Curriculum Committees to revise policies on Admissions Standards, Admissions Appeal, Rescind Admissions, Readmissions, and Medical Withdrawal to ensure student success.

Integrated and Strategic Planning

- ◆ Developed and implemented a targeted and strategic enrollment management “Smart Growth” strategy incorporating best practices, financial leveraging, professional academic advising, and online education.
- ◆ Served on the University Strategic Plan 2019-2024 committee, advancing the University’s strategic directions of enhancing student success and completion, elevating faculty distinction and academic achievement, expanding regional and global impact, leading equity and inclusive excellence, advancing a culture of evidence and innovative organizational designs, and leveraging the power of partnerships and collaboration.

Financial Sustainability, Planning, and Resource Management

- ◆ Developed vision and implemented in collaboration with President, Academic Affairs, Business and Financial Affairs, and Deans on targeted enrollment growth strategies.
- ◆ Involved in fundraising and development to support university, academic, colleges, centers, and programs.
- ◆ Heavily involved in development of “Banded Tuition” and “Differentiated Tuition” of university-wide strategic budget planning process to inform reallocation of general fund university resources in alignment with strategic priorities and directions of the university.
- ◆ Involved in governmental outreach, advocacy, and lobbying at the federal, state, and local levels resulting in increased institutional funding (recurring and one-time-\$17M)

Enrollment Management and Student Success

- ♦ Led record university enrollment (Fall 2016 through Fall 2020; 11 straight semesters)
 - Increased new student enrollment 2% up to 5%
 - Increased graduate student enrollment 25%
 - Significant, sustained enrollment increases in MBA program (AACSB), which is the largest in Alabama (830+ students)
 - Increase transfer student enrollment 7%
 - Increased new international student enrollment 65%
- ♦ Forged multiple “Learning Agreements” with corporate, non-profit, and governmental partners for online degree programs, focused on adult education, resulting in significant enrollment growth in online programs and University brand expansion:
 - Manufacture Alabama (50+ firms and tens-of-thousands of employees)
 - Huntsville Hospital (18,000 employees); 4 largest public hospital in the U.S.
 - North Mississippi Health System (7,500+ employees)
 - North Alabama Medical Center (2,000+ employees)
 - Alabama Community College System (first, ever system-wide agreement; 25+ institutions) (Nursing and Health Professions-focused)
 - University of Alabama College of Engineering (for MBA program)
 - City of Decatur, AL; City of Florence, AL; City of Muscle Shoals, AL; City of Tusculumbia, AL; City of Sheffield, AL; Lauderdale County, AL; Colbert County, AL
 - Columbia State Community College (TN)
 - Northeast Mississippi Community College
 - Northwest-Shoals Community College (AL)
- ♦ Envisioned and implemented “Finish in Four” initiative on timely degree completion and student success.
 - 25%+ increase in number of students taking at least 15 credit hours per semester
- ♦ Developed and implemented an enrollment management dashboard to monitor and track student and credit hour enrollment success outcomes.
- ♦ Envisioned and re-organized the University Student Success Center to advance a comprehensive approach to professional advising infrastructure in all academic colleges, student success focused on meaningful connections, coordinating support, demonstrating care, and reducing barriers. Prior to the COVID-19 pandemic, the new approach increased re-enrollment, one-year retention, four- and six- year completion rates, and decreased student success opportunity gaps.
- ♦ Envisioned and collaborated with Business and Financial Affairs, and Academic Affairs and established the new “One Stop Shop” which combined professionals from admissions, financial aid, and student accounts.
 - Co-located financial aid, registrar, and graduate admissions producing improved student services and streamlined financial aid and academic record processing of transcripts, transfer credit evaluation, and degree conferment.
- ♦ Implemented Chat Bot platform (Alivechat) for enrollment management.

Diversity, Equity and Inclusion

- ♦ Envisioned and collaborated with Academic Affairs and Student Affairs to develop and launch “Global Learning Community” for international students and domestic allies.
- ♦ Implemented President’s Diversity Faculty Fellowship program to recruit and retain faculty members of color. Targeting the following difficult-to-fill academic disciplines such as accounting, nursing, engineering, social work, criminal justice, special education, and kinesiology.
- ♦ Developed and implemented a diversity, equity, and inclusion dashboard to monitor and track student, faculty, and staff outcomes.
- ♦ Implemented targeted retention strategies for traditionally underrepresented students.
- ♦ Implemented DistinguishED program targeting minority males for master’s degree in education program to increase minority male teachers.
- ♦ Co-implemented One Book/Common Read program focused on diversity and inclusion in the First-Year Experience program.

Community and Professional Engagement

- ♦ Serve as Executive Board member of Shoals Scholar Dollar fundraising program.
- ♦ Served as Advisory Board member of Shoals Scholar Dollar program.
- ♦ Established member of Kiwanis Club of Florence and member of Shoals Chamber of Commerce Diversity, Equity, and Inclusion Committee.
- ♦ Established member of the SACSCOC Peer Review Corp.

Position Responsibilities

- ♦ Provided vision and direction for a comprehensive, integrated division of enrollment management, student success services, and activities to drive increases in enrollment.
- ♦ Directed daily operation of the Division’s budget (\$3.4M operating) for salary, non-salary, equipment, and annual scholarships and financial aid awards of \$18M. Developed budget projections, scenarios, recommendations, and proposals. Apprised the Provost and President on the financial condition of the Division and various sub-units regularly for state allocated, non-allocated, and foundation funds.
- ♦ Ensured compliance with personnel appointment process, procedures for initiating and conducting searches, and position description reviews.
- ♦ Led assessment planning, implementation, and reporting, in addition to the facilitation of the Division’s comprehensive program review cycle and process.
- ♦ Initiated and implemented an Enrollment Management Taskforce response effort and coordinated divisional activities to respond to enrollment funnel depending on yield percentages and activity, to remain flexible and nimble to implement timely strategies/initiatives to impact enrollment success.
- ♦ Led special projects and developed new enrollment reports and proposals. Established new procedures and practices where none existed to address enrollment market or strategically move the University and Division forward.

Chief Enrollment Officer

Office of the Provost ♦ University of North Alabama ♦ August 2017-December 2017

Selected Accomplishments

Engaged Leadership and Shared Governance

- ♦ Served on various shared governance bodies including Council of Academic Deans; Graduate Council; Research; Academic and Student Affairs; Undergraduate Readmissions; Scholarship; Student Financial Services; Technologies Advisory and Commencement.
- ♦ Leader within the region and state of Alabama with appointments to various bodies such as Southern Association of Collegiate Registrars and Admissions Officers.

Financial Sustainability, Planning, and Resource Management

- ♦ Developed vision and implemented in collaboration with President, Academic Affairs, Business and Financial Affairs, and Deans on numerous university and academic capital improvement and renovation projects that required extensive fundraising and development.
- ♦ Involved in fundraising and development to support university, academic, colleges, centers, and programs.
- ♦ Involved in governmental outreach, advocacy, and lobbying at the federal, state, and local levels resulting in increased institutional funding (recurring and one-time)

Enrollment Management and Student Success

- ♦ Developed and implemented a targeted and strategic enrollment management “Smart Growth” strategy incorporating best practices, financial leveraging, professional academic advising, and online education.
- ♦ Led record university enrollment
 - Increased new student enrollment 2.1%
 - Increased graduate student enrollment 8.7%
- ♦ Forged multiple “Learning Agreements” with two-year community colleges, resulting in significant enrollment growth in online programs and University brand expansion:
 - Columbia State Community College (TN)
 - Northeast Mississippi Community College (MS)
 - Including an Honors College transfer pathway
 - Northwest-Shoals Community College (AL)
- ♦ Envisioned and implemented “Finish in Four” initiative on timely degree completion and student success.
 - 25%+ increase in number of students taking at least 15 credit hours per semester
- ♦ Led comprehensive marketing and outreach campaign in the vital Huntsville market, including Huntsville International Airport.

Position Responsibilities

- ♦ Provided vision and direction for a comprehensive, integrated division of enrollment management, student success services, and activities to drive increases in enrollment.
- ♦ Directed daily operation of the Division’s budget (\$2.7M operating) for salary, non-salary, equipment, and annual scholarships and financial aid awards of \$11.5M. Developed budget projections, scenarios, recommendations, and proposals. Apprised the Provost and President on the financial condition of the Division and various sub-

- units regularly for state allocated, non-allocated, and foundation funds.
- ◆ Ensured compliance with personnel appointment process, procedures for initiating and conducting searches, and position description reviews.
- ◆ Led assessment planning, implementation, and reporting, in addition to the facilitation of the Division's comprehensive program review cycle and process.
- ◆ Initiated and implemented an Enrollment Management Taskforce response effort and coordinated divisional activities to respond to enrollment funnel depending on yield percentages and activity, to remain flexible and nimble to implement timely strategies/initiatives to impact enrollment success.
- ◆ Envisioned and implemented lean and continuous improvement strategies to redesign the enrollment management process to improve onboarding new first-time students to the University across all student types.

Associate Vice President for Enrollment Management

Office of the President ◆ University of North Alabama ◆ July 2016-July 2017

Selected Accomplishments

Enrollment Management and Student Success

- ◆ Led record university enrollment
 - Increased new student enrollment 1.9%
 - Increased new freshmen student enrollment
 - Increased new transfer student enrollment
 - Increased graduate student enrollment 4%
- ◆ Established and coordinated MOU recruitment pipeline of new international students from Democratic Republic of the Congo in Africa to yield enrollment and over \$300K additional revenue.
- ◆ Re-branded all recruitment publications and materials.

Position Responsibilities

- ◆ Provided vision and direction for a comprehensive, integrated division of enrollment management, student success services, and activities to drive increases in enrollment.
- ◆ Directed daily operation of the Division's budget (\$2M operating) for salary, non-salary, equipment, and annual scholarships and financial aid awards of \$9M. Developed budget projections, scenarios, recommendations, and proposals. Apprised the Provost and President on the financial condition of the Division and various sub-units regularly for state allocated, non-allocated, and foundation funds.
- ◆ Ensured compliance with personnel appointment process, procedures for initiating and conducting searches, and position description reviews.

MARIETTA COLLEGE, 2014-2016

Private college of over 1,200 total students; 950 residential students; 360 full-time faculty and staff, NCAA Division III OAC Conference

Vice President for Enrollment Management

Marietta College ◆ July 2014-June 2016

Selected Accomplishments

Leadership and Strategic Planning

- ♦ Served on President's Cabinet.
- ♦ Developed and executed strategic enrollment management initiatives.
- ♦ Coordinated with President, Provost, Cabinet members, Department Chairs, faculty, staff, and physical plant to facilitate a coordinated enrollment effort.

Enrollment Management and Student Success

- ♦ Expanded regional recruitment and marketing strategies; reduced process time for reviewing, evaluating and determining admissibility of applicants for admission; utilized data in all decision-making processes; engaged advancement and alumni in regional recruitment.
- ♦ Envisioned and implemented document imaging software.
- ♦ Increased prospect pool 12% over a two-year period.
- ♦ Instituted annual Performance Standards in both non-academic departments.

- ♦ Coordinated and lead recruiting and admission efforts for international students in Beijing, China.
- ♦ Coordinated and developed MOU with Democratic Republic of the Congo to yield significant enrollment.

Position Responsibilities

- ♦ Directed daily operation of the Division's budget (\$2M operating) for salary, non-salary, and equipment. Developed budget projections, scenarios, recommendations, and proposals. Negotiated the Division's non-salary, salary, and institutional equipment allocations.
- ♦ Ensured compliance with personnel appointment processes, procedures for initiating and conducting searches, and position description reviews.
- ♦ Led assessment planning, implementation, and reporting, in addition to the facilitation of the Division's comprehensive program review cycle and process.
- ♦ Created format and directed process to develop divisional short-range planning documents, strategic planning calendars, initiatives, and reports.
- ♦ Led special projects and developed reports and proposals. Established and implemented new procedures and practices where none existed to address issues or strategically move the Division forward.

UNIVERSITY OF CENTRAL ARKANSAS, 2012-2014

Public university of over 11,000 total students; 4 academic colleges and 1 honors college; 3,000 residential students; over 1,000 full-time faculty and staff, NCAA Division I ASUN Conference

Director of Admissions & Enrollment Services

University of Central Arkansas ♦ July 2013-July 2014

Selected Accomplishments

Financial Sustainability, Planning, and Resource Management

- ♦ Developed and implemented the University's first, ever Strategic Enrollment Management plan.

- ♦ Directed daily operation of the Division's budget (\$2.8M operating) for salary, non-salary, and equipment. Developed budget projections, scenarios, recommendations, and proposals. Negotiated the Division's non-salary, salary, and institutional equipment allocations.
- ♦ Established for the Division of Student Affairs position control personnel and budget management practices that enabled strategic financial planning and projections across funding sources (general fund allocated, non-allocated income self-support, student fee fund, auxiliary revenue, and foundation).

Division Excellence and Assessment of Professional Development

- ♦ Led the Division of Enrollment Management in first effort to establish a career ladder for entry-level professionals in the Office of Admissions in conjunction with Office of Human Resources.

Enrollment Management and Student Success

- ♦ Led record university enrollment (Fall 2016):
 - Increased over new enrollment 1.4%
 - Increased new student enrollment 1.4%
- ♦ Generated over \$250K in application fees annually.
- ♦ Led record university enrollment (Fall 2014):
 - Increased over new enrollment 3.8%
 - Increased new student enrollment 2.1%
- ♦ Coordinated admissions efforts for international students.
- ♦ Envisioned and implemented recruitment and communication plans for high prospective students, two-year and four-year transfer students.
- ♦ Centralized transfer admissions and increased efficiency and communication.
- ♦ Increased department recruiting efforts and events 20%
- ♦ Added regional recruiter in Memphis, TN.

Director of Undergraduate Admissions

University of Central Arkansas ♦ July 2012-July 2013

Position Responsibilities

- ♦ Directed daily operation of the Division's budget (\$2.8M operating) for salary, non-salary, and equipment. Developed budget projections, scenarios, recommendations, and proposals. Negotiated the Division's non-salary, salary, and institutional equipment allocations. Apprised Vice President on the financial condition of the Division and various sub-units regularly for state allocated, non-allocated, and foundation funds.
- ♦ Ensured compliance with personnel appointment processes, procedures for initiating and conducting searches, and position description reviews.
- ♦ Led assessment planning, implementation, and reporting, in addition to the facilitation of the Division's comprehensive program review cycle and process.
- ♦ Created format and directed process to develop divisional short-range planning documents, strategic planning calendars, initiatives, and reports.
- ♦ Led special projects and developed reports and proposals. Established and implemented new procedures and practices where none existed to address issues or strategically move the Division forward.

UNIVERSITY OF TENNESSEE HEALTH SCIENCE CENTER, 2004-2012

Public academic health science center of over 2,800 total students; 1,500 full-time faculty and 3,500 staff

Director of Admissions

University of Tennessee Health Science Center ♦ January 2009-April 2012

Selected Accomplishments

- ♦ Directed the daily operations of an admissions office, staff, and processes.
- ♦ Developed and implemented the University's first, ever online applicant processing.
- ♦ Coordinated departmental implementation of Banner ERP and document imaging solution.
- ♦ Coordinated campus-wide campus presentation tours.
- ♦ Coordinated personnel hires, training, and professional development.

Assistant Dean for Student Affairs

University of Tennessee Health Science Center ♦ March 2004-December 2008

CHRISTIAN BROTHERS UNIVERSITY, 2002-2004

Private university of 1,700 total students

Assistant Director of Admissions

Christian Brothers University ♦ July 2003-February 2004

Admissions Counselor

Christian Brothers University ♦ September 2002-July 2003

OTHER EMPLOYMENT, 1998-2002

Assistant Basketball Coach, Marietta College, 1999-2002

Head Men's Golf Coach, Marietta College, 1999-2002

Graduate Assistant Coach, Men's Basketball, Tusculum College, 1998-1999

Student Assistant Coach, Men's Basketball, UT-Southern, 1998

PROFESSIONAL AND COMMUNITY ENGAGEMENT

Shoals Scholar Dollars

Executive Board of Directors; Member ♦ July 2020-Present, Advisory Board Member 2016-2020

- ♦ A non-profit association with 19 professional employees serving 150K residents of the greater Shoals community, corporate and institutional members focused on developing fundraising to increase access to higher education.

Southern Association of Colleges and Schools Commission on Colleges

Accreditation Peer Reviewer ♦ May 2022-Present

Institutional DEI Consultation and Services

Rotary Club of Florence (Strategic Initiatives) ♦ October 2022

YMCA (Strategic Initiative ♦ November 2022

- ♦ Provided institutional consultation, research services, and work direction for diversity, equity, and inclusion. Mentored and developed YMCA staff.

SELECTED HONORS, AWARDS, AND RECOGNITION

- 41st Annual W.C. Handy Music Festival “Street Strut” Parade, Deputy Marshall ♦
2022
- Alpha Phi Alpha Leadership Development Institute, Service and Leadership Award ♦
2022 Phi Kappa Phi (general honors) ♦ 2019
- UT-Southern Human Services ♦ 1998

SELECTED PUBLICATIONS, CONFERENCES, AND PRESENTATIONS

Book Acknowledgement: Crenshaw, T. M. (2018). *Leading with consistency: Four steps to leading.*

Ron Patterson, *Continuous Improvement in Higher Education: A Case Study of Perceptions and Sustainability*

Dissertation, Creighton University ♦ 2022

Trends, Challenges, and Opportunities in Higher Education; Moderator

Alabama Association of Higher Education Diversity Officers Annual Conference ♦
2022

Rise: Becoming an Innovative Leader; Presenter

Alabama Association of College Registrars and Admissions Officers Annual
Conference ♦ 2017

Rise and Roar: Transitioning from Mid-level Staff to Senior-level Staff; Presenter

Alabama Association of College Registrars and Admissions Officers Annual
Conference ♦ 2017

RESEARCH AND GRANT ACTIVITY

TRIO SSS Grant; Co-Principal Investigator

U.S. Department of Education ♦ August 2022 (\$1.1M)

Letter of Support for Project OPEN Grant

HRSA ♦ August 2020 (\$2M)

Advanced Nursing Education Grant; Co-Principal Investigator

HRSA ♦ August 2008 (\$50K)

Nurse Anesthesia Grant; Co-Principal Investigator

HRSA ♦ August 2008 (\$100K)

SELECTED TEACHING EXPERIENCE

Interdisciplinary and Professional Studies; Adjunct Instructor

University of North Alabama

- ♦ Enrollment Management and Institutional Marketing (HEA 609) Course
Section; Spring 2023

Lecturer Status

University of North Alabama ♦ 2017-Present

Strategies for College Success; UNA 105

University of North Alabama ♦ Fall 2017 and Fall 2018

SELECTED UNIVERSITY SERVICE

Executive Council

University of North Alabama ♦ July 2016-Present

Strategic Diversity and Inclusion Taskforce; Chair

University of North Alabama ♦ 2019

College of Arts, Sciences, and Engineering; Dean Search Committee Member

University of North Alabama ♦ 2019

University Strategic Budget and Planning Committee

University of North Alabama ♦ 2018-Present

College of Education and Human Sciences; Chair- Dean Search Committee

University of North Alabama ♦ 2018

Research Committee

University of North Alabama ♦ 2018-2019

Council of Academic Deans

University of North Alabama ♦ 2017-2020

Commencement Committee

University of North Alabama ♦ 2017-2020

Presidential Mentors Academy Advisory Committee

University of North Alabama ♦ 2017-2020

Provost and Vice President for Academic Affairs; Search Committee

University of North Alabama ♦ 2017

Graduate Council

University of North Alabama ♦ 2017-2018

University Scholarship Committee

University of North Alabama ♦ 2017-2018

Multicultural Advisory Committee

University of North Alabama ♦ 2017-Present

Academic and Student Affairs Committee

University of North Alabama ♦ 2017-2018

Enrollment Management Taskforce

University of North Alabama ♦ 2017-2020

Student Financial Services Committee

University of North Alabama ♦ 2016-2020

Undergraduate Readmissions Committee

University of North Alabama ♦ 2016-2020

MEDIA INTERVIEWS

- WHNT (CBS):** Guest Commentator, UNA Continues to Honor Dr. Martin Luther King, Jr.'s Legacy; Interviewed by Jeremy Jackson, 2021, Huntsville, AL
- WHNT (CBS):** Guest Commentator, UNA Cancels Spring Commencement Legacy; 2021, Huntsville, AL
- WHNT (CBS):** Guest Commentator, UNA Racial Justice Movement; 2020, Huntsville, AL
- WZZA (Radio):** Guest Commentator, Welcome to the Shoals; Interviewed by Tori Bailey, 2021

NEWSPAPERS AND PRESS SERVICES

- Times Daily* (Florence, AL), Interviewed by Alyssa Marks, 2022
- Times Daily* (Florence, AL), Interviewed by Jennifer Edwards, 2017
- Times Daily* (Florence, AL), Interviewed by Jennifer Edwards, 2016
- River Valley and Ozark* (Conway, AR), Interviewed by Emily Van Zandt, 2012

EDUCATION

Higher Education Administration and Leadership, Doctor of Education

Creighton University, 2022

Dissertation: Continuous Improvement in Higher Education: A Case Study of Perceptions and Sustainability

Education, Master of Arts

Marietta College, 2002

Human Services, Bachelor of Science

University of Tennessee-Southern, 1998

EXECUTIVE PROFESSIONAL DEVELOPMENT

American Academic Leadership Institute ♦ 2022

Penn State University Academic Leadership Academy Certificate ♦ 2019

SELECTED PROFESSIONAL DEVELOPMENT AND CERTIFICATES

Southern Association of Colleges and Schools Commission on Colleges ♦ 2022

Quality Matters Level 1 Certificate-Designing Your Online Course ♦2022

Quality Matters Level 1 Certificate-Applying the QM Rubric ♦ 2019

Introduction to Lean Continuous Improvement Certificate ♦ 2016

Diversity, Equity, and Inclusion in the Workplace ♦ 2017