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EMPLOYMENT

VICE PRESIDENT FOR QUAD CITIES, PLANNING, AND TECHNOLOGY, WESTERN ILLINOIS UNIVERSITY (JANUARY 2008-CURRENT). This position serves as the Chief Operating Officer for the Western Illinois University Quad Cities Campus, as well as the Chief Planning and Technology Officer for the two campuses of Western Illinois University (Macomb and Quad Cities). The position supervises 200 full time employees, the Western Illinois University Quad Cities operating and capital budgets, and the technology enterprise of the University. The position:

- Serves as chief advisor to and representative for the President regarding Western Illinois University-Quad Cities, Planning, and Technology.
- Provides administrative leadership and coordination for Western Illinois University-Quad Cities, Planning and Technology.
- Represents Western Illinois University in host community economic development initiatives and in state, regional, and national planning, technology, and university accountability initiatives and organizations.
- Assumes responsibilities for the long-term planning and all aspects of daily operations at Western Illinois University-Quad Cities, Planning, and Technology.
- Maintains fiscal responsibilities and programmatic analyses for Western Illinois University-Quad Cities, Planning, and Technology.
- Establishes and maintains necessary control mechanisms for effective management of Western Illinois University-Quad Cities, Planning, and Technology.
- Administers studies, analyses, and plans for Western Illinois University-Quad Cities, Planning, and Technology.
- Engages in policy development and implementation related to Western Illinois University-Quad Cities, Planning, and Technology.
- Prepares monthly *Strategic Plan Updates* to the Western Illinois University Board of Trustees and the campus community. Also provides annual reports to the Western Illinois University Board of Trustees on areas of administrative responsibility and university accountability.

The Vice President position is very collaborative, and involves working with multiple internal and external stakeholders to achieve the goals and priorities of Western Illinois University and its host communities. The position requires both a rural perspective (Western Illinois University-Macomb enrolls 12,000 students in a town of 20,000) and an urban perspective (Western Illinois University-Quad Cities enrolls 1,413 students in a metropolitan area of 400,000). Accomplishments in this position include:

- Working with multiple constituencies, including the regional legislators, the Illinois Quad Cities Chamber of Commerce, the City of Moline, its economic development partner Renew Moline, the Western Illinois University Board of Trustees, President and other students, faculty and staff to receive \$57.8 million in state capital funding to construct the new Western Illinois University-Quad Cities Riverfront Campus.
- Engaging in partnership activities for Western Illinois University-Quad Cities that have included the following developments in areas proximal to the Riverfront Campus: a \$71 million mixed-use development known as Bass Street Landing; a \$45 million Transit Oriented Development/Amtrak Station that will include an intermodal pedestrian transport center, a new high rise office structure, retail, and food court; a \$5 million new facility for research and development by the public and private

sectors; and a \$12 million, 90-unit work-live lofts, with retail and businesses located on the lower levels.

- Obtaining the largest cash gift ever, \$1.0 million, to Western Illinois University-Quad Cities. This gift was from the John Deere Foundation and the Moline Foundation. Other fundraising accomplishments include establishing annual Quad Cities faculty, staff, and alumni annual appeals; and creating a Quad Cities Leadership (fundraising) Team that has collected over \$1.6 million in gifts and in-kind donations to Western Illinois University-Quad Cities in less than two years of operation.
- Achieving necessary Illinois Board of Higher Education, State of Iowa, and Higher Learning Commission-North Central Association of Colleges and Schools curricular and/or site approvals for undergraduate and graduate programs of study in engineering, liberal arts and sciences, early childhood education, museum studies, and nursing.
- Working with both Western Illinois University campus communities and governance processes to update the University's *Strategic Plan*, and to create the *Institutional Strategic Plan for Technology* and separate *Campus Master Plans* for facilities and infrastructure on the Macomb and Quad Cities Campuses.
- Collaborating with the Illinois Student Assistance Commission and four local community colleges to design and implement new dual enrollment agreements that allow students, beginning in the freshman year, to simultaneously take courses at the community college and Western each semester for the first two years of study and saving the student up to 25 percent on their college costs.
- Initiating a new *Transfer Cost Guarantee* that reduces student tuition and fees by up to 10 percent for students who earn an Associates degree and immediately transfer to Western Illinois University.
- Representing Western Illinois University for the Higher Learning Commission-North Central Association of Colleges and Schools by serving as the University's Self-Study Coordinator for institutional re-accreditation, continuing with annual site visitations as a member of consultant-evaluator core, and serving on the National Pathways Task Force for the revision of accreditation criteria and processes.
- Overseeing the creation of University Technology, a new unit of 100 FTE from various technology, telecommunications, and mainframe units and successfully implementing priorities, including: establishing four-year faculty computer and electronic classroom upgrade programs, a campus portal, knowledge-based help desk system, content management system, a new classroom support unit, and planning for the implementation of a comprehensive VOIP voice, video, and data communications system.
- Providing the Western Illinois University Board of Trustees monthly progress reports on the status of strategic planning implementation, as well as annual reports related to institutional planning, resource allocation, and accountability reporting.
- Serving in officer positions for the Illinois Association of Institutional Research (past president), Association of Institutional Research (trainer in university planning and budgeting), in addition to maintaining active membership in statewide task forces (e.g., information reporting for the Illinois Board of Higher Education), and professional organizations, including the National Association of Branch Campus Administrators, Society of College and University Planning, and Educause.

In this position, as Executive Assistant to the President for Quad Cities, Planning and Technology (December 2008-August 2008 that was re-titled to Vice President to reflect the growth and expansion of the Quad Cities Campus) and as Assistant to the President for Planning and Budget (see below), I maintained tenure and served as an Assistant Professor in the department of Educational Leadership.

ASSISTANT TO THE PRESIDENT FOR PLANNING AND BUDGET, WESTERN ILLINOIS UNIVERSITY (APRIL 2005-AUGUST 2008). This position reports directly to the President, serves on the University Cabinet, and leads the integration of strategic planning, resource allocation, and accountability reporting. Included in this role is the oversight and development of annual all-funds institutional budgets (in excess of \$190 million), annual departmental budget allocations, and external and internal reports and responses

to the Illinois General Assembly, Illinois Office of Management and Budget, Illinois Board of Higher Education and Western Illinois University's Board of Trustees.

This position also chairs University Strategic Planning Committees, Master Planning Committees, University Fiscal Committees, Technology Committees, and President's Recruitment and Retention Task Forces at both Western Illinois University campuses (Macomb and Moline). The position spends significant time interacting with all campus governance groups on both campuses and monitors/reports progress on the University's strategic plan to campus and external communities.

The position supervises an office staff of 10 full time employees. Direct reports include the Director of University Budget Office, Director of Institutional Research and Planning, and the University Assessment Coordinator.

DIRECTOR, UNIVERSITY PLANNING AND INSTITUTIONAL RESEARCH, ILLINOIS STATE UNIVERSITY (JULY 2000-MARCH 2005). This position reports directly to the Vice President Finance and Planning, meets bi-weekly with the Vice President and Provost and is charged by the President and Vice Presidents to create and successfully implement a nationally recognized strategic planning model that links academic, facilities, and fiscal planning with daily operations. This has been successfully achieved by:

Creating Educating Illinois: An Action Plan for Distinctiveness and Excellence at Illinois State University. This plan, which was based on input of a 30 member writing team and over 100 campus focus groups and presentations, was unanimously endorsed by all governance groups (the Academic Senate, Administrative/Professional and Civil Service Councils, and Student Government Association) and unanimously approved by the Illinois State University Board of Trustees (BOT). In leading the efforts of over 400 students, faculty, staff, and community members, *Educating Illinois* accomplishments include:

- Advancing to Tier III in *US. News and World Report's* rankings of National Doctoral Universities and placing in *Kiplinger's Personal Finance Top 100 Colleges and Universities* for academic quality and value.
- Increasing the dollar value for external grants and contracts received at Illinois State University by 68 percent in three years.
- Achieving mean ACT scores (23.9), freshmen retention rates (84 percent), and University graduation rates (62 percent) at historic peaks.
- Engaging in cost savings and avoidance activities and internal reallocations totaling \$32.4 million over three years to improve institutional productivity, cost effectiveness, and accountability.

Co-Chairing Illinois State University's 2002-2004 Self Study for Accreditation under the new criterion from the Higher Learning Commission of the North Central Association of Colleges and Schools. This includes:

- Leading the efforts of over 200 members of the campus community in developing, codifying, and assessing planning and budgeting structures, processes, and systems at the school/departmental, college, vice presidential, and university level.
- Leading the reporting of Annual Institutional Indicators, Federal Compliance Reporting, Criterion I: Mission and Integrity, Criterion 2: Planning for the Future, and the University Special Emphasis on Planning and Budgeting.

Creating The Master Plan: Achieving Distinctiveness and Excellence in Form, Function, and Design at Illinois State University. This plan, which was based on input from a 30-member writing team and 76 campus presentations and focus groups, was unanimously endorsed by the Academic Senate and unanimously approved by BOT. My planning accomplishments include:

- Receiving over 90 percent of the State's capital funding in Fiscal Year 2004 to support remodeling of one-half of Illinois State University's primary instructional buildings.
- Opening the new Center for Performing Arts, College of Business Building, In Exchange pedestrian plaza; and relocating the University Farm.
- Completing a Facilities Condition Assessment to objectively quantify utility infrastructure and deferred maintenance needs, implementing the *Energy Management and Utility Infrastructure Plan, Long Range Plan for University Housing and Campus Dining Services*, and establishing a campus transit system after finishing a long-term parking analysis.

Engaging in financial activities to support university planning. This includes:

- Serving on the Illinois State University Foundation Board of Directors that successfully raised over \$96 million during the University's first comprehensive fundraising campaign, including \$5 million from the University community and a \$9 million gift from State Farm Insurance Companies to support construction of the new College of Business Building.
- Linking the University new requests for state resources (operating and capital) to the statewide strategic plan for higher education, *The Illinois Commitment*, and *Higher Education's Statewide Capital Policies and Priorities*.
- Establishing salary benchmarks for Administrative/Professional and Civil Service employees to enhance personnel, retirement, and salary planning.

Linking daily operations with University's strategic plans, by:

- Revising the academic program review process, in consultation with the Academic Planning Committee and the Academic Senate, to include performance indicators from *Educating Illinois* and *The Master Plan* in the self study process.
- Redesigning academic budget-planning processes to include programmatic justification for new staff and resources that support *Educating Illinois* and *Master Plan* goals and priorities.
- Implementing a comprehensive administrative review process to evaluate the priorities, quality, and productivity for the 800 employees in the Division of Finance and Planning.
- Presenting bi-annual strategic planning updates to all governance groups.

In addition to these responsibilities, the position serves as the University's Cost Study, Shared Enrollment, and IPEDS Coordinator, and works collaboratively with the Director of Budget-Planning in providing Resource Allocation Management Program submissions to the Illinois Board of Higher Education (IBHE).

ASSISTANT DIRECTOR, OFFICE OF PLANNING, POLICY STUDIES, AND INFORMATION SYSTEMS, ILLINOIS STATE UNIVERSITY (JULY 1998-JUNE 2000)

Responsibilities and accomplishments of this position focus on accountability reporting to the IBHE, and supporting university planning and policy studies. This includes:

- Preparing annual *Results Reports* and *Underrepresented Groups Reports* for BOT and the IBHE.
- Developing standardized productivity measures to support academic planning and resource allocation (staffing and programs).
- Working with the campus community in documenting undergraduate and graduate tuition waiver goals, distribution processes, and evaluation per IBHE and State of Illinois, Office of the Auditor General requirements.
- Providing institutional leadership on the President's Executive Committee for Diversity, Provost's Advisory Council, National Collegiate Athletic Association's Self Study Certification Team, Academic Planning Committee, University-Wide Assessment

Committee, the Council for General Education, and the General Education Coordinating Committee.

From August 1990-June 1998, I served as a Research Associate in the Office of Planning, Policy Studies, and Information Systems at Illinois State University, and this was complemented by serving as an adjunct faculty member in the College of Arts and Sciences (August 1994-May 1996), and as an adjunct faculty member in the Division of Business and Behavioral Sciences at Heartland Community College (December 1993-May 1998).

EDUCATION

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

SELECTED PUBLICATIONS

- *Monthly Strategic Plan Updates*. From September 2005 to current, the Western Illinois University Board of Trustees and the campus community receive a monthly update regarding the implementation of university priorities and goals. These reports are available at www.wiu.edu/UniversityPlanning/strategic-plan.html
- *Higher Values in Higher Education 2008-2018*. This was an update to the University's *Strategic Plan* that introduced specific priorities and resource allocation strategies to reflect the four core values of Western Illinois University. Copy is available at www.wiu.edu/UniversityPlanning/strategic-plan.html.
- Western Illinois University's *Fiscal Years 2005-2009 Performance Reports, Fiscal Year 2006-2009 All Funds Budgets, Fiscal Years 2006-2009 Departmental Budget Allocations, and Fiscal Year 2007-2010 Operating and Capital Requests*. These documents demonstrate the successful integration of an empirically-based, institutional planning, budgeting, assessment/evaluation, and accountability reporting model.
- *The Institutional Strategic Plan for Technology at Western Illinois University 2007-2012*. This is a five year vision for technology that is integrated with the University's strategic and master plans and emphasizes the roles of technology in supporting the academic mission and service operations of the two campuses of Western Illinois University. The plan and annual status reports are available at www.wiu.edu/UniversityPlanning/technology-plan.html.
- *The Campus is the Classroom: Western Illinois University-Macomb Master Plan and Vision 2020: Western Illinois University-Quad Cities Campus Master Plan*. These are the future physical development plans for facilities, grounds, and infrastructure on the two campuses of Western Illinois University. Both emphasize the importance of the physical infrastructure supporting the academic mission and service operations of Western Illinois University. These campus master plans and supporting animations are available at www.wiu.edu/UniversityPlanning/macomb-master-plan.html and www.wiu.edu/UniversityPlanning/qc-master-plan.html.
- *Streamlining and Enhancing Academic Program Review*. This paper was presented at the Illinois Association of Institutional Research's annual fall 2004 conference. It demonstrated how to infuse academic planning and strategic planning at all levels of the institution. It was selected as the conference's best paper and was, therefore, presented at the Association of Institutional Research's annual national conference in summer 2005.
- Illinois State University's *Fiscal Years 1999-2004 Results and Performance Reports*. These reports summarize university progress towards full implementation of the state's six goals for all of higher education identified in *The Illinois Commitment*. These reports annually measure University progress through summaries of institutional accomplishments, plans, and 33 performance indicators.

- Illinois State University's *Fiscal Years 2001-2004 Educating Illinois Updates*. These reports document University progress on implementing goals and actions from the University's strategic plan. Reporting is based on performance indicators established through quantitative indicators and benchmark schools agreed upon by the campus community.
- *Educating Illinois: An Action Plan for Distinctiveness and Excellence at Illinois State University 2003-2010*. This is an update to the University's strategic plan that focuses the original 15 goals to 8 and 79 actions to 15 by using a "balanced scorecard" methodology and the *Illinois State Board of Trustees Vision 2007* document.
- *Educating Illinois: An Action Plan for Distinctiveness and Excellence at Illinois State University 2000-2007*. This is the University's comprehensive strategic plan. Five core values were the basis of 15 goals with 79 action items. This plan was developed in consultation with over 100 campus presentations and focus groups.
- *The Master Plan: Achieving Distinctiveness and Excellence in Form, Function, and Design at Illinois State University 2000-2020*. This is the university's long-term future physical development plan for facilities, grounds, technology, and infrastructure.
- Illinois State University's Fiscal Years 1992 through 2001 annual *Underrepresented Groups Reports*. In conjunction with *Illinois Public Law 85-283*, these reports summarize the outcomes of university plans to increase the participation and achievement of minority, female, and disabled students, faculty, and staff for these individuals have been traditionally "underrepresented" in higher education.
- Illinois State University's *Fiscal Year 1990 through 1998 Priorities, Quality, and Productivity Reports*, the primary institutional accountability report to the Illinois State University community and the IBHE.
- Illinois State University's *Plan for Diversity*. The plan was implemented in fall 1998 and was updated by the President's Executive Committee for Diversity in fall 2004.

SELECTED ORGANIZATIONS, ACCOMPLISHMENTS AND HONORS

- Current Professional Associations: Illinois Association of Institutional Research, Association of Institutional Research, Educause, National Association of Branch Campus Administrators, and the Society for College and University Planning.
- Board Member, Rock Island Arsenal Development Group (2009 to Current).
- Board Member, Quad Cities Graduate Studies Center (Executive Committee Member), Quad Cities Sports Commission, and Illinois Quad Cities public television station WQPT (2007 to Current).
- Faculty member for the Association of Institutional Research, responsible for annually teaching planning, budget, and assessment (2006 to current).
- Illinois State University Alumni Board of Directors (2005-2008).
- President, Illinois Association of Institutional Research (2004-2006); Vice President (2003-2004) and Treasurer (2002-2004).
- Consultant-Evaluator for the Higher Learning Commission of the North Central Association of Colleges and Schools (2004 to current) and member of the national Pathways project to re-design accreditation criteria and processes (2008 to current).
- Esprit De Corps Service Recognition Award Recipient, Illinois State University Administrative-Professional Council (2004).
- Illinois State University Foundation Board of Directors (2002-2005).
- Illinois State University Administrative/Professional Council Member (2002-2004).
- Recipient of a \$921,000 federal grant that established initial funding for Illinois State University's Special Education Assistive Technology Center (2001).

- Named Outstanding Service Provider, College of Education, Illinois State University (2000).
- Named Outstanding Faculty Member, Heartland Community College (1998).
- Consultant for higher education planning, budget, and assessment at Tulsa Community College, Rend Lake College (Mount Vernon, Illinois), Illinois College, Lassen College (Susanville, California), and the University of Illinois-Springfield.

ADDITIONAL MATERIALS FURNISHED UPON REQUEST