

## **SELECTED ACCOMPLISHMENTS**

### Leadership and Shared Governance

- ♦ Led strategic planning at the University for the past ten years. The University's *Destination 2030* Strategic Plan advances the University as a lifelong provider of access to equitable educational opportunities; leader in transformational learning generating inspired action; community of care built upon diversity, inclusion, and belonging; and nimble and innovative steward of resources. Generated extensive engagement and participation with over 150 campus faculty, staff, and students, shared governance bodies, advisory boards, foundation board, and community leaders.
- ♦ Led the University's planning in response to the COVID-19 pandemic engaging over 100 faculty, staff, and students. The campus resumed in-person activities in Fall 2020 with a 2% growth in student enrollment.
- ♦ Served as the administrative chair for various University shared governance bodies including Planning; Assessment and Evaluation; Joint Budget, Planning, and Assessment and Evaluation; Student Success; and University Policy Consultation and Approval.
- ♦ Leader within the Minnesota State System with appointments to various bodies such as Academic and Student Affairs Advisory Council, Enterprise Data Governance Committee, Transfer Governance Team, Enrollment Management Work Group, NextGen (System ERP) Transition, and Academic and Student Affairs Policy.

### Enrollment and Student Success

- ♦ Established a new division advancing a comprehensive approach to student success focused on meaningful connections, coordinating support, demonstrating care, and reducing barriers. Prior to and following the COVID-19 pandemic, the new approach increased re-enrollment, one-year retention, four- and six-year completion rates, and decreased student success gaps.
- ♦ Implemented a university-wide student success (EAB Starfish/EAB Navigate) transactional platform for student degree planning and completion with predictive analytics, deploying a case management model with academic advisors, student success coaches, and a support service referral network.
- ♦ Established professional advising reporting structures and resources bringing together nine previously independent units across two divisions and six academic colleges.
- ♦ Initiated restructuring of Registrar's Office to Registration and Academic Records producing improved student service and streamlined academic record processing in official transcripts, transfer credit evaluation, and degree conferral.
- ♦ Implemented utilization of student degree planning and completion tools including Graduation Planner and Schedule Builder, Transferology, and Transfer Evaluation System.
- ♦ Developed MavReconnect program with outreach and re-enrollment support for students that leave the University. In one year, the program successfully re-enrolled 67 students with 120 students on a pathway to re-enter and 22 students completing an award.
- ♦ Led with the Vice President for Finance and Administration implementation of a common bell course schedule with coordinated scheduling practices supporting the alignment of course offerings with student needs.

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

#### Diversity, Equity and Inclusion

- ♦ Selected to participate as the University lead in the System sponsored Equity-Focused Student Success National Association of System Heads (NASH) Improvement Community launching action projects using rapid change improvement methods.
- ♦ Developed the University's *Destination 2030* Strategic Plan with an intentional equity-minded lens across six dimensions: enhanced access, academic success, student engagement, evidence-based, financial resources, and workforce and talent diversity.
- ♦ Revised policies and implemented pilots targeting barriers to student success including registration hold audits, 3-year suspension of registration cancellation for non-payment, and elimination of graduation fees.
- ♦ Established university equity dashboard and reports disaggregating by focus populations supporting campus-wide efforts to eliminate equity gaps by 2030.
- ♦ Served as university expert for Minnesota State System Student Application Data Work Group establishing data governance standards and use cases for expanded student gender, race, and ethnicity self-identification.

#### Academic Planning

- ♦ Led with Provost the University's first-ever integrated academic planning, *Integrated Academic Master Plan, 2015-2018*, that provided a framework for developing the University's academic program portfolio and action plans for teaching excellence and innovation; academic advising; academic engagement programs and opportunities; and research, scholarly, and creative activity. As a result, the University articulated current and emerging academic areas of distinction, identified 18 new academic programs for development and 42 programs for redesign, increased academic high-impact practices and advising support, and expanded recognition in research, scholarly and creative activity.
- ♦ Led the University's comprehensive planning effort to establish and expand online learning program models supporting a 141% increase over four years in full-year equivalent online student enrollment.

#### Financial Sustainability and Resource Management

- ♦ Implemented in collaboration with Academic Affairs, Finance and Administration, and faculty leadership a university-wide strategic budget planning process to proactively inform the investment, reduction, and reallocation of general fund university resources (\$157M) in alignment with the strategic priorities and directions of the University.
- ♦ Developed an academic department and net program income financial model in collaboration with Academic Affairs to inform financial viability and decision-making.
- ♦ Managed the development of the preliminary financial pro forma supporting a \$6.5M expansion of campus outdoor recreation and athletic field facilities through revenue fund capital bonds.
- ♦ Established for the Division of Student Affairs position control personnel and budget management practices that enabled strategic financial planning and projections across funding sources (general fund allocated, non-allocated income self-support, student fee fund, auxiliary revenue, and foundation).

### Program Excellence and Assessment of Student Learning

- ♦ Led the University's successful completion of the Higher Learning Commission Assessment Academy developing integrated processes and practices for general education and institutional student learning outcome assessment.
- ♦ Established University Assessment Coordinator position in the Center for Excellence and Innovation supporting faculty professional development in program and course design and assessment.
- ♦ Developed academic program review and assessment of student learning processes in collaboration with faculty that moved the University out of interim monitoring for assessment of student learning with the Higher Learning Commission.
- ♦ Led the Division of Student Affairs in first effort to establish student learning outcomes and assessment plans in all student affairs departments in conjunction with division-wide program review and evaluation processes.

### Analytics and Data-Informed Decision Making

- ♦ Established six Data Literacy & Utilization Coordinator (faculty .25 instructional release) positions to foster data literacy on campus and provide data analytic and utilization support at the college level for active inquiry, data-informed decision making and action.
- ♦ Expanded institutional analytic capability and capacity incorporating financial and human resource analysis and modeling.
- ♦ Progressed a one-person static compliance reporting unit to an integrated analytics office providing dynamic dashboards and reports. In collaboration with the Vice President for Technology and Chief Information Officer, implemented a university data warehouse expanding analytic capacity and capability.
- ♦ Served as a consultant, partnered with and mentored leaders for multiple community and technical colleges in developing institutional research and analytic capability and capacity.

### Accreditation and Accountability

- ♦ Led the development of the University's assurance argument and evidence file for a successful Open Pathway Year-Four Assurance Review with the Higher Learning Commission (2020).
- ♦ Led the development of the University's assurance argument, evidence file, site visit, and federal compliance review for successful Comprehensive Reaffirmation of Accreditation with the Higher Learning Commission (2016).
- ♦ Led the University's successful renewal of Title IV Funding Program Participation Agreement with the U.S. Department of Education (2015 and 2018).

### Emergency Response and Crisis Management

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

## **PROFESSIONAL EXPERIENCE**

### **Vice President for Student Success, Analytics and Integrated Planning**

Minnesota State University, Mankato ♦ February 2019-Present

- ♦ Provide vision and direction for a comprehensive integrated program of student success services and activities to drive improvement of student success outcomes.
- ♦ Lead cross-divisional coordination of university student retention, persistence, completion, and success initiatives. Prioritize institutional investment in and implementation of strategies to maximize student success impact and return on investment.
- ♦ Responsible for departments of Student Success, Registration and Academic Records, University Advising, and Institutional Analytics and Strategic Effectiveness with 67 employees across four collective bargaining units and a \$5.5M operating budget.
- ♦ Generate action analytics and deploy insights to inform student intervention strategies and evaluate effectiveness, including the strategic and functional leadership for university-wide student success and predictive analytic systems and platforms.
- ♦ Lead institutional strategic and integrated planning efforts, including research and analysis, environmental scanning, peer comparisons, monitoring of key trends, developing key performance indicators, and reporting on the progress of strategic initiatives.
- ♦ Serve as the University's Higher Learning Commission Accreditation Liaison Officer (ALO). Oversee reaffirmation of accreditation, assurance review, electronic evidence file, annual institutional updates, and substantive change applications.
- ♦ Deploy cross-functional process reviews, action teams, and change efforts with a student-centered focus to transform institutional practices and procedures.
- ♦ Oversee, lead, and assure relevant, high-quality data collection and analysis, research, and evaluation, including projections, program feasibility, return on investment, predictive analytics, and policy analysis that address institutional and academic issues, performance, and health of the organization.

### **Associate Vice President for Institutional Research, Strategy and Effectiveness**

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

#### **Assistant Vice President for Institutional Research, Planning and Assessment**

November 2013-December 2017

#### **Director of Institutional Research, Planning and Assessment**

July 2011-October 2013

#### **Director of Institutional Research and Assessment**

July 2010-June 2011

#### **Director of Institutional Assessment**

March 2009-June 2010

- ♦ Directed university strategic planning processes. Evaluated and reported on strategic and annual institutional planning activities and progress.
- ♦ Oversaw annual academic work plans and implemented integrated academic master planning.
- ♦ Served as the University's Higher Learning Commission Accreditation Liaison Officer and compliance officer for the University's Title IV Program Participation Agreement with the U.S. Department of Education.

- ◆ Provided leadership for comprehensive institutional research, planning, and assessment office advancing institutional access to data and data-informed decision-making.
- ◆ Directed the development, coordination, and implementation of university policies in a shared governance framework.
- ◆ Developed and administered institution-wide program review and assessment processes. Assisted all facets of the University (250+ programs) in establishing, aligning, integrating, and conducting program assessment.
- ◆ Designed and executed research and administrative studies.
- ◆ Oversaw the retrieval, management, analysis, and reporting of data to State System and external entities, including state, regional accrediting organizations, and federal agencies.

### **Assistant to the Vice President for Student Affairs**

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

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

### **Assessment Coordinator, Division of Student Affairs**

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

- ◆ Led division-wide assessment planning, implementation, and reporting. Measured effectiveness, satisfaction, and student learning outcomes. Implemented departmental program review and supported Higher Learning Commission accreditation.

### **Assistant Director for Academic Initiatives, Office of First Year Experience**

Minnesota State University, Mankato ◆ July 2000-December 2004

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

## **Residence Hall Director**

Iowa State University ♦ July 1998-June 2000

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

## **COMMUNITY AND PROFESSIONAL ENGAGEMENT**

### **American Red Cross (Southwest Minnesota)**

Board Member ♦ May 2023-Present

### **Voluntary Interfaith Network Effort (VINE Faith in Action)**

Board Member ♦ February 2023-Present

### **Visit Mankato of Greater Mankato Growth**

Committee Member ♦ February 2021-Present

### **Society for College and University Planning**

Board of Directors ♦ July 2016-2022; Board Chair ♦ 2018-19/2020-21

Integrated Planning Executive Coach ♦ January 2023-Present

Planning Institute Facilitator ♦ October 2017-Present

### **Higher Learning Commission Peer Corps**

Accreditation Peer Reviewer ♦ October 2014-Present

### **Performance Excellence Network (PEN)**

Board of Evaluators ♦ 2008, 2009, 2012, 2014, 2019, 2021, 2022

### **Institutional Research Consultation and Services**

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

Riverland Community College ♦ October 2012-July 2017

Rochester Community and Technical College ♦ April 2015-July 2016

Pine Technical and Community College ♦ June 2015-July 2016

## **SELECTED HONORS, AWARDS AND RECOGNITION**

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

**Minnesota State System Finance and Administration Outstanding Service Award ♦ 2018**

**Academic and Student Affairs Division Outstanding Service Award ♦ 2012**

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

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

**Apple Polisher Award, Minnesota State University, Mankato ♦ 2002**

## SELECTED PRESENTATIONS

**Getting Started on Transformation. Destination 2030: The Need for Transformation Architects**

Society for College and University Planning ♦ 2023

**Using Action Projects to Advance Change Efforts for Equity in Student Success**

Minnesota State System Academic and Student Affairs Leadership Conference ♦ 2023

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

EDUCAUSE Annual Conference ♦ 2022

**Planners as Transformation Architects**

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

**Weaving Planning and Accreditation Together for Action**

Society for College and University Planning Annual Conference ♦ 2022

**Trends in Higher Education Planning**

National Association of College and University Business Officers Webcast ♦ 2022

**Data-Informed Decisions: How Institutional Analytics Partnership with IT Can Drive Change**

Minnesota State System Chief Information Officer Meeting ♦ 2021

**Analytics in Action & Student Success: Key Strategies and a Coordinated Approach**

Minnesota Starfish Student Success Summit ♦ 2020

**How Higher Ed Keeps Planning During Such a Crazy Time in the World**

The Collective Good: Place Makers Podcast, Episode 18 ♦ 2020

**Student Success: What's Space Got To Do With It?**

Society of College and University Planning Annual Conference ♦ 2019

**Integrated Planning in Higher Education**

Association of University Directors of Estates International Delegates Meeting ♦ 2019

**A Strategic Priority Funding Process: Advancing Big Ideas**

Performance Excellence Network ♦ 2017

**Leading Meaningful Change**

Society of College and University Planning Annual Conference ♦ 2017

**Leading a Campus Team Through the Accreditation Review**

The Higher Learning Commission ♦ 2017

**Integrated Academic Planning: Developing an Intentional Path Forward**

The Higher Learning Commission ♦ 2015

**MavClass: Deep, Real-World Learning Analytics to Enhance Student Success**

Annual Gateway Course Experience Conference ♦ 2014

Society of College and University Planning Annual Conference ♦ 2014

EDUCAUSE Annual Conference ♦ 2013

**Balancing Priorities: Sharing Responsibility for the Assessment of Student Learning**

The Higher Learning Commission ♦ 2014

**Academic Budget Prioritization in a Shared Governance University**

Society of College and University Planning Annual Conference ♦ 2013

**Implementing the Strategic Framework Performance Metrics**

Minnesota State System CAO/CSAO/Deans Spring Retreat ♦ 2013

**A Strategic Funding Process: Emphasizing Shared Governance and Transparency**

The Higher Learning Commission ♦ 2013

**SELECTED PUBLICATIONS**

**Planning and Resource Allocation in Higher Education**

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

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

Baer, L., Norris, D, Gilmour, J., & Akey, L. D. ♦ 2023

**Trend Toward Integrating and Extending the Impact of Spaces**

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

**Balancing Priorities: Sharing Responsibility for the Assessment of Student Learning**

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

**Outcomes of a Spiritually Focused Wilderness Orientation Program**

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

**Minnesota Tuning Project: Biology and Graphic Design**

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

**Designing an Outcomes-Based Student Affairs Assessment Program**

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

**A Qualitative Investigation of Student Outcomes in a Residential Learning Community**

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

**RESEARCH AND GRANT ACTIVITY**

**Building and Scaling Analytics Capacity Grant; Co-Principal Investigator**

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

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

**Tuning Educational Structures: Minnesota Tuning Project**

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

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



## **SELECTED TEACHING EXPERIENCE**

### **Graduate Faculty Status; Ex Officio**

Minnesota State University, Mankato ♦ 2014-Present

### **Counseling and Student Personnel; Guest Lecturer**

Minnesota State University, Mankato

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

### **First Year Seminar; FYEX 100**

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

## **SELECTED UNIVERSITY SERVICE**

### **Comprehensive Facilities Plan Steering Committee**

Minnesota State University, Mankato ♦ September 2018-May 2019

### **Council of Deans**

Minnesota State University, Mankato ♦ September 2012-May 2019

### **Enrollment Management Steering Committee**

Minnesota State University, Mankato ♦ September 2011-June 2014

### **General Education and Diverse Cultures Sub-Meet**

Minnesota State University, Mankato ♦ September 2011-June 2015

### **Campus Bookstore RFP Committee**

Minnesota State University, Mankato ♦ November 2008-April 2009

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

Minnesota State University, Mankato ♦ October 2006-March 2007

### **Student Affairs Employee Diversity Committee**

Minnesota State University, Mankato ♦ September 2006-March 2009

### **Language Learning for Academic Success Steering Committee & Work Group**

Minnesota State University, Mankato ♦ January 2004-January 2005

### **Civil Disturbances Task Force**

Minnesota State University, Mankato ♦ November 2003-April 2004

### **Enhance Academic Excellence in Undergraduate Studies Presidential Task Force**

Minnesota State University, Mankato ♦ November 2003-May 2005

### **Underrepresented Student Retention Initiative Task Force**

Minnesota State University, Mankato ♦ September 2003-January 2004

### **Cultural Diversity Council**

Minnesota State University, Mankato ♦ September 2002-August 2003

**Student Affairs Division Student Retention Work Group**  
Minnesota State University, Mankato ♦ October 2001-March 2002

**Academic Standing Committee Sub-Meet; Chair**  
Minnesota State University, Mankato ♦ September 2000

#### **SELECTED MINNESOTA STATE SYSTEM SERVICE**

**Transfer Governance Team**  
Minnesota State Colleges and Universities System ♦ January 2023-Present

**Developmental Education Workgroup**  
Minnesota State Colleges and Universities System ♦ January 2023-May 2023

**Enrollment Management Workgroup**  
Minnesota State Colleges and Universities System ♦ May 2022-September 2022

**Enterprise Data Governance Committee**  
Minnesota State Colleges and Universities System ♦ April 2020-Present

**NextGen RFP Review Team**  
Minnesota State Colleges and Universities System ♦ December 2018-December 2019

**NextGen Coordinating Committee**  
Minnesota State Colleges and Universities System ♦ July 2018-May 2019

**NextGen Student Success Work Group and Data Management Work Group**  
Minnesota State Colleges and Universities System ♦ July 2017-December 2018

**Academic and Student Affairs Leadership Council**  
Minnesota State Colleges and Universities System ♦ March 2015-May 2019

**Business Intelligence Analytics Tiger Team**  
Minnesota State Colleges and Universities System ♦ March 2015-May 2016

**Academic and Student Affairs Planning Advisory Group**  
Minnesota State Colleges and Universities System ♦ December 2014-May 2016

**Academic and Student Affairs Policy Council**  
Minnesota State Colleges and Universities System ♦ September 2014-June 2017

**Itasca Pilot Project; Campus Lead**  
Minnesota State Colleges and Universities System ♦ January 2014-June 2014

**Desire2Learn Analytics Workgroup**  
Minnesota State Colleges and Universities System ♦ March 2013-May 2015

**FY2014 Capital Budget Advisory Team**  
Minnesota State Colleges and Universities System ♦ December 2012-January 2013

**Reporting and Analytics Steering Committee**  
Minnesota State Colleges and Universities System ♦ February 2011-May 2011

#### **SELECTED PROFESSIONAL SERVICE**

**Leadership in Today's Higher Education Workplace**  
APPA Leadership in Educational Facilities. Thought Leaders' Symposium ♦ March 2023

### **Connections, Space, and Place**

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

### **Innovation in an Age of Disruption**

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

### **Professional Education Advisory Council; College of Education**

Minnesota State University, Mankato ♦ September 2013-May 2014

### **Journal of Outdoor Recreation, Education, and Leadership; Manuscript Reviewer**

June 2011-June 2015

## **EDUCATION**

### **Educational Policy and Administration, Higher Education, Doctor of Philosophy**

Organizational Leadership, Policy and Development

University of Minnesota, 2012

Dissertation: Institutional Accountability and Competition for Resources in Undergraduate Education among U.S. Public Four-Year Institutions

### **College Student Personnel, Master of Arts**

Bowling Green State University, 1998

### **Psychology, Bachelor of Science, Cum Laude Graduate**

Northeast Missouri State University/Truman State University, 1996

## **EXECUTIVE PROFESSIONAL DEVELOPMENT**

### **Institute for Leadership and Governance**

Association of Governing Boards of Universities and Colleges (AGB), 2021-2022

### **Minnesota State System Executive Leader Development Program**

Minnesota State Colleges and Universities, 2018-2019

### **Institute for Educational Management**

Harvard Institutes for Higher Education, 2017

## **SELECTED PROFESSIONAL DEVELOPMENT AND CERTIFICATES**

Case Development for Deans and Academic Leaders ♦ 2023

Institute for the Scholarship of Assessment, Learning, and Teaching Fellows Program ♦ 2014

Frontline Leadership: The Art of Supervision ♦ 2013

Frontline Leadership: The Science of Supervision ♦ 2012

Introduction to Education Lean ♦ 2011

Respect in the Workplace – Think Globally – Act Locally ♦ 2011

The Speed of Trust ♦ 2011

Society for College and University Planning, Planning Institute Certificate ♦ 2010

Creating Positive Workplaces ♦ 2009

FEMA Operational First Responders Certificate ICS-100 ♦ 2008

FEMA Operational First Responders Certificate ICS-200 ♦ 2008

Self-Defeating Habits of Otherwise Brilliant People ♦ 2008

Veterans Reintegration Training ♦ 2007

Greater Mankato Growth Leadership Institute Graduate ♦ 2006

Anti-Racism Training, Minnesota State University, Mankato ♦ 2004

Diversity Training Trainers Workshop ♦ 2004