

May 21, 2021

Dear Northern State University President Search Committee,

I am excited to learn that I was nominated for the opportunity to be President of Northern State University. I am deeply honored to submit my application for President and believe I can help this institution unleash its potential into the next phase of its history.

As a graduate of public higher education institutions, as well as having worked at five public universities during my career, I believe in the essential role that public higher education plays in our society. Specifically, I believe in the critical role Northern State University serves in educating and supporting South Dakota. I believe I am uniquely qualified for this position because of my experience in making large strategic changes, growing enrollment, improving the student experience, and building relationships that have contributed to institutional success at several universities. Understanding the higher education landscape in South Dakota, I am invested and committed to the long-term elevation of Northern, its students, faculty and staff, and believe that leading the college going forward, I will continue the Wolves spirit of being bold and being part of the solutions that benefit the local, state, and global community.

Currently, I serve as the Vice President for Student Affairs and Enrollment Management for Minnesota's largest comprehensive state university enrolling more than 14,775 undergraduate and graduate students. My experiences as a member of the university's executive leadership team helps me understand the various roles, responsibilities, and opportunities that exist for a public institution, especially one focused on the aspirations of its students. From my community leadership roles to building government relationships, I am ready to engage my strengths and passion on behalf of Northern to tell the story of a university that has the strength and will to deliver on the promise for transforming student lives through personal and engaging education experiences. As a successful senior educator and leader working in my twenty-eighth year in positions of increasing responsibility and challenge, I am well prepared to deliver an energetic commitment to students, faculty, staff, alumni, and the community in my daily leadership to fulfill the mission of Northern in extraordinary ways. Below I will share some characteristics and experiences that I believe are key to serving as the next Northern State University President.

Visionary Leader, Strategic Planner, & Effective Communicator – More than two decades of leadership experience in higher education has given me an understanding of campus environments and great insight to my abilities. My personal philosophy of leadership boils down to the simple idea of *how I can help someone be better today*. It continues to be the bedrock upon which I construct my approach to the work at making an institution even better. As an educator and administrator, I believe it is our shared goal to support the educational dreams of our students, the faculty and staff, and the state of South Dakota in constructing an experience based on connected learning and intellectual creativity in a unique location. To do this, I would be a visible leader for the university and community, fostering collaboration and positioning Northern for success during this increasingly challenging time in higher education. Acting with strategic purpose, I often use my careful listening skills to assess situations and act decisively for the University when needed.

Central to the development of my leadership approach is my experience with various crises and strategic planning. From natural disasters, including hurricanes, tornadoes, and ice storms to our current pandemic, I have extensive experience managing crises through the deployment of human resources, implementing temporary structures, and writing response plans. Whether it is responding to the intimate crisis of a student or staff member's death or responding to a community grieving a racial injustice, I know the importance of authentic and caring leadership for the affected families, friends, and community. My response to these various

crises is influenced by my strategic planning experience including crafting plans for departments, divisions, university, and community organizations.

Beyond my campus leadership growth, I participated in two presidential track programs, representing the strength of my campus and my promise as a future leader. Recently, I completed the year as a member of the 2020 national class in the Executive Leadership Academy for the American Association of State Colleges and Universities, of which Northern is a member. Several years ago, I was selected for a state-wide prospective presidential leadership program hosted by the Minnesota State system. My experiences in both programs have launched my personal interest in serving as a President for a public university with great alumni support, engaged faculty, dedicated staff, and active students like Northern State University.

Student-Centered, Student Retention, & Student Growth – At the core of any institution is the academic enterprise, which needs to be structured to maximize the expertise of the faculty to deliver an outstanding learning experience for students. Beyond my previous teaching and dissertation advising at the graduate level, I worked closely with several Provosts and Deans in my positions to assist and lead strategic academic planning, revise the academic advising model, develop extended education opportunities, craft policies to improve efficiencies for student completion, and lead the creation of formal partnerships with community colleges to ease transfer processes. In my current position, I delivered concurrent enrollment programs (college delivered in the high school) and Minnesota’s Post-Secondary Educational Opportunities, which is when high school students attend classes on campus. I absorbed graduate school application processing into the undergraduate process to improve our recruitment depth across all levels at the University. Additionally, I proposed a new Dean for International Studies to grow our international enrollment that became a reality and am building a university testing center right now. Within six years, we grew our international enrollment each semester to over 1,300, which moved us to having the 12th largest international student population among all masters’ level institutions. All these academic changes were the result of working closely with faculty leaders, College Deans, and Academic Leadership, reinforcing the power of partnerships to make the campus more student ready.

Within the academic structure of my current campus, I make tenure recommendations for the faculty in my division. This includes meeting annually with faculty to review their professional development plans, providing feedback, and making tenure and promotion recommendations. Additionally, I make sabbatical decisions for faculty and service faculty. These activities provide insight to the challenges of teaching faculty and how we can work together to improve our faculty experience towards greater student success.

As the next leader of Northern, I would work closely with faculty to close out the current strategic plan and lay the groundwork for the next one. Because of the changing demographics in South Dakota and the Midwest, I believe that future planning involves measured conversations rooted in data. We need to develop a shared vision that allows for increased enrollment to expand opportunities for more students to attend this institution, engage with industry partners to advance mutually beneficial partnerships, improve our undergraduate enterprise such that we become the institution of choice for a wide range of students across the state and the country. It is essential that our learning experiences, both in and outside the classroom, meet the needs of our community, civic, and business organizations.

Evidence-based Decisions, Visibility, & Enrollment Growth – As the Senior Enrollment Officer at my current institution, my team increased enrollment, while working in a region of our country with declining high school graduates. Implementing a strategic enrollment management approach that depends on accurate and timely data, I positioned my current campus to maximize the use of our resources in an ever-increasing competitive environment to grow our market share of new students and improve our retention of current students. We achieved both growth in our recruiting and improvement in our first to second-year retention rates. As a

contributing author to a book on student affairs assessment, I know and breathe life into the very data that can change a campus. Under my leadership, we achieved top ten historical enrollments in the past eight years with a more diverse domestic and international student population, including growing our Fall 2020 student headcount by 3.0% amid a pandemic. Having a core understanding of the enrollment cycle will boost my ability to collaborate with university colleagues to make sure we are delivering a student experience consistent with the promises made during the recruiting process.

Much of our success focused on expanding our brand awareness and making strategic investments in telling our story to prospective students, alumni, friends of the university, and elected officials. While I have refined digital advertising efforts, cultivated new television commercials, partnered with professional sports teams, and leveraged the latest marketing technology, I make sure we are all laser-like in our dedication to the brand. Operating with this focus, my current campus has increased our name recognition and more importantly, student market share in our state and region.

Even with Northern's outstanding branding and reputation, there is more to do. From educating the most earnest students to producing top level talent for the region, many people still do not fully realize how special this university is to the alumni, students, staff, faculty, citizens, and families. A purposeful engagement with a campaign where everyone can share their ideas can organically grow the natural promise of this institution. Wolves have ideas that garner attention and fuel innovation, which will attract others to explore their big ideas.

Financial Acumen, Resource Development, & Community Development – A successful finance model of higher education is much like a stool with three legs. Student enrollment drives a university budget through tuition revenue in the first leg, as the competition for state dollars to support higher education continues to be fierce. Currently supervising budgets totaling \$45 million dollars and having managed revenue departments with annual budgets of \$60 million dollars, I practice sound fiscal approaches to utilizing the budget to the fullest, while maintaining a healthy reserve. I introduced tuition differentials for international students and graduate students that will yield over a million dollars for the university to address other shortfalls and invest in growing enrollment. Four years ago, I served as an interim Vice President for our IT Solutions Division that had two years of large budget deficits and developed a balanced budget plan that built a reserve within one year, while not sacrificing services to the campus.

I have extensive construction experience in my career. While student housing has been the bulk of my construction projects, I have also built dining halls, expanded student centers, designed stadiums, and visitor centers. During my time at the University of Alabama, I led the construction of over \$300 million in residence halls in what was the fast-growing housing program in the country.

Fundraising, the second leg of the stool, is an aspect of my recent positions and I work hard to improve relations with donors and friends of the College to raise awareness and fiscal support for student scholarships. Without a full-time fundraiser, I led my Division's fundraising success by implementing strategic communication campaigns using data. In the past six years, the Student Affairs Division raised \$2.3 million dollars in donations, annually outpacing some academic colleges in fundraising, and I was able to close an estate gift currently worth \$5 million dollars. I look forward to developing a comprehensive campaign to complement the college strategic plan. Key to this campaign is student scholarships, select facilities, and garnering resources for new areas of collaborations and partnerships.

Grants continue to be the third leg of the funding stool for higher education. In my past, I supported grant submissions totaling more than a million dollars in student health services and written grants to complete

facility projects, including a sustainability grant to fund solar panels on the top of a residence hall at UNC-Chapel Hill.

Champion for Diversity, Equity, & Inclusion – My passion and interest in serving students, especially first-generation and diverse students, drives my focus on making sure the University, from the classroom to extracurricular activities, is rooted in transformational opportunities. Having researched the impact Northern faculty are having through a comprehensive focus on intellectual growth, I do believe the entire University is a learning laboratory and should be defined through experiences that build students into engaged citizens and ethical leaders. As our universities attract a more diverse student body, the drive to provide a broad space to explore differences and prepare students to thrive post-college in an interconnected global world is paramount. To this end, I regularly spend time with diverse student, staff, and faculty leaders to identify our challenges and remove impediments to ease the chances for all students to be successful. In all my leadership positions, I have increased the diversity of my staff at each stop in my career. The universities and I have been better for it. A focus on eliminating equity gaps in student outcomes provides a platform for Wolves to lean in and work to collectively lift all our students beyond the successes listed above.

Unity, Connectedness, & Culture Appreciation – In my positions in Nebraska, Virginia, North Carolina, Alabama, and Minnesota, I nurtured student, campus, community, system, and state relationships to achieve more than we ever could alone. I appreciate and foster an environment that allows for active participation by the campus community, through shared governance, to tackle our biggest challenges. I value authentic dialogue that allows all stakeholders to present their views and work toward a shared solution. I currently supervise staff across seven bargaining units, convene two monthly collective bargaining unit leadership meetings, and know firsthand the benefits gained from working together to address our challenges, to making sure our work environment is one that respects differences. From my time serving on the statewide negotiation team for management to working through local campus issues, I experienced positive results from authentic dialogue that respects all parties.

Throughout my career I have worked closely with student leaders, including student governments, residence hall associations, athletes, Greek Life students, and underrepresented students. I have had the unique pleasure of serving as a convener for important conversations regarding issues important to students and sharing student opinions with University leadership. These span from issues of free speech to service needs, which continue to evolve as the student population changes. My efforts working with students have been recognized with numerous awards from various student groups, including Student Government's Administrator of the Year, Order of Omega's Staff Member of the Year, and membership in the National Residence Hall Honorary.

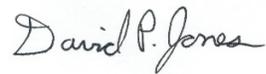
Relationship Advocate, Collaborator, & Partner – Beyond our campus, I cultivated relationships with local business owners, civic leaders, and city management, so they could understand the role and interests of my current university. Serving on two local non-profit boards as a Past-President and Secretary/Treasurer, I seek to understand the needs of the community and how the University can best contribute to their success. My time with elected leaders reinforced their importance as constituents, as well as, the leadership of higher education systems, and state offices. On the occasion when these important partners are not a part of the direct path for achieving the College's goals, they may be opinion leaders who deserve special attention to serve as advocates for Northern.

Because of my work building relationships across our system and state, I am frequently asked to lead and lobby on behalf of the University at the state level and state capitol. From making the case for additional state investment in our facilities, encouraging State System colleagues to think differently about a particular enrollment challenge, or twice chairing an Assistant Vice Chancellor search, my success in this area has a direct

result on building relationships with K-12 partners, community college leadership, higher education colleagues, and community leaders. Within the profession of student affairs, I served on committees, hosted conferences, elected president of a professional organization, and frequently present at the state, regional, and national levels. As President, I would continue to build relationships and awareness for Northern's success.

The role of the Northern State University President is essential to the strength of the university and the community in which it resides. This special place has served as a welcome community for Wolves for the past 120 years, and as President I would continue the important traditions, while challenging us to maintain an improvement-oriented ethos. This university moves with a tailwind because of the culture, leadership, and belief that Wolves can make a difference. Given my experience and passion, I am confident that I have the energy, organizational skills, leadership, creativity, and diplomacy to meet the moment and guide this university forward. I welcome an opportunity to talk with you further about how my qualifications will contribute to Northern's success. Thank you for your dedicated time and efforts.

Respectfully,

A handwritten signature in cursive script that reads "David P. Jones". The signature is written in black ink and is positioned below the word "Respectfully,".

David P. Jones, Ph.D.

David P. Jones, Ph.D.

EDUCATION

Academic Degrees

Ph.D.	College of William & Mary	Educational Policy, Planning, and Leadership
M.A.Ed.	University of Nebraska at Kearney	Community Counseling
B.A.Ed.	State University of New York College at Oswego	Secondary Education

Leadership Professional Development

Yale University School of Management—Fostering Inclusion & Diversity Certificate, 2021

This program develops the skills to build inclusive and diverse teams that are more collaborative, innovative, and effective.

American Association of State Colleges & Universities—Executive Leadership Academy, 2019-2020

This AACU executive program prepares experienced and sitting cabinet officers for presidencies through a yearlong series of learning experiences in the work of the presidency.

ADMINISTRATIVE APPOINTMENTS

MINNESOTA STATE UNIVERSITY, MANKATO, 2011-Present

Public university of 14,777 total students, 3,000 residential students

Vice President for Student Affairs and Enrollment Management, 2012-Current

Associate Vice President for Student Affairs and Enrollment Management, 2011-2012

University Responsibilities

Serve on the President's executive team and report to the President. The Vice President is responsible for developing the strategic enrollment plan and creating the vision, leadership, planning, direction, and review of student affairs operations on a campus striving to assure student success and a quality campus life. The Senior Student Affairs Officer and Senior Enrollment Manager provides leadership for the programs and services of the Division of Student Affairs (over 150 full-time employees, 940 student employees, and \$45 million budget), with direct supervision of Admissions, Residential Life, Career Development Center, Student Health, Counseling Center, Student Union, Student Conduct, University Security, Campus Recreation, and New Students and Family Programs. Lead advancement activity for student affairs. Coordinate an effective University Emergency Response Planning protocol. Serve as the administrative liaison to two collective bargaining units.

Interim Vice President for Information and Technology Services, 2015-2016

University Responsibilities

The Chief Information Officer for the University provides technology vision, strategic leadership and executive management of the Information and Technology Services (ITS) Division, consisting of the following units: Technical Services, ITS Faculty Technology Services, Web and Video Services, Academic Classroom Technology Support, and Customer Services. The ITS Division serves all technology related instructional, administrative, and academic needs of the university through its staff (62 full-time employees and 84 student employees) and \$11 million budget. Additionally, the CIO is the delegated authority for compliance with procedures related to breach of security.

Selected Major Accomplishments

Strategic Thinker, Risk Taker, & Inspirational Pragmatist

- ◆ Envisioned with the President, and the President's Cabinet, the University's *Strategic Directions 2016-2021*, the President's 3rd set of strategic directions, and co-led the goal *Enhancing Student Success and Completion* with the Provost.
- ◆ Authored university's first and second Strategic Enrollment Management plans to redesign recruitment, which grew our number of undergraduate and graduate applications, resulted in nine of the University's ten largest first year classes, improved retention rates to 78% for undergraduate first-time students, students from all 50 states and 96 countries, and grew the University to the largest state university and second largest university in Minnesota.
- ◆ As CIO, addressed a \$300,000 budget shortfall and re-established reserves in less than one year and launched a Technology Security Plan.
- ◆ Established the Division of Student Affairs' first and second strategic plans, which resulted in increased adoption of technological solutions to grow student opportunities and experiences through the initial use of a chat feature, improved online presence, and more robust software solutions.
- ◆ Twice chaired the Minnesota State System's Associate Vice Chancellor for Student Affairs position search, participated in the Metro Baccalaureate planning process, served on the Concurrent Enrollment Task Force on pricing, and the Tuition and Fee Task Force, resulting in campuses having greater flexibility with graduate, international, and online tuition rates.
- ◆ Launched the formal creation of a Testing Center, enabling the University to serve incoming students, current undergraduate, and prospective graduate students, saving students from having to travel to the Twin Cities for testing.

Diversity & Inclusion

- ◆ Grew student enrollment of domestic students of color (18%) and international students (8%) to represent more than 26% of student enrollment through critical campus partnerships.
- ◆ Launched the Student Affairs & Enrollment Management Strategic Diversity and Inclusion Plan, focusing on identifying and addressing areas where we may be intentionally or unintentionally negatively impacting not only all students, but more specifically historically under-represented students. Results of this effort changed student staff and professional staff training, student conduct, and expanded career development outreach to minority-owned businesses.
- ◆ Attended and promoted diverse activities including the YWCA's It's Time to Talk, sent female staff to the HERS Institute, and creating a Student Affairs Senior Student Experience Officer, to help the division's leadership be more cognizant of all student needs.
- ◆ Increased the diversity of the Division of Student Affairs' professional staff year over year.
- ◆ Assist students as they respond to local and international events, like the Nepalese earthquake, student deaths, and social issues.
- ◆ Participated on an advisory parent group at Mankato West High School to respond to racist incidents in our schools.

Shared Governance & Consensus

- ◆ Act as the official campus liaison to MSUAASF (service faculty) and Student Government, which includes regular campus meetings and grievance responses. Supervise staff across seven different collective bargaining units.
- ◆ Serve as the senior-most administrator on the Minnesota State System MSUAASF (service faculty) negotiations team since 2013. Adopted ideas include merit recognition of advanced degrees, on-call

compensation solutions, and the creation of new entry-level positions, to the benefit of members and management.

- ◆ Supervise members of the Inter-Faculty Organization, including making decisions and recommendations on the progress of professional development plans, tenure, promotion, and sabbaticals.
- ◆ Stewarded difficult changes on the campus including revising the Cultural Contribution Scholarship (international student tuition differential), non-resident and international student graduate tuition increases, and introducing a Mankato Department of Public Safety Officer liaison to our campus, because of my authentic and pragmatic approach to campus conversations. The change to the Cultural Contribution Scholarship for international students raised \$130,000 in its first full year of implementation, with a four-year impact exceeding \$500,000 for direct international student support.
- ◆ Recognized for my work with students, campus, and the System, I have received the Administrator of the Year from the Student Government, the Order of Omega Faculty/Staff member of the Year, and the Minnesota State System's Outstanding Academic and Student Affairs Administrator of the Year.

Academics & Student Focus

- ◆ Involved in academic decision making at the Cabinet level including academic master plan, HLC reaccreditation, academic programs expansion and contraction, honors program, and budgeting.
- ◆ Implemented an early alert system, MavCARES, across the university to increase retention. As the early alert system matured, a switch to a new software product, Starfish, and the alignment of the retention staff to the new advising model has led us to our greatest first to second year retention (78%) in the past 18 years.
- ◆ Initiated new transfer student partnerships with several two-year college partners to provide clear pathways for enrollment and student success. Transfer student support includes the expansion of transfer admissions recruiters, dedicated websites to support our partner transfer institutions, and the founding of a chapter of Tau Sigma, the transfer student honorary.
- ◆ Co-authored the chapter of the *Academic Master Plan* on developing a centralized advising model, which has been recently implemented.
- ◆ Engaged IT staff to create a student success app, MavClass, which allowed faculty to drive class engagement and remind students of important due dates, and the development of a data warehouse to leverage big data for student success.
- ◆ Revised and implemented new undergraduate admission requirements utilizing student success data to include standardized test scores, high school GPA, and class rank. Implementation of this new admission standard has contributed to improved student retention and the creation of the Maverick Success Program for students who are conditionally admitted.
- ◆ Developed after-hours student support systems by installing a chat widget on key University websites that serve students, resulting in chat and phone support available from the time our offices close until 9:00 pm each weekday and even some hours on the weekend. The University continues to see this technology mature to the benefit of all students.
- ◆ Increased career support, employment, and internship opportunities. The employment rate of the most recent graduates increased to 95.5% from 94.6%. In the midst of the current pandemic, a dedicated webpage has been created to support alumni who may find themselves in the midst of an unexpected job change.
- ◆ Led a university delegation to Malaysia to formalize an academic partnership.
- ◆ Expanded my understanding of the entire academic enterprise by becoming a Higher Learning Commission (HLC) Peer Reviewer. In the past year, I have served on two accreditation teams focusing on the academic enterprise.
- ◆ Created a new Student Affairs Scholarship to support three current students active in campus activities and leadership, to enable them to stay enrolled.

- ◆ Co-authored the Minnesota State System's Metro-based Student Services Task Force report detailing how campuses can coordinate student support.

Resource & Community Development

- ◆ Constructed a \$34.4 million dollars Dining Hall with capacity to serve 3,000 students daily, which won an award for the best Education category project by the Ceilings and Interior Systems Construction Association.
- ◆ Constructed a \$23.3 million dollars 300-bed residence hall to house students in suite-style housing, expanded living-learning communities, classrooms, and the offices for the Office of New Student and Family Programs.
- ◆ Led from big idea to full implementation a new \$5.5 million dollars seasonal sports dome-the second largest in Minnesota-to increase student recreation and well-being, expand athletic facilities, and benefit the community beyond the campus.
- ◆ Created a comprehensive fundraising program for Student Affairs, staffing it with just a Graduate Assistant and myself. Student Affairs has continued to outpace some Colleges with our annual advancement efforts. The single largest donation is an estate gift worth \$5 million dollars resulting in the University's first full tuition and fees scholarship. Raised \$2.3 million dollars in the past six years.
- ◆ Installed a new centralized scholarship website, created a scholarship fair, established a Director for University Scholarships to support a \$420,000 DASH Emergency Grant from Great Lakes Higher Education Corporation & Affiliates to operate a student emergency aid program, and partnered with University Advancement in implementing a common application scholarship software to ease the application process and recognize donors. Last year, over \$9.2 million of scholarship dollars and tuition credit flowed through this tool to 3,113 students.
- ◆ Encouraged staff grant activity that totals \$1.4 million dollars in Student Health Services over the past ten years in the areas of telepsychiatry, smoking cessation, and drinking awareness.
- ◆ Engaged staff to create an online orientation for faculty and staff, so that we can have a shared understanding of our University's history and personal steps to encourage student success.
- ◆ Lobbied on behalf of the University at annual Mankato lobby events, met with local legislators, and attended local ribbon cuttings and other events attended by local opinion leaders.

Brand Enhancement

- ◆ Collaborated with key university, alumni, and community stakeholders to design a master plan for an innovative Greek housing model, as a prime strategy to increase student success, alumni engagement, and brand identity.
- ◆ Authored application and resulting selection as an initial University in the Higher Learning Commission's Student Success Academy.
- ◆ Collaborated with Integrated Marketing to develop comprehensive separate Student Affairs & Enrollment Management marketing plans, the latter which included digital, billboard, radio, TV, and direct mail elements contributing to our overall enrollment success as noted by our consistent position of enrolling the second largest student body in Minnesota.
- ◆ Created a Family & Parent Program to provide a landing spot for parent questions and engagement.
- ◆ Awarded the NASPA Silver Excellence Award for the shared international student orientation by Student Affairs and the Kearney International Center.
- ◆ Recognized by the Minnesota State System when Student Affairs won the Minnesota State System Innovative Partnering and Collaboration Award for MavConnections, which focused on student success initiatives.
- ◆ Presented at state and national levels to further the reputation of the University, host receptions at professional association gatherings, and engage alumni when traveling.

- ◆ Proposed a dedicated Minnesota State week to the Minnesota State System, where all colleges and universities are celebrated as enrollment options. The idea has been adopted and allows us to leverage the power of our System with the efforts of our campus to attract more student interest.
- ◆ Represented the University frequently with media requests, civic speaking engagements, professional presentations within our System, and engaged staff to manufacture press releases that garnered media attention.

Community Engagement

- ◆ Danced as the University's representative in the annual American Red Cross's *Dancing with the Mankato Stars* on the occasion of the University's 150th anniversary, raising \$149,000.
- ◆ Served as the YMCA Vice President, President, and now Past-President to support a local organization and demonstrate the University's willingness to be a part of the Mankato community.
- ◆ Led efforts that resulted in multiple land donations for the YMCA's plan for a second location in Mankato, as YMCA President.
- ◆ Selected to serve on the City Center Partnership, which is the local downtown business organization. Over the six years of my service, I have represented the interests of the citizens and the University as a board member, Chair of the Finance Committee, and as the Secretary/Treasurer for the organization.

UNIVERSITY OF ALABAMA, 2005-2011

Public university of 38,103 total students, 8,400 residential students

**Assistant Vice President for Student Affairs and
Executive Director of Housing and Residential Communities, 2008-2011**

**Interim Assistant Vice President for Student Affairs and
Executive Director of Housing and Residential Communities, 2007-2008**

Executive Director of Housing and Residential Communities, 2006-2007

Director of Housing and Residential Communities, 2005-2006

Student Affairs Divisional Responsibilities

Provided leadership for the programs and services of the Division of Student Affairs (over 200 full-time employees and approximately \$60 million budget), with direct supervision of Housing and Residential Communities, Office of Involvement and Leadership, Community Service Center, the Ferguson Center Student Union including University Programs, and Divisional Communication. Responsible for all aspects of divisional coordination, communication, and leadership including publication efforts for internal and external audiences, divisional training and retreats, talking points, and communication outreach. Shared divisional development of town-gown relationships. Contributed to the reorganization of the division to better serve our students. Adjunct Faculty, School of Education, University of Alabama.

During the interim period, provided leadership in support of the departments, programs, and staff to further the division's mission to *Maximize Every Student's Learning Experience*. Directly supervised Housing and Residential Communities, Office of New Student and Parent Programs, and University Recreation. Implemented new development strategies to increase parent programs annual giving by 42%.

Housing and Residential Communities Responsibilities

Directed a housing operation exceeding 2.6 million square feet of residence hall space with an annual budget of \$42 million dollars. Supervised a department of 46 professional staff, who directed the work of 11 professional Greek House Managers, 16 graduate students and 365 student staff, including direct supervision of two Directors (staffing and facilities) and two Associate Directors (assignments/communication and business operations). Reorganized the housing department and grew the campus housing population from 4,000 to 7,500 students. Initiated a campus housing master plan to include facility improvement, refined fiscal management, technological advances, and programmatic service improvement. Oversaw the development of a new systematic approach to student discipline, in which I served as the final appeal for disciplinary and administrative contract terminations.

Selected Major Accomplishments

University Vision & Leadership

- ◆ Proposed and created the Office of New Student and Parent Programs to invite parents to be active partners in their student's learning. Purchased parent engagement software and saw a huge improvement in activity, as well as giving to support student success through strategic investments. Parent annual giving increased by 42%.
- ◆ Oversaw planning and development of divisional construction and renovation projects including all residence hall construction, a renovation to the Ferguson Student Union, and the construction of an extension of the student union to include a new career center.
- ◆ Led the restructure and redesign of the student union and university programs area to improve service and program delivery. Services and spaces in the building were better aligned with the current needs of students including the removal of a hair salon, replacing food concepts, and refreshing large multipurpose spaces.
- ◆ Crafted the Division of Student Affairs' mission statement, *Maximizes Every Student's Learning Experiences*.
- ◆ Authored the structure of the new university committee on sustainability. Installed occupancy sensors and additional utility metering that resulted in savings.
- ◆ Challenged staff to increase summer camp and conference programs activity that generated \$1 million dollars in gross revenue by serving over 15,000 guests.
- ◆ Co-authored the University's pandemic flu plan, as a direct response to the H1N1 virus outbreak.

Diversity & Inclusion

- ◆ Envisioned with the Vice President, and the Divisional Leadership Team, a diversity strategic plan that embodied two subgroups. The first focused on the needs of every student through surveying, focus groups, and staff input. The second focused on bridging relationship challenges among various student groups.
- ◆ Drafted a departmental diversity plan in support of the Division's and the University's plans. Specific energy was put into changing the programming model from a wellness wheel model to direct student engagement. Residential student satisfaction increased as a result of this programming switch.
- ◆ Increased the diversity of the department at the professional level and at the student level. Developed a reputation as a department that was a great supporter of diverse students who were looking for employment.
- ◆ Created an off-campus housing unit to better meet the needs of this underserved student population and local community members.

Operational Leadership

- ◆ Constructed nine (9) residence halls housing 3,400 students in five years with 300 million in capital bonds, including a combination of public and private funding structures.
- ◆ Designed and initiated construction of a 960-bed residence hall and adjacent student center consisting of a student recreation facility, food court, and new central housing main office.
- ◆ Supervised the Office of Assessment and Planning. Built a comprehensive departmental and program evaluation framework to inform needed changes for student success.
- ◆ Selected to participate in NASPA's Aspiring Senior Student Affairs Officer Institute.
- ◆ Requested as a national consultant on growing construction of student housing on campuses. In frequent national presentations and workshops, provided outlines on how to build and maintain a sustainable university housing construction project.
- ◆ Certified in National Incident Management System (NIMS) and the National Center for Biomedical Research and Training to prevent, respond, and recover from campus emergencies.

Academics & Student Success Focus

- ◆ Defined the University's approach to Living-Learning Communities and collaborated with academic departments and colleges in the delivery of 15 living/learning programs serving 2,500 students and 9 Faculty-in-Residence, the largest in the country.
- ◆ Envisioned with the Provost's Office, a comprehensive strategic approach to improving the first to second year retention rate. Implementation of strategies saw a 2% increase in retention within one year.
- ◆ Orchestrated University's approach to health and wellness issues for students. Led a select group of student health, mental health, wellness, housing, and assessment staff to define and implement strategies to improve the healthy living options on the campus.
- ◆ Created the University's extended orientation Week of Welcome. As a part of the retention efforts, a more personalized and engaging introduction to the campus was created for new students.
- ◆ Organized and promoted a centralized approach to award recognition and honors by establishing a university-wide week. This enabled the university to celebrate student accomplishments more and garner attention from the media.
- ◆ Taught as an adjunct faculty member in the higher education graduate program and advised dissertations.

Resource & Community Development

- ◆ Partnered with Dining Services to analyze the financial impact of summer operations. This resulted in a realization of how much capacity there was for additional summer activity. In addition to the gross amount noted above, Dining Services, Parking, Campus Recreation, etc., were able to earn additional summer revenue once housing expanded their efforts.
- ◆ Rebid campus cable television service to increase performance and save over \$400,000 annually compared to the previous contract and was able to provide free cable for all academic spaces at the University, providing additional savings to the general fund budget.
- ◆ Received the largest single donation (\$20,000) to support the Student Affairs Hall of Fame.
- ◆ Installed new housing assignments software, new student conduct software, and provided an online music option for students while reducing costs and improving student satisfaction for these specific services.

Brand Enhancement

- ◆ Proposed and created the Divisional Communications Team to develop communication strategies, emergency preparations, and strategic planning, including the incubation of new ideas like *Ask AI*, formation of the Communication Advisory Team, and website improvements.

- ◆ Coordinated and planned all divisional training days, speakers, and awards selection.
- ◆ Retitled several units to provide greater clarity for students, families, and guests on the services these units provide.
- ◆ Selected with five other colleagues to receive specialized media training to be a recognized spokesperson for the university.

UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL, 2000-2005

Public university of 29,877 total students, 8,000 residential students

Assistant Director of Housing and Residential Education

- ◆ Served on central decision-making leadership team, including setting priorities for department's \$26 million budget.
- ◆ Administered the residence life program in a region housing 4,100 students in eight residence halls including facility, maintenance, and housekeeping efforts.
- ◆ Supervised a team of four professional staff who directed the work of four housing professionals, five graduate students, and 200 student staff.
- ◆ Managed a budget of \$2.4 million organized in 10 sub accounts.
- ◆ Designed, implemented, analyzed, and reported departmental assessment efforts, including original research on living/learning communities, paraprofessionals, construction, and faculty interaction.
- ◆ Fostered relationships with faculty and academic departments to secure involvement in intellectual activities with residential students, encourage teaching of classes in residence halls, create living learning communities, use faculty office spaces, and define First Year Experience.
- ◆ Authored the department's first Diversity Plan and served on Chancellor's Diversity Task Force.
- ◆ Authored and implemented departmental programming model based on meta-analysis of college student development theories and original research.
- ◆ Established philosophy, standards, marketing materials, and assignment process for living/learning communities and substance-free housing.
- ◆ Defined departmental approach to diversity by cultivating academic and divisional involvement.

COLLEGE OF WILLIAM AND MARY IN VIRGINIA, 1995-2000

Public university of 7,600 total students, 4,600 residential students

Area Director, 1998-2000

- ◆ Managed seven residence halls housing 700 students, plus additional area of 270 students for a semester, and a staff consisting of one graduate and 19 students.
- ◆ Administered student programming budgets totaling \$20,000.00.
- ◆ Advised the Residence Hall Association student organization.
- ◆ Assigned graduate students to fall housing assignments.
- ◆ Served as a judicial officer for student disciplinary cases.

Area Director (Greek Area), 1995-1998

- ◆ Managed 12 residence halls and Greek Houses housing over 600 students with 26 student staff.
- ◆ Advised the Inter-Sorority Council (NPC) and Council of Fraternity Affairs (IFC) in support of 1,500 Greek students in 17 fraternity and 13 sorority chapters.
- ◆ Supervised student paint and furniture work crews.

UNIVERSITY OF NEBRASKA AT KEARNEY, 1993-1995

Public university of 7,000 total students, 2,600 residential students

Residence Hall Director

- ◆ Managed coeducational Greek residence hall housing 200 students with 6 student staff.
- ◆ Authored the first self-directed RA training computer program, R.A.Train@.
- ◆ Advised 1993 Eagle award-winning Residence Hall Association chapter.
- ◆ Conducted market analysis for Sorority system.
- ◆ Served as a conference assistant.

CARLISLE COMMUNITY SCHOOLS, 1993

Public school district located in Carlisle, Iowa

Social Studies Teacher

- ◆ Taught 9th grade Government Class and 12th grade Economics.
- ◆ Advised the Model United Nations Team.

ACADEMIC & JOURNAL APPOINTMENTS

Temporary Assistant Professor in the Educational Leadership, Policy, and Technology Studies in the School of Education at The University of Alabama, 2007-2014

AHE 521—Student Affairs, *Spring 2010*

AHE 520—The Student in Higher Education, *Summer 2008*

AHE 550—Finance and Business Affairs in Higher Education, *Spring 2009, Fall 2010*

Adjunct Assistant Professor in the Department of Adult and Community College Education in the College of Education at North Carolina State University, 2003-2006

EAC 540—Foundations of Student Affairs, *Fall 2004*

Adjunct Professor in the School of Education at North Carolina Central University, 2003-2004

EDU 3010—Human Growth and Development: From Conception to Adolescence, *Fall 2003, Spring 2004, Fall 2004*

Dissertation and Thesis Committee Service

Thesis Committee Member, Lauren Bahls, The Effect of an Email Intervention Tailored to Highly Ambitious Students on University Retention, Minnesota State University Mankato, *May, 2016*

Dissertation Co-Chair, Jeffery Burgin, The Frequency of Cyberharassment and its Correlation with Emotional Management as it Relates to College Students, University of Alabama, *May, 2012*

Dissertation Committee Member, Robin Jones, Interim Leadership in Student Affairs, University of Alabama, *May, 2011*

Dissertation Co-Chair, Mack Howell, Academic Medical Faculty and Their Complex Roles, University of Alabama, *June, 2010*

Dissertation Committee Member, J. Wahnee Sherman, The Impact of a Formal Leadership Program on Students' Views and Interactions with Diverse Others, University of Alabama, *May, 2008*

Journal Activity

Editorial Board Member, *Journal of Learning Spaces*, 2011-Present

Reviewer, *Journal of the First-Year Experience & Students in Transition*, 2002-2014

Board Member, *Journal of College and University Student Housing*, 2004-2011

SELECTED PUBLICATIONS

Book Chapter

Culp, M. M., Dungy, G. J., & Jones, D. P. (2012) The “big bang” moment in student affairs: cultures of evidence matter. In M. M. Culp & G. J. Dungy (Eds.), *Building a culture of evidence in student affairs* (pp. 143-162). Washington, DC: NASPA.

Refereed Journals

Jones, D. P. (2002). College housing professionals at a crossroads. *Journal of College and University Student Housing*, 31, 1, 8-12.

Jones, D. P. (2002). Advising diverse graduate student populations: The GLBT graduate student. *Academic Exchange Quarterly*, 6, 1, 81-85.

Jones, D. P. (2001). Perceptions of college housing officers' attrition factors. *Journal of College and University Student Housing*, 30, 1, 48-50.

Jones, D. P. (1998). On-campus residency requirements: The common legal pitfalls. *Journal of College and University Housing*, 27, 2, 32-35.

Monographs and Other Journals

Jones, J. B., & Jones, D. P. (2004). Student residence environment survey: Assessing residential learning communities. *NASPA Netresults*, 1470.

Kirk, L, Louk, J.D., Pitcher, S, & Jones, D. P. (2003). Blue prints: Sharing your assessment. *Talking Stick*, 20, 7, 32-34.

Jones, D. P. (2002). Learning from control groups: An evaluative approach. *NASPA Netresults*, 603.

Jones, D. P. (2002). *College housing officers' job satisfaction: a national study* (Doctoral dissertation). Available from ProQuest Dissertations & Theses Global database. (UMI No. 3041696).

Hicks, L. M., Jones, D. P., and Payne, C. A. (2002). If you don't know where you are going, how do you know when you get there? *Talking Stick*, 19, 4, 20-22.

Jones, D. P., and Roeder, J. (2001). Building bridges between students and staff, and campus police. *Talking Stick*, 19, 3, 8-9.

Jones, D. P and Lynch, D. P. (1995). T.R.E.E.S: a college student development theory. *Talking Stick*, 13, 3, 20-22.

Non-Refereed Publications

Jones, D.P. (2010). My end of year speech in uncertain times. *SEAHO Report*, Spring, 16-18.

Jones, D. P. (2007). Academic and housing partnerships can focus on creativity. *SEAHO Report*, Summer, 19.

Jones, D. P. (2003). Faculty: Just like us. *SEAHO Report, Summer*, 8-9.

Jones, D. P. (1998). What we do. *NASPA Forum*, 18, 8, 16.

Jones, D. P. (1997). Greek ra staff does community service. *SEAHO Report*.

Jones, D. P. (1995). Computer-based ra training. *SEAHO Report*, 13-16.

Jones, D. P. (1995). President's scholarship winners respond to student learning imperative. *UMR-ACUHO News*, 28, 1, 6-13.

Jones, D. P. (1994). A new roommate relationship tool developed at UNK. *UMR-ACUHO News*, 27, 3, 12.

Jones, D. P. (1994). No more movie nights. *UMR-ACUHO News*, 27, 1, 22.

GRANTS and COPYRIGHTS

State of North Carolina Energy Office Grant for Solar Panels, 2005

- \$150,000 for installation of solar panels on the top of Morrison Residence Hall

College Housing Officer Satisfaction Survey© instrument (C.H.O.S.S.), 2002

- Copyright

Grant to Support Dissertation Research, Association of College and University Housing Officers-International, 2001

- \$500 to support research of the largest survey of college housing officers to date.

Grant to Support Dissertation Research, Southeastern Association of Housing Officers, 2001

- \$500 to support research of the largest survey of college housing officers to date.

R.A. Train©, a computer-based paraprofessional training program, 1995

- Copyright

Grant to Support Master's Degree Project, University of Nebraska at Kearney, 1995

- \$100 to support development of the first computer-based paraprofessional training program.

SELECTED CONFERENCE PRESENTATIONS

International/National Presentations

"Leading Student Affairs in a Marketplace Culture," presented at the annual meeting of the National Association of Student Personnel Administrators, Baltimore, MD, 2014

"Intentional Building Designs to Impact Affective and Cognitive Learning," presented at the annual meeting of the National Association of Student Personnel Administrators, Baltimore, MD, 2014

"Benchmarking: Effectively Measuring Program Improvement to Support Accreditation," presented at the annual meeting of the Higher Learning Commission, Chicago, IL, 2013

“Preparing for Institutional Accreditation Through Benchmarking,” presented at the annual meeting of the National Association of Student Personnel Administrators, Orlando, FL, 2013

“Improving Residence Life Programming: A Divergent Path Taken,” presented at the annual meeting of the National Association of Student Personnel Administrators, Philadelphia, PA, 2011

“Academic Affairs and Student Affairs Partnership for Improving Retention,” presented at the annual meeting of the National Association of Student Personnel Administrators, Chicago, IL, 2010

“Creating Partnerships Through Relationship Capital,” presented at the annual meeting of the National Association of Student Personnel Administrators, Seattle, WA, 2009

“No Time for Consensus: Strategies for Rapid Change,” presented at the joint meeting of the National Association of Student Personnel Administrators and American College Personnel Association, Orlando, FL, 2007

“How to Write for Publication,” presented at the annual meeting of the Association of College and University Housing Officers, Atlanta, GA, 2006

“College Housing Officers Job Satisfaction: A National Study,” presented at the annual meeting of the Association of College and University Housing Officers-International, Walt Disney World, FL, 2002

“College Housing Officers Attrition,” presented at the annual meeting of the National Association of Student Personnel Administrators, Seattle, WA, 2001

“Diversity Gallery: An Experiential Training Tool,” National Association of College and University Residence Halls, Lacrosse, WI, 1999

“The X-Y Game: They Aren’t Just Letters,” presented at the annual meeting of the National Association of College and University Residence Halls, Lacrosse, WI, 1999

“Building Bridges between Students, Staff, and Campus Police,” presented at the annual meeting of the Association of College and University Housing Officers-International, Minneapolis, MN, 1997

“T.R.E.E.S.: Time of Restructuring Educational Experiences for Students,” presented at the annual conference of the National Association of College and University Residence Halls, Blacksburg, VA, 1995

“Get People Together: How Greek Unity Transformed a System,” presented at the annual meeting of the Association of Fraternity Advisors, Kansas City, MO, 1995

“Leadership and the Art of Listening,” presented at the annual conference of the National Association of College and University Residence Halls, Blacksburg, VA, 1995

Awarded Top 5 Advisor Program for Leadership and the Art of Listening at the annual meeting of the Midwest Association of College and University Residence Halls, 1994

“Dancing to Success Every Time: Large Campus Events,” presented at the annual conference of the National Association of College and University Residence Halls, Flagstaff, AZ, 1994

Regional Presentations

“A Game of Loans: How Colleges Use New Programs, Improved Financial Aid, and Strategic Partnerships to Combat Falling Demographics and The Debt Averse,” presented at the annual meeting of the Central Association of College and University Business Officers (CACUBO), 2019

“College Possible and Minnesota State University, Mankato: Closing the Achievement Gap Together,” presented at the Minnesota State Colleges and University Annual Diversity and Student Affairs Conference, 2016

“Diversity and Student Affairs,” presented at the Minnesota State Colleges and University Annual Diversity and Student Affairs Conference, 2015

“Hot Topics in Student Success and Retention,” presented at the Minnesota ACT State Organization Annual Conference, 2014

“Best Practices for Enrollment Projections,” presented at the MnSCU CFO Finance Conference, 2014

“Strategic Enrollment Management for Student Success,” presented at the annual meeting of the Minnesota State Colleges and Universities Fall Retreat, Deerwood, MN, 2013

“Yours, Mine, and Ours: Student Services and College/University Partnerships,” presented at the annual meeting of the Minnesota State Colleges and Universities Spring Retreat, Normandale, MN, 2013

“It Takes a Team: Using Analytics to Improve Student Success,” presented at the annual meeting of the Minnesota State Colleges and Universities Fall Retreat, Deerwood, MN, 2012

“Early Alert Systems for Student Success,” presented at the annual meeting of the Minnesota State Colleges and Universities Fall Retreat, Deerwood, MN, 2012

“Using Assessment Data Across All Levels of Campus Housing,” presented at the annual meeting of the Southeastern Association of Housing Officers, Mobile, AL, 2011

“A Conundrum: Residents who Don’t Drink have Lower Personal Interactions,” presented at the annual meeting of the Southeastern Association of Housing Officers, Williamsburg, VA, 2010

“Crash Course on State Budgets and Budget Models,” presented at the annual meeting of the Alabama Housing Officers, Huntsville, AL, 2009 *Selected best program.*

“Student Affairs and Academic Affairs Joint Retention Efforts,” presented at the annual meeting of the Southern Association for College Student Affairs, Hilton Head, SC, 2008

“Working with Change,” presented at the annual meeting of the Alabama Association of Housing Officers, Birmingham, AL, 2006 *Selected best program.*

“The University of Alabama’s New Housing Plan,” presented at the annual meeting of the Southeastern Association of Housing Officers, Asheville, NC, 2006

“Returning RA research,” presented at the annual meeting of the Southeastern Association of Housing Officers, Jacksonville, NC, 2005

“Student Residence Environment Survey,” presented at the annual meeting of the Southeastern Association of Housing Officers, Hilton Head, SC, 2004

“So YOU Want to get Published,” presented at the annual meeting of the Southeastern Association of Housing Officers, Baton Rouge, LA, 2003

“ACUHO-I Staffing Think Tank,” presented at the annual meeting of the Southeastern Association of Housing Officers, Nashville, TN, 2002

“Hall Council Training: The Game,” presented at the annual meeting of the Southeastern Association of Housing Officers, Williamsburg, VA, 2000

“R.A.Train . . . The Complete RA Computer Training Program!” presented at the annual meeting of the Southeastern Association of Housing Officers, Asheville, NC, 1996

“Roommate Relations Workshop Agreement Tool,” presented at the annual conference of the Upper Midwest Region of the Association of College and University Housing Officers, Bloomington, MN, 1994

SELECTED PROFESSIONAL SERVICES

National

- ❖ Higher Learning Commission Peer Reviewer, 2017-Present
 - ◆ Campus Peer Review, 2019, 2021
 - ◆ Open Pathway Assurance Review, 2020
 - ◆ Assessment Academy Steering Group, 2011-2016
- ❖ National Association of Student Personnel Administrators, 1993-Present
 - ◆ Student Affairs Partnering with Academic Affairs Knowledge Community
 - Promising Practices Award Committee, 2010-2013
 - NASPA Excellence Award Committee, 2012-2013
 - ◆ Alabama Knowledge Community Liaison, 2007
- ❖ Southern Association of Colleges and Schools Commission on Colleges, 2005-2011
 - ◆ Lead Quality Enhancement Plan (QEP) Evaluator, 2008
- ❖ Southeastern Association of Housing Officers
 - ◆ SEAHO Host Committee, 2000, 2009
 - ◆ Past President, 2006-2008
 - ◆ President, 2005-2006
 - ◆ President-Elect, 2004-2005
 - ◆ Awards and Recognition Committee Chairperson, 2004-2005
 - ◆ Research and Information Committee Chairperson, 2002-2004
 - ◆ SEAHO Advance Presenter, 2003
 - ◆ SEAHO Report Editorial Board, 2001-2003
 - ◆ Membership Services Committee Chairperson, 1998-2002
 - ◆ Annual Conference Newcomers Workshop Chairperson, 1997-1998
- ❖ Southern Association of College Student Affairs, 2002-2003, 2007-2009
- ❖ Association of College and University Housing Officers-International
 - ◆ Benchmarking Team, 2004-2011
 - ◆ National Staffing Think Tank Participant, 2001
- ❖ Second National Conference on Campus Alcohol Policy Initiatives Delegate, 1999
- ❖ Upper-Midwest Region-Association of College and University Housing Officers
 - ◆ Programming Committee Member, 1993-1994

State & Community

- ❖ Minnesota State Colleges and Universities System
 - ◆ Policy Council, *2019-Present*
 - ◆ MSUAASF Negotiations Team, *2013-Present*
 - ◆ Enrollment Management Affinity Group, *2013-Present*
 - ◆ Tuition and Fee Redesign Project, *2017*
 - ◆ Concurrent Enrollment: Common Pricing Structure Workgroup, *2015*
 - ◆ Search Chair for Associate Vice Chancellor for Student Affairs, *2014, 2017*
 - ◆ Coordinating Commission Council, *2012- 2013*
- ❖ City Center Partnership Board of Governors, Mankato, MN, *2015-2021*
 - ◆ Secretary/Treasurer, *2017-2021*
 - ◆ Finance Committee, *2016-2021*
- ❖ YMCA Board of Directors, Mankato, MN, *2013-2020*
 - ◆ Past President of the Board, *2020-Current*
 - ◆ President of the Board, *2018-2020*
 - ◆ Vice President of the Board, *2016-2018*
 - ◆ Chair of the Asset Committee, *2015-2016*
 - ◆ Chair of the Buildings and Grounds Committee, *2014-2015*
- ❖ Mankato's Dancing with the Stars for the American Red Cross, *2018*
 - ◆ Dancer and Fundraiser, *2018*
- ❖ Youth Soccer Coach, *2004-2016, 2018, 2021*
 - ◆ Possess a United States Soccer Federation National E & State D Coaching License

EXECUTIVE LEADERSHIP DEVELOPMENT

Fostering Inclusion & Diversity Certificate, Yale University, *2021*

American Association of State Colleges and Universities Executive Leadership Academy, *2019-2020*

Minnesota State System Executive Leadership Development Program, *2013-2014*

Art of Supervision, Minnesota State System, *2013*

Science of Supervision, Minnesota State System, *2012*

Decision Maker Training, Minnesota State System, *2011 & 2018*

Faculty, National Housing Training Institute, University of Georgia, *2011*

NASPA Institute for Aspiring Senior Student Affairs Officers, *2009*

Faculty, Regional Entry-Level Institute (SEAHO Region), University of Mississippi, *2005*

NASPA Region III Mid-Manager's Institute, *2003*

ACUHO-I National Housing Training Institute, University of Florida, *1999*

HONORS AND AWARDS

Minnesota State University, Mankato, Order of Omega Faculty/Staff Member of the Year, *2016*

Minnesota State System Outstanding Academic and Student Affairs Administrator Award, *2015*

Minnesota State Student Association, Administrator of the Year, Minnesota State University, Mankato, *2012*

Who's Who in American Education, *2005, 2006, 2007, 2008*

Who's Who of Emerging Leaders, *2006*

Who's Who in America, *2002, 2003, 2005*

Dissertation of the Year Award, Southern Association of College Student Affairs, *2002*

Southeastern Association of Housing Officers Service Award, *1999*

Who's Who in the South and Southwest, *1999*

National Residence Hall Honorary Advisor of the Month, College of William and Mary,
September 1998

Association of College and University Housing Officers-International Case Study Winner, *1997*

Order of Omega National Greek Honor Society, *1996*

Southeastern Association of Housing Officers Case Study Winner, *1996*

National Residence Hall Honorary, *1995*

Who's Who Among Students in American Universities and Colleges, *1995*

Upper Midwest Region-Association of College and University Housing Officers Outstanding New Professional Award, *1994*

Upper Midwest Region-Association of College and University Housing Officers President's Scholarship Award, *1994*