

Fred A. Pierce III

CREENTIAL SUMMARY

Comprehensive understanding of the role and functioning of higher education institutions resulting from 23 years of service at both the college level (12 years University of Tennessee and 3 years University of Iowa) and in central administration (9 years) at three regional public institutions.

Extensive experience and knowledge of the Enrollment Management ecosystem having managed and produced meaningful outcomes in multiple geographic, cultural, and organizational contexts.

Lake Superior State University

- Produced enrollment increases in:
 - First Time in Any College in 2020 & 2021 (15.6%).
 - Transfers 2020 (5%) and 2023 (29%)
 - Pre-college 2023 (29%)
 - Total Headcount 2023 (first time since 2018)
- Re-envisioned all recruitment materials and communication plans in Ellucian CRM Recruit
- Restructured institutional aid strategy & introduced Direct Admissions for targeted populations

University of Wisconsin La Crosse

- Created largest class in 30 years
- Secured the most diverse class in the history of the institution
- Increased the four-year graduation rate by 6%
- Produced a 8.5% increase in degree production
- Redefined Territory Management and Prioritized Pell-Eligible Processing
- Created Brand Management Strategy
- Arrested declines in international activity and engagement

University of Mary Washington

- Introduced Territory Management & Prioritize Pell-Eligible Communication Strategies
- Reinvented Academic and Career Services

University of Tennessee – College of Business Administration

- Simplified the application process to increase yield and minimize academic redirection
- Grew enrollment from 3400 to 5200 students
- Increased college retention from 74% to 90%
- Increased the 6 year graduation rate from 68% to 86%

Simultaneous strategic and financial management of multiple student centric support services and operational functions at both college and university levels that reinforce college and university-wide initiatives and focus on cultures of access, enrollment, developmental academic advising, student success, diversity, retention, and post-graduation preparation: e.g.;

- University of Tennessee College of Business Administration developed all undergraduate college-wide initiatives with a staff of 18 and operating budget of 1 million dollars
- University of Mary Washington Division of Enrollment Management 68 employees and operational budget of 45 million dollars
- University of Wisconsin - La Crosse Division of Enrollment Management 85 employees and operational budget of 75 million dollars
- Lake Superior State University Division on Enrollment Services 40 employees and operational budget of 6.5 million dollars

Substantial experience liaising with academic affairs, student affairs, auxiliary services, vendors, external constituents and corporate partners in the enhancement of student life and campus culture resulting in a demonstrated ability to develop collaborative faculty and administrative relationships to accomplish college and university goals.

Comprehensive experience in creating, developing, and delivering perpetual support for students across the arc of the educational experience (recruiting to post graduate endeavors) and for the breadth of student constituencies (traditional, nontraditional, honors, non-majority, Pell eligible, first generation, and international).

EXPERIENCE

Lake Superior State University

Dean of Enrollment Management & Communication - December 2019 - Present

Serve as Chief Enrollment Officer and Senior Advisor to the President

- Member of Senior Management Team
- Serving as Member of the Presidential Search Committee
- Served as one of five members of the COVID-19 Taskforce advising the President and Board of Trustees and all institutional strategy and execution
- Served as representative to the Protect Michigan Commission which provided recommendations to the Governor's Office on matters related to COVID-19 and higher education

Provide strategic guidance to the Division of Enrollment Services with the specific charge of expanding enrollment across all student constituencies:

- Produced a 30.1% increase in transfers in 2020 & 29% increase in 2023
- Produced a 15.6% increase in new freshman 2020 & 2021
- Produced a 29 % increase in pre-college -2023
- Produced an increase in total enrollment -2023 (first time in since 2016)
- Re-envisioned all recruitment materials and communication plans in Ellucian CRM Recruit
- Transitioned institution to the Common Application
- Introduced Direct Admission for Charter School Students and Regional Students
- Restructured institutional aid strategy
- Redesigned orientation and open house activities in collaboration in academic deans and student life
- Assumed responsibilities for all pre-college enrollment activities and Gear UP federal/state grant Fall 2021
- Primary liaison to the Eastern Upper Peninsula Intermediate School District (EUPISD) which consists of 19 independent districts, 4000 square miles, 55% of students receive free and reduce lunch.
- Serve on the Upper Peninsula Committee for Educational Development (UPCED) Board of Directors
- Manage institutional relationship with Barnes & Noble
- Manage institutional relationship and lead implementation team with REUP Education
- Manage institutional relationship and lead implementation team with GROK International
- Serve as representative to Michigan Association of State Universities (MASU) on the Enrollment Management, Chief Communication Officers, and Admissions Committees
- Provide oversight of university mascot engagement

Provide integrated high-quality leadership, mentorship and budget oversight in the division of Enrollment Management fostering a culture of innovation, continuous improvement, and student success for the following functional areas:

- Admissions Office
 - Supervise all recruitment, matriculation, campus visit programs and other promotional initiatives for main campus, 3 regional centers
 - 20 employees – 2 Directors, 2 CRM Specialists, 2 coordinators, 4 representatives and 10 student ambassadors
- Financial Aid Office
 - Coordinate all activities associated with student financial support for all students (grants, loans, scholarships – institutional & foundation, student employment, federal work study)
 - Chair Financial Aid Appeals Committee
 - Ensures compliance with all financial aid regulatory responsibilities
 - 10 employees –Director, Assistant Director, 3 Counselors, and 5 students
- Marketing and Communication
 - Responsible for all institutional communication, branding, social media and public relations
 - 10 Employees – Executive Director, Graphic Designer, Web Master, 3 coordinators and 4 students

University of Iowa

Tippie College of Business Director Corporate Partnerships & Career Services 2016 – November 2019

Develop and support the expansion of corporate partnerships across the Tippie College of Business and enhance existing strategic initiatives related to coordination of diverse career services. Coordinate responsibilities, activities, and support to maximize outcomes, resource allocation, responsibilities and staff expertise.

- Member Tippie College of Business Strategic Planning Committee 2016 - 2017
- Co-Chair Tippie College of Business Administration Strategic Initiative on Corporate Engagement 2017 - 2018
- Member Corporate Engagement Committee 2018 - 2019
- Member Presidential Taskforce on Data Integration and Warehousing 2017- Present

Establish/maintain relationships with partners to provide educational support services

- Develop a college-level, robust corporate partner database, including tracking and communications capacity, within Salesforce
- Collaborate with faculty and staff to develop appropriate rubrics and classifications for a hierarchy of corporate partnerships based on complexity and strategic importance of the relationship
- Develop success metrics for corporate partnership development and outcomes
- Coordinate with departments, programs, institutes, and centers, to identify opportunities to initiate, expand, and steward the relationships between the college and key strategic partners
- Identification of corporate partners interested in supporting various master's programs through projects, internships, and job placement.
- Sustain relationships with existing employers while expanding into growth markets

Enhance/support student educational experiences

- Construct a database to track current students (business and pre-business) and their career preparation activities to support regular, detailed career data discussions across programs, academies, and institutes
- Collaborate with Pomerantz Career Center (PCC), Undergraduate Program Office, Graduate Management Programs Career Services, the Center for Advancement and representatives from each department to set goals and metrics for improving both career activities and outcomes
- Offer ongoing career development workshops and coaching that appeals to diverse audiences across undergraduate and graduate domestic and international business students
- Facilitate discussions to ensure alignment of curricula and co-curricular activities with employer/market expectations

University of Wisconsin La Crosse

Associate Vice Chancellor for Enrollment Management and Director of International Education & Engagement August 2013 – August 2016

Provided strategic direction and leadership to the division of Enrollment Management to create a student centric data driven culture

Developed short and long term goals impacting improved student enrollment, retention, success, and campus image

- Four Year Graduation Rate increase 6%
- Degree Production increase 8.5%
- 2015 largest freshman class in 30 years
- 2015 most diverse class in institutional history
- Revamped all Enrollment Marketing and Branding

- Introduced academic pathways and cohort scheduling
- Introduced Financial Emergency grants

Worked collaboratively with enrollment related units to analyze trends, set strategies, and develop recruitment, financial aid policies, and academic support initiatives that support enrollment, retention, and graduation goals

Represented the institution in all manners related to enrollment, retention, FERPA and inclusive excellence

- Member – Provost’s Council
- Member – Dean’s Council
- Member – Campus Climate
- Member – Inclusive Excellence Strategic Planning Work Group
- Member – Higher Learning Commission (HLC) Executive Committee
- Member – Provost’s Select Committee on Internationalization
- Member – Textbook Rental Services and Oversight Committee
- Member – Wings Advisory Committee
- Chair – Enrollment Management Committee
- Chair – Enrollment Marketing Steering Committee
- Chair – Freshman Registration Task Force (New Student Orientation)
- Chair – Military Related/Veterans Advisory Committee (founded)
- Chair - Institute for International Education International Academic Partnership Program (IAPP)
- Brazil Executive Committee – Participant in 2015 IIAP Brazil Study Tour
- Renegotiated Partnerships with National University Of Ireland (Galway, Ireland), University of Aberdeen (Aberdeen, Scotland), University of Glasgow (Glasgow, Scotland), University of Sterling (Sterling Scotland) and established UWLONDON (a summer school) in partnership with London South Bank University: October 2015
- Negotiated Partnerships with University of Roehampton (London, England), London South Bank University (London, England), University of Royal Holloway (Egham, England), University of Kent (Canterbury, England), Oxford Brookes University (Oxford, England) and the University of Nottingham (Nottingham, England): March 2014
- Delegation leader for 2+2 English Rhetoric and Writing negotiations with Guangxi Normal University (Guilin, China), Wuhan University (Wuhan, China), South Central University of Nationalities (Wuhan, China), Guangdong University of Technology (Guangzhou, China), South China University of Technology (Guangzhou, China): January 2015
- Delegation member for 2+2 in Computer Science Engineering program with Wuhan University and South Central University of Nationalities and Wuhan University: May 2015
- Team Leader: Association of American Colleges & Universities 2015 Institute on High Impact Practices and Student Success: Madison , Wisconsin (June 2015)

Provided integrated high-quality leadership, mentorship and budget oversight in the division of Enrollment Management fostering a culture of innovation, continuous improvement, and student success for the following functional areas:

- Academic Advising Center
 - Advised all undeclared students for the College of Science and Health and the College of Liberal Studies
 - Managed the Win-Win Associate’s degree completion program
 - Created Meta Paths for Undeclared Students
 - Delivered on-site advising services to undeclared in freshman residence halls
 - Created a new triage Academic/Career Services position housed in the Murphy Learning Center (Library)
 - 12 employees – Director, Associate Director, 6 Advisors, Student Services Coordinator, 2 Graduate Assistants, and 1 University Services Associate

The Academic Advising Center and the Career Services Office shared space and we were working to provide the delivery of integrated services. The Director and Associate Director were shared.
- Admissions Office
 - Supervised all recruitment, marketing activities, campus visit programs and other promotional initiatives undergraduate students and English as a Second Language students
 - Coordinated processing of graduate applications

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- Overarching responsibility for undergraduate and graduate admissions (*Record enrollment Fall 2014*)
 - 2025 freshmen
 - 550 transfer
 - 200 graduate
 - 140 international (non-degree, exchange, and degree)
 - 17 employees – Director, 3 Assistant Directors, 10 Student Service Coordinators (counselors), 3 University Services Associates, and a Business Analyst
- Career Services
- Managed and coordinated career development counseling and programming
 - Oversaw all campus recruiting and employer relations
 - Coordinated Internship program (800 placements annually)
 - 9 employees – Director, Associate Director, 3 Student Service Coordinators (counselors), 3 University Associates, and 1 Graduate Assistant
- The Academic Advising Center and the Career Services Office share space and we were working to provide the delivery of integrated services. The Director and Associate Director were shared.*
- Financial Aid Office
- Coordinated all activities associated with student financial support for all students (grants, loans, scholarships, student employment, federal work study, and tuition remission)
 - Coordinated Financial Literacy Program “It Makes Cents”
 - Ensured compliance with all financial aid regulatory responsibilities
 - 12 Employees – Director, Assistant Director, 5 Student Service Coordinators (counselors), 4 University Associates, and a Business Analyst
- Office of International Education
- Supervised all campus international programing, promotional initiatives, and institutional relationships for international exchange and contract students as well as visiting scholars across all programs and degrees
 - Managed and coordinates all faculty-led and student exchange study abroad programs
 - Coordinated third party provider program engagement
 - Managed English as a Second Language Institute
 - Oversaw international engagement and enrichment opportunities
 - 12 Employees – Director, 1 Assistant Director, 2 Study Abroad Advisors, 1 International Student and Scholar Services Counselors, 1 University Associate, ESL Director and 5 ESL faculty
- Records and Registration
- Managed an accessible and secure environment for the recording and storage of academic records (PeopleSoft)
 - Ensured compliance with all applicable laws, regulations and policies
 - Managed Curriculum Development processing and Catalog production
 - Managed Academic Standing, degree maintenance and processing
 - Facilitated Course Scheduling
 - Coordinated Veterans Affairs processing
 - 12 employees – Registrar, Senior Associate Registrar, Curriculum Coordinator, 7 University Associates, Veterans Educational Benefits Coordinator, and a Business Analyst

Director of International Education & Engagement 2015 – 2016

Charged with visioning, creating, and building the campus internationalization strategy

- Served as a campus, local, regional and state resource to integrate international student and scholar experiences
- Collaborated with the entire academic community on the development of new international initiatives to produce and incentivize an array of quality teaching, research and learning opportunities for faculty, staff and students
- Established UWLONDON in collaboration with London South Bank University - a summer school offering UWL courses in London, England - launched June 2016 (4 courses) and 8 slated for summer 2017

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- Secured Institute for International Education Academic Partnership grant to launch a Brazilian Strategy
 - Increased faculty led programming with the creation of UWLONDON, doubled summer offerings at the National University of Ireland in Galway, and facilitated a new Italy tour in collaboration with Università Cattolica del Sacro Cuore in Milan
 - Created new exchange agreements with the University of Kent, University of Roehampton, Oxford Brooks University, and the University of Nottingham

Strengthened existing international programs and services

- Renegotiated agreements with the University of Glasgow, the University of Aberdeen and the University of Stirling
- Clarified programming with Chinese English Rhetoric and Writing 2+2 programs with Wuhan University, South Central University of Nationalities (Wuhan), South China University of Technology (Guangzhou), Guangdong University of Technology (Guangzhou) and Gaungxi Normal University (Guilin)
- Clarified programming with Computer Engineering 3+2 programs with Wuhan University and South Central University of Nationalities (Wuhan)
- Migrated a New Zealand and Australia Eco-tourism offering from the Business Faculty to the Tourism and Recreation faculty
- Increased Students Abroad by 22% (327 for 2014-15 Academic Year to 400 for 2015-2016)
- Three Fulbright Awards (two faculty and one student) and one Gilman
- Re-envisioned the staffing model to create a new Peer Ambassador Program (paraprofessionals) and doubled the number of graduate assistants
- Re-envisioned the scholarship program moving from a points system to one that incentivized investment in cross cultural skill development – International Engagement Scholarships or I-Engage

Provided innovative leadership in the management, and delivery of the English as Second Language Institute, International Students and Scholars Services, and Study Abroad.

- Assessed, evaluated, tracked, and reported activities for internal and external constituencies
- Engaged in long range planning, program development and outreach initiatives that align with institutional needs and priorities
- Cultivated a culture of innovation and the pursuit of excellence in the delivery of comprehensive international education student and scholar services
- Served as the campus educator on the diffusion of knowledge and compliance with regulations governing international students and scholars and their contributions to a diverse campus
- Identified, developed and maintained strategic institutional partnerships and associated contracts
- Developed, managed, inspired and oversaw study, teaching and research opportunities abroad (including crisis response and risk management) and coordinate international activities
- Served as advisor to Faculty Senate's International Education Committee
- Oversaw compliance with US Citizen and Immigration Services' Student and Exchange Visitor Information System (SEVIS)
- Hired, supervised, evaluated, and provided continuous professional development and direction for professional staff members, graduate assistants, graduate interns and peers mentors
- Developed and managed operational and programmatic budgets

University of Mary Washington**Associate Provost for Enrollment Management and Student Services 2011 - 2013****Managed the delivery and development of academic support and auxiliary programs in collaboration with key university personnel in a manner consistent with institutional mission, vision and strategic plan**

- Member - Provost's Cabinet
- Member - President's Leadership Council – Inclusive of President's and Provost's Cabinets
- University Faculty Senate
 - Academic Affairs Committee
 - General Education Committee
- Chair - Enrollment Management and Retention Committee
- Quality Enhancement Plan Committee – Understanding & Improving the First Year Experience

- Southern Association of Colleges and Schools (SACS) Compliance Certification Team
- Co-Chair - Presidential Task Force on Orientation
- Virginia In-state Tuition Committee
- Military Education Advisory Committee (a subcommittee of the State Council for Higher Education of Virginia)
- Information Technology Advisory Committee
- Regional Engagement Committee
- Alumni Survey Committee

Provided integrated high quality leadership from recruitment to intake and through post-graduation endeavors while fostering a culture of innovation and continuous improvement for the following functional areas:

- Admissions Office
 - Supervised all recruitment, marketing activities, publications, programs and other promotional initiatives
 - Overarching responsibility for undergraduate, graduate and international admissions
 - 1000 freshmen
 - 250 transfer
 - 250 graduate
 - 24 employees – Dean, 2 Associate Deans, 2 Senior Assistant Deans, 6 Assistant Deans, 3 Admissions Counselors, 13 office and processing personnel
- Academic Services
 - Managed and coordinates the Freshman Academic Advising Program – 70 faculty members from all colleges
 - Oversaw Transfer Advising
 - Provided all academic tutoring and academic success programming
 - Responsible for the processing and adjudication of all exceptions to university academic policy
 - Committee on Academic Standing – probation, suspension and dismissal
 - Managed and maintains Starfish Retention Solutions program for campus
 - 6 employees – Associate Dean, 2 Assistant Deans, 3 office and processing personnel
- Career Services
 - Managed and coordinates career development counseling and programming
 - Oversaw all campus recruiting and employer relations
 - Coordinated Academic Internship program (339 placements 2011-12)
 - 5 employees – Director, 2 Associate Directors, Assistant Director, 1 office personnel
- Center for International Education
 - Managed and coordinates all faculty-led and student exchange study abroad programs
 - Coordinated third party provider program engagement with UMW students
 - Migrated Korean Exchange Program (partnership with Sungshin Women’s University) from faculty to Center for International Education oversight
 - Oversaw international engagement and enrichment opportunities
 - 5 Employees – Director, Assistant Director, 3 office and processing personnel
- Disability Resources
 - Oversaw and manages services to ensure that learning, programmatic and physical environments are inclusive and supportive for students with disabilities
 - Evaluated exceptions to academic policies
 - 3 Employees – Director, Assistant Director, 1 office personnel
- Registrar
 - Managed an accessible and secure environment for the recording and storage of academic records utilizing Banner
 - Ensured compliance with all applicable laws, regulations and policies
 - Managed Degree Audit maintenance and processing
 - Facilitated Course Scheduling
 - Coordinated Veterans Affairs processing
 - 15 employees – Registrar, Senior Associate Registrar, 2 Associate Registrars, 11 office and processing personnel

Combined the Offices of Academic Services and Career Services into one unit providing integrated academic support services and career counseling during the 2012-13 academic year.

Contract Administrator – ELS: English Language Center

- Oversaw and manage the relationship between the contractor providing English as a Second Language training and the University
 - Opened November 2011 in an on campus facility
- Ensured all qualified ELS admitted students are offered conditional offers of admission to UMW (undergraduate and graduate)
- Ensured all ELS students are provided with on campus auxiliary services i.e., food service, library access, health facilities, housing, dining services, parking and ID cards
- Participated in annual student recruitment and educational training for ELS agents
 - East Asia Tour October 2011
 - Seoul, Korea
 - Beijing, China
 - Shanghai, China
 - Nanjing, China
 - Guangzhou, China
 - Taipei, Taiwan

The University of Tennessee**Director, College of Business Administration Undergraduate Programs 2001 – 2011****In collaboration with the Dean managed the undergraduate experience including curriculum development and delivery**

- Coordinated scheduling of all College of Business Administration classes (undergraduate and graduate) for 6 departments and 6 disciplines (1000 sections annually)
 - Developed and continuously monitored enrollment management plan – included transition to “nationalized” space due to dislocation during building renovation (4 years) and transition back into a new state-of-the-art facility
 - Managed utilization of all college-allocated teaching space
 - 33 classrooms and 24 team rooms
- Interpreted college and university policies
 - Reviewed, evaluated, and determined merit of all exceptions to academic policy and appeals
 - Resolved matters of contention on behalf of the college via a comprehensive knowledge of university policies, procedures, and personnel
 - Arbitrated academic dishonesty allegations
- Coordinated teaching evaluations of all Business Administration and International Business courses
- Supervised, evaluated, and awarded internship and international experiential learning credits
- Undergraduate Policies Committee
 - Reviewed and prepared all curricular materials for Undergraduate and Graduate Councils (University’s faculty governance bodies)
 - Reviewed and coordinated undergraduate catalog revisions
- Undergraduate Core Faculty Committee
- Undergraduate Program Committee

Managed a comprehensive college-based professional advising and academic services center for 5,200 undergraduate students

- Coordinated and supervised activities of 2 associate directors, 1 assistant director, 7 academic advisors, 4 support staff, 2 graduate advisors, and 12 student assistants
- Hired, trained, and mentored staff members
- Monitored academic planning and support services
 - Evaluated withdrawal, overload, and correspondence requests
 - Intrusive advising - students experiencing academic difficulty (academic probation)

- Oversaw Sophomore Experience – a career development and professional preparedness experience for second year students
- Transfer orientation program
 - 6 sessions annually
- Reviewed and approved all payroll documentation for employees assigned to the unit
- Managed and approved all budgetary expenditures (one million dollars annually)

Managed undergraduate study abroad activities

- Programs Abroad Committee – evaluated study abroad activities campus-wide
- Assisted faculty with development and approval of faculty led programs (five annually)
- Managed student approval, enrollment, and distribution across faculty led programs
- Evaluated transfer credit from institutions abroad
- Globalization Program Committee - college committee
- Vetted international learning opportunities
 - Robert Gordon University – Aberdeen, Scotland (2011)
 - University of Greenwich – Greenwich, England (2011)
 - EUSA – Dublin, Ireland (2011)
 - Tecnológico de Monterrey - Monterrey, Mexico (2010)
 - CET Shanghai, Donghua University - Shanghai, China (2010)
 - IES Shanghai, Fudan University - Shanghai, China (2010)
 - Sichuan University - Chengdu, China (2010)
 - Wuhan University - Wuhan, China (2010)
 - Shanghai University - Shanghai, China (2010)
 - University of Manchester - Manchester, England (2009)
 - University of Nottingham - Nottingham, England (2009)
 - University of Swansea - Swansea, Wales (2009)
 - CAPA International - London England (2009)
 - Florida State University - London, England (2009 and 2008)
 - University of Iowa - Asolo, Italy (2009)
 - Université Robert Schuman - Strasbourg, France (2008)
 - Grande École de Commerce et De Gestion - Paris Graduate School of Management - Paris, France (2008)
 - Boston University - London England (2008)
 - University of the Sunshine Coast - Sippy Downs, Australia (2006)
 - Kansas University - Asolo, Italy (2005 and 2003)
 - Universidad Católica del Ecuador - Guayaquil, Ecuador (2005)
 - American Intercontinental University - London, England (2003)

Provided oversight and management of the college's freshman experience

- Business Administration 100: Approaches to the College of Business Administration, a course designed to assist freshmen with the transition from high school to college
 - 14 sections of 25 students offered in fall semesters
 - Incorporated a Peer Mentor program – 28 peer mentors serve as teaching assistants
- Venture Living Learning Community – a freshman experience where students live in common housing, take common courses, and have common learning experiences integrating themes of leadership and social responsibility
 - Recruited partners in Residence Life, English, Communication Studies, and Math
 - 2010-2011 -74 students
23% Non-white and 15% first generation
 - 2009-2010 - 66 students
27% Non-white and 13% first generation
97% finished the freshman year in good Academic Standing
Developed Peer Study Group network for designated sections of Basic Calculus
Class averages 3.18 and 3.08 compared to a university wide 2.50
- Freshman orientation program
 - 21 sessions annually
- Freshman Convocation

Oversaw the development and implementation of AdvisorTrac – an online student appointment and file management system

- Beta tested at the college level prior to implementation campus-wide
- Campus administration housed in the College of Business Administration
 - Conducted ongoing assessment of service delivery
- Trained new faculty and graduate assistants on university and college academic policies, procedures, syllabi development, and classroom management
- Developed and implemented an online orientation advising assessment – conducted annually
- Assisted with redesign of advisor evaluation – conducted fall and spring semesters

Maintained a regular advising and mentoring role for student organizations

- Dean's Student Advisory Council
- Alpha Kappa Psi
- Students in Free Enterprise
- Delta Sigma Pi (2001-2002)
- Executive Undergraduate Program (2001-2002)

Supervised college admissions and tracking processes to include the capture and maintenance of longitudinal data

- Improved reliability of existing data and standardized data entry
- Created new systems for data collection and entry (new application processes and forms)
- Created a new database to track progression electronically
- Simplified progression standards and admissions process
- Assisted in the development of on-line appointment scheduling system
- Developed procedures for prerequisite checking in all College of Business Administration courses

Oversaw development and publication of college materials, including Undergraduate Programs website, recruiting brochures, the Guide to the Curriculum and Majors, curriculum worksheets, presentations, the Guide to the Use of Technology, and the Student Handbook**Designed, organized, and supervised college-based Undergraduate Commencement Ceremony****Organized college participation in all university admissions and recruiting activities**

- Open Houses and Scholars Invitationals
- Admitted student receptions
- Transfer recruiting fairs
- Developed and manage College of Business Administration Student Ambassador Program
- On-campus recruiting events for the Athletic Department

Committee participation and service

- Undergraduate Scholarship Committee (Chair) – 650,000 dollars awarded annually
- Coordinate Departmental Scholarship data collection and notification
- Provost's Associate Deans Group
- Provost's Timetable Revision Task Force (2010)
- Provost's Retention Task Force (2007-2008)
- Honors Steering Committee
- Academic Advising Leadership Group
- Chancellor's Scholarship Committee
- Haslam Scholars Selection Committee
- Staff Awards Committee (Chair)
- Bank of America Leadership Awards Committee (Chair)
- Committee to Internationalize the Campus
- Executive Committee (2001-2003)
- Undergraduate Academic Council
 - Advising Committee
 - Appeals Committee (2001-2005)

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- Orientation Committee (2001-2002)
 - Social Sciences Division Committee
 - DARS Implementation Committee
 - Student Information Systems
 - University Citation Committee (2001-2002)
 - Provost's Committee on Mini-term and Summer Terms (2002)
 - Search Committees
 - Career Services Business Consultant
 - Associate Director of Student Judicial Affairs
 - Director of Student Success Center
 - Assistant Director of the Global Business Institute
 - Academic Advisor – College of Education, Health, and Human Sciences
 - Academic Counselors – Thornton Athletics Student Life Center
 - Associate Director of Development – College of Business Administration
 - Associate Director of Judicial Affairs
 - Dean of Students
 - Chaired 12 search committees within unit

Co-Director Global Leadership Scholars (college-based honors program) 2006 - 2011

- Assisted in the design and development of curriculum and programmatic requirements for a college-wide honors learning community focusing on intercultural awareness and leadership
- Designed sophomore semester abroad experience in London
 - Managed transition from classroom to internship experience
- Co-taught introductory leadership seminar
- Recruited faculty participants
- Managed admissions and retention (class of 25 sophomores admitted annually)
- Mentored all participants (75)

Assistant Director, College of Arts & Sciences Advising Services 1999-2001

Contributed to the supervision and management of a large-scale advising center (7,500 students) with specific emphasis on students in university undecided, Arts and Sciences undeclared, pre-professional, and academic review status

Coordinated advising coverage for 45 faculty advisors, 9 graduate advisors, and 8 student advisors Managed, coordinated, and supervised activities of 5 support staff members and 8 work-study students Trained faculty, graduate, and student advisors using group and individual strategies

Arranged, coordinated, and implemented the college's summer orientation advising program for 2,200 students (up to 175 per day)

- Hired and supervised the orientation staff, 18 advisors, and 2 support staff members
- Prepared orientation advisors to communicate college and university policies and services, presented the college curriculum, interpreted foreign language and math placement exams, evaluated transfer work, and advised any incoming university student
- Coordinated 30 post-summer orientation advising sessions for an additional 250 students and all other scheduled orientation programs

Designed, implemented, and maintained the advising center's website Coordinated response to all college level electronic inquiries

Represented the college and advising center at professional and recruiting functions, on and off-campus

Provided academic overview of the college and university for athletes and their parents during recruiting visits and coordinated initial advising sessions

Directed intrusive advising sessions for students experiencing academic difficulty

Assisted students with preparation for professional post-baccalaureate programs (Pre-health, Pre-

teaching, Pre-law, and MBA)

Represented the Dean in the evaluation of course withdrawal, overload, and correspondence requests

Acted as liaison to the Provost's Office, Registrar's Office, Admissions Office, Orientation Office, Center for Undergraduate Excellence, Career Services, Disability Services, Colleges of Education and Business Administration, Evening School, Men's & Women's Athletics, & Army Reserve Officer Training Corps

Represented the college on Readmission, College of Education Admissions, and Orientation committees

Coordinated college scholarship committees, applicant selection, and award distributions

Served as the Faculty/Staff Representative for the Dean's Student Advisory Council

Converted a 1,900 square foot classroom to a dedicated advising location with 18 advising spaces, reception area, information kiosks, workstations, kitchen, and storage space

- Designed the floor plan
- Coordinated the development of telephone and computer networks for 21 workstations
- Located surplus landscaping, furnishings, computers, and printers and supervised installation

Administered and coordinated the *Introduction to Health Care* class at the University of Tennessee Medical Center (1999-2000)

Graduate Assistant: Advisor, College of Arts and Sciences Advising Services 1997 - 1999

Advised and assisted in academic planning for

students Specialized in:

- Pre-health occupations
 - Undecided, incoming, prospective, and transfer students
 - Academic Review and Pending Academic Dismissal Assisted in administration of *Introduction to Health Care* class
- Counseled students on educational and career issues

Evaluated late withdrawal applications

Led orientation group advising for freshman and transfer students

Represented the College of Arts and Sciences at university open houses and college fairs

Assisted in the general operations of the advising center

Graduate Teaching Assistant, Department of Geography 1994 - 1997

Administered undergraduate geography classes

Prepared and graded examinations

Lectured on selected topics and special projects

Researched topics to further elucidate core concepts

Assisted students with preparation and general educational issues

Courses:

- World Regional Geography (101 & 102)
- Behavioral Geography (323)
- Economic Geography: Core Concepts (340)
- Geography of the US & Canada (361)
- Geography of the American South (363)
- Geography of Appalachia (365)
- University Honors Seminar: Geography and Popular Culture (320)

People Incorporated Community Action Agency, Abingdon, Virginia

Program Counselor, Project Discovery 1993 - 1994

Assisted first generation, at-risk, and low income high school students (freshman - seniors) with college preparation

- 120 students from 9 high schools in Washington and Russell County, Virginia
- 10 of 11 seniors entered post-secondary institutions

Counseled students on general educational concerns and pressures of high school life
 Developed and presented educational workshops on college admissions, college life, financial aid, SAT/ACT preparation, study skills, critical thinking, and college choice
 Supervised campus visits at regional colleges and universities
 Arranged and coordinated cultural, social and extracurricular activities
 Facilitated communication between high school guidance counselors and college admissions officers
 Solicited donations from colleges, universities, and community leaders
 Represented the Agency and Program at various Community Action Rallies and Training Seminars Lobbied state representatives for funding and support
 Taught Project Discovery Curriculum in Summer Youth Employment Training Program
 Supervised student workers in Summer Youth Employment Training Program at dispersed job sites and in a variety of educational settings
 Participated in day-to-day operations of the agency

PROFESSIONAL DEVELOPMENT

2014-2015 La Crosse Area Leadership Development Program – La Crosse, Wisconsin Chamber of Commerce.

Co-Instructor: Business Administration 217 – Leadership Seminar: Approaches (Fall 2007, 2008, 2009, and 2010). The course is the introductory seminar for students participating in Global Leadership Scholars (a college-based honors program) and focuses on leadership frameworks.

Instructor: Business Administration 100 – Approaches to the College of Business Administration (Fall 2005 and 2010). Integration into the College of Business Administration with emphasis on academic and career planning, college success strategies, and professional development.

Instructor: First Year Studies 101: Approaches to the University (Fall 1998 - 2001 and 2004 – 2009). The course is aimed at assisting entering freshman with transition to college life. Topics include purpose of education, study skills, time management, decision making, communication, computer and e-mail training, career and life planning, and academic advising and planning.

UT Leaders Lighting the Way: Classes completed: Supervising a Diverse Work Environment; Leading Change, Behavioral Interviewing; Dealing with Employee Leave Issues; Workers' Compensation; Preventing Sexual Harassment.

Supervision 20/20: Classes completed: Leading at UT; Conflict Resolution; Strategic Planning; Ethics in Management; Compensation Overview; Environmental Health and Safety; Fiscal Policies Overview; Performance Review; Benefits Policies Overview; Legal Aspects of Supervision; Mission, Vision, and Values; Purchasing and Bidding Procedures; Employment Policies and Procedures; Budgeting and Accounting Overview; UT Search Procedures; Clear Communication to Build Effective Teams; Internal Controls Overview Employee Conduct; Completed certification, November 2004.

Supervisors: The Organization, Achievement, and Responsibility (SOAR): Effective Supervisory Practices; Compensation Overview; Conflict Resolution; Ethics in Management; Legal Aspects of Supervision, Mission, Vision, and Values. Completed certification, April 2002.

Instructor: Knox County Adopt-A-Watershed Program for the Tennessee Water Resources Center (June 2001). This workshop empowers middle school teachers to use their local watershed as a learning environment. Topics include watershed identification, development of map reading, topographic skills, and stream order identification.

Institutional Representative: Reserve Officers Training Corps Advanced Camp (July 2000). Invited to attend an informational conference at Fort Lewis, Washington and observe Army ROTC training methods.

Video Co-Producer: “A Place Called Marble City” (1998). Wrote, directed, filmed, edited, and produced a documentary film, which focused on the cultural impacts associated with the loss of sense of place (in conjunction with C-TV of Knoxville).

Instructor: Geography 101: World Regional Geography (Summer 1997, 1998, 1999). The course focuses on selected topics from East Asia, Southeast Asia, South Asia, the Middle East, and Africa, illustrating geographic concepts and techniques.

Assistant Administrator: Tennessee Science Olympiad (April 1996, 1997). Assisted in the development and administration of the geography exam for middle school students.

Assistant Instructor: Academy for Teachers of Science and Mathematics (July 1996). Assisted in the development and implementation of an educational workshop for secondary school teachers. The course elucidated basic geographic techniques and principles.

Participant: Washington County (Virginia) Leadership Development Program (1993-1994). The Washington County Chamber of Commerce selected 25 community leaders to participate in a year-long program devoted to developing effective community leadership.

PROFESSIONAL ORGANIZATIONS & PARTICIPATION

Conferences Attended

Admissions

American International Recruitment Council 6th Annual Conference, Miami, Florida (December 2014).

National Association for College Admissions Counseling: 67th National Conference: New Orleans, Louisiana (October 2011).

Potomac and Chesapeake Association for College Admissions Counseling/Joint Southern Association for College Admissions Counseling Conference: Arlington, Virginia (April 2012).

Advising

National Conference on Academic Advising, National Academic Advising Association: 38nd Annual Meeting, Minneapolis, Minnesota (October 2014).

National Conference on Academic Advising, National Academic Advising Association: 36nd Annual Meeting, Nashville, Tennessee (October 2012).

Mid-Atlantic Region, National Academic Advising Association: Annapolis, Maryland (March 2012).

National Conference on Academic Advising, National Academic Advising Association: 34nd Annual Meeting, Orlando, Florida (October 2010).

National Conference on Academic Advising, National Academic Advising Association: 33rd Annual Meeting, San Antonio, Texas (October 2009).

National Conference on Academic Advising, National Academic Advising Association: 32nd Annual Meeting, Chicago, Illinois (October 2008).

National Conference on Academic Advising, National Academic Advising Association: 31st Annual Meeting, Baltimore, Maryland (October 2007).

National Conference on Academic Advising, National Academic Advising Association: 29th Annual Meeting, Las Vegas, Nevada (October 2005).

National Conference on Academic Advising, National Academic Advising Association: 28th Annual Meeting, Cincinnati, Ohio (October 2004).

National Conference on Academic Advising, National Academic Advising Association: 27th Annual Meeting, Dallas, Texas (October 2003).

Mid-South Region, National Academic Advising Association, Charleston, South Carolina (February 2003).

National Conference on Academic Advising, National Academic Advising Association: 26th Annual Meeting, Salt Lake City, Utah (October 2002).

National Conference on Academic Advising, National Academic Advising Association: 25th Annual Meeting, Ottawa, Canada (October 2001).

National Conference on Academic Advising, National Academic Advising Association: 24th Annual Meeting, Orlando, Florida (October 2000).

National Conference on Academic Advising, National Academic Advising Association: 23rd Annual Meeting, Denver, Colorado (October 1999).

Career Services and Corporate Relations

Network of Academic Corporate Relations Officers, 2019 Annual Conference: Pittsburg, Pennsylvania (July 2019).

National Association of Colleges and Employers 2019, National Conference and Expo: Orlando, Florida (June 2019).

National Undergraduate Business Symposium (NUBS): Philadelphia, Pennsylvania (April 2019)

Network of Academic Corporate Relations Officers, 2018 Annual Conference: Atlanta, Georgia (July 2018).

National Association of Colleges and Employers 2018, National Conference and Expo: New Orleans, Louisiana (June 2018).

National Association of Colleges and Employers 2017, National Conference and Expo: Las Vegas, Nevada (June 2017).

National Undergraduate Business Symposium (NUBS): Minneapolis, Minnesota (April 2017).

Big Ten Corporate and Foundations Relations, Annual Conference: Chicago, Illinois (March 2017).

Customer Relationship Management

Salesforce Higher Education Summit: Austin, Texas (April, 2017).

Enrollment Management

Strategic Enrollment Management Conference, American Association of Collegiate Registrars and Admissions Officers: 32nd Annual Conference, Toronto, Ontario (November 2022).

University of Wisconsin System Transfer Symposium: Unwrapping the Orthodoxies of Transfer, Wisconsin Dells, Wisconsin (February 2015).

Strategic Enrollment Management Conference, American Association of Collegiate Registrars and Admissions Officers: 23rd Annual Conference, Chicago, Illinois (November 2013).

First Year Experience

National Resource Center for First Year Experience and Students in Transition: 31st Annual Conference, San Antonio, Texas (February 2012).

High Impact Practices

Association of American Colleges & Universities 2015 Institute on High Impact Practices and Student Success: Madison, Wisconsin (June 2015)

Internationalization

NAFSA: Association of International Educators 2015 Annual Conference and Expo, Boston, Massachusetts (May 2015).

NAFSA: Association of International Educators Region V Conference, Grand Rapids, Michigan (November 2014).

NAFSA: Association of International Educators 2014 Annual Conference and Expo, San Diego, California (May 2014).

Internationalizing the Curriculum and Campus Conference, University of Minnesota, St. Paul Minnesota (April 2014).

Academic Advisors Conference, Consortium of Universities for International Studies, Asolo, Italy (October 2009).

Academic Advisors Conference, Consortium of Universities for International Studies, Asolo, Italy (October 2005).

International Conference on Study Abroad Curriculum Integration, University of Minnesota, St. Paul, Minnesota (April 2004).

Transatlantic Education and Training Conference, US Department of Education, FISPE, Lisbon, Portugal (December 2003).
Academic Advisors Conference, Consortium of Universities for International Studies, Asolo, Italy (October 2003).

Conference for Academic Advisors, American Intercontinental University, London, England (March 2003).

Management and Assessment

Associate Deans and Innovative Programs, Association for the Advancement for Collegiate Schools of Business International, St. Pete Beach (November 2010).

Associate Deans and Innovative Programs, Association for the Advancement for Collegiate Schools of Business International, Scottsdale, Arizona (November 2009).

Assessment Conference, Association for the Advancement for Collegiate Schools of Business International, Dallas, Texas (December 2008).

Associate Deans and Innovative Programs, Association for the Advancement for Collegiate Schools of Business International, Glendale, Arizona (November 2008).

Institute for Advising Administrators, National Academic Advising Association: 5th Annual Meeting, San Antonio, Texas (February 2007).

Emerging Curricula Conference, Association for the Advancement for Collegiate Schools of Business International, Baltimore, Maryland (November 2007).

Emerging Curricula Conference, Association for the Advancement for Collegiate Schools of Business International, Scottsdale, Arizona (November 2006).

Assessment of Academic Advising Institute, National Academic Advising Association: 2nd Annual Meeting, St. Pete Beach, Florida (February 2005).

Emerging Curricula Conference, Association for the Advancement for Collegiate Schools of Business International, Tampa, Florida (November 2005).

Emerging Curricula Conference, Association for the Advancement for Collegiate Schools of Business International, Dallas, Texas (December 2004).

Assessment of Academic Advising Institute, National Academic Advising Association: 1st Annual Meeting, St. Pete Beach, Florida (February 2004).

Institute for Advising Administrators, National Academic Advising Association: 2nd Annual Meeting, St. Pete Beach, Florida (February 2004).

Emerging Curricula Conference, Association for the Advancement for Collegiate Schools of Business International, Crystal City, Virginia (November 2003).

Academic Advising Administrator's Institute, National Academic Advising Association, San Antonio, Texas (February 2003).

Emerging Curricula Conference, Association for the Advancement for Collegiate Schools of Business International, Chicago, Illinois (November 2001).

Disciplinary

Southeastern Division, Association of American Geographers: 50th Annual Meeting; Birmingham, Alabama (November 1997).

Association of American Geographers: 93rd Annual Meeting; Fort Worth, Texas (April 1997).

Southeastern Division, Association of American Geographers: 49th Annual Meeting; Athens, Georgia (November 1996).

Southeastern Division, Association of American Geographers: 48th Annual Meeting; Knoxville, Tennessee (November 1995).

Conference Presentations

Advising

National Conference on Academic Advising, National Academic Advising Association: 33rd Annual Meeting, San Antonio, Texas (October 2009). Presentation Title: "*AdvisorTrac for Dummies: a Narrative of Implementation.*" Co-presenters: George Drinnon, Elizabeth Gullett, and Penny Beasley.

National Conference on Academic Advising, National Academic Advising Association: 28th Annual Meeting, Cincinnati, Ohio (October 2004). Presentation Title "*Orientation Advising as a Foundation for Assessing Freshman Learning Outcomes.*" Co-presenters Tammi Brown, Robert Shields, Kimberley Ransom, and Calley Stevens.

National Conference on Academic Advising, National Academic Advising Association: 27th Annual Meeting, Dallas, Texas (October 2003). Presentation Title "*Developing Successful Orientation Advising and Evaluating its Effectiveness.*" Co-presenters George Drinnon and Laura Trainer.

National Conference on Academic Advising, National Academic Advising Association: 25th Annual Meeting, Ottawa, Canada (October 2005). Presentation Title "*University of Tennessee's Undergraduate Business Advising Center's Odyssey into Technology*" Co-presenters Margaret Russell and Ramsey Valentine.

Disciplinary

Southeastern Division, Association of American Geographers: 51st Annual Meeting; Memphis, Tennessee (November 1998).

Paper Title: "*Exploring Industrial Location in Appalachian Tennessee.*"

Association of American Geographers: 94th Annual Meeting; Boston, Massachusetts (April 1998). Paper Title: "*Manufacturing Communities of Appalachian Tennessee.*"

CITATIONS AND AWARDS

Global Leadership Scholars North Star Award for Leadership 2011

College of Business Administration Outstanding Staff Award for Professionalism (April 2004 and 2010)

Provost's Citation for Excellence in Advising (April 2002)

EDUCATION

Completed doctoral level coursework in Geography, Human Resource Development and Management.

Master of Science

Department of Geography, The University of Tennessee, Knoxville, TN

Thesis: *Manufacturing Communities of Appalachian Tennessee 1958-1992*

Achievements:

Department of Geography: Outstanding Teaching Associate 1998-1999

Library Dean's Student Advisory Committee 1998-1999

Department of Geography: Professional Accomplishment Award 1997-1998

University Graduate Student Travel Grant 1998

Phi Kappa Phi Honor Society 1997

Hilton A. Smith Graduate Fellowship 1995-1996

Department of Geography: Outstanding Teaching Assistant Award 1994-1995

Bachelor of Arts

University of North Carolina at Charlotte, Belk College of Business, Charlotte, NC

Major: Economics, Minor: American Studies.

Achievements:

Outstanding Senior: Department of Economics 1991-1992

John L. Fraley Scholarship 1991-1992

Joseph Carl Stepp Memorial Scholarship 1990-1991

Commencement Marshall 1991

Edwin L. Rogers Scholarship in Economics 1990-1991

Diane G. Martin Scholarship in Economics 1989-1990

Phi Kappa Phi Honor Society

Beta Gamma Sigma Honor Society

Golden Key National Honor Society

Dean's List: 1 semester

Chancellor's List: 8 semester