June 28, 2024

Northwestern State University
RE: President Search

Dear Members of the Search Committee:

It is with great enthusiasm that I submit my letter of application for the position of President of Northwestern State University. This is truly a time of dynamic transformation in higher education, and my lifelong passion has been to serve its mission and vision by creating a culture of innovation and collaboration that drives our most important outcome: **student success**. I have been blessed with a career of diverse opportunities and leadership experiences that encompass all the major areas of a university; a quality that I truly believe makes me ready to partner with the Board of Supervisors in leading your students, faculty, staff, and alumni in a shared vision for the future, but more importantly, *make a difference* on the grandest stage of all.

I was attracted to this opportunity for a number of reasons, beginning with my passion for public higher education. While I had the opportunity to attend a local, Ivy League school, I chose a local public four-year institution, a decision I never regretted as that educational experience truly changed my life. My alma mater (a regional comprehensive which also began as a normal school) was also the alma mater of my mother and where I met my wife; between the three of us, we acquired seven degrees and all of us worked at the institution in some capacity. It solidified my belief in the power of public higher education and its ability to provide social mobility and economic prosperity to everyone, making these paths open and accessible to all. I have the unique perspective of working both at a System Office and at a campus in a system, and then spending a few years at a private institution. I understand the challenges of public higher education and have experienced them first-hand in the Connecticut system, the Pennsylvania system, and now the Massachusetts system. I have also experienced a private institution who redefines the word "nimble" in an enrollment-driven environment. It is my belief that success will come to those who leverage the power of a system and the efficiencies and synergies that are nurtured and developed while striving to "turn on a dime" like the private schools do. When we respond to this ever-changing educational environment in a systemic way, we maximize our investments in not only our institutions but our communities, our workforce, our economies, and, most importantly, our people. You are truly able to articulate the value of a close-knit community in your academic programs, student life, and work environment…something that is very important to me. While some may think that it is just a slogan or a cliché, students like Christopher Doney and faculty like Dr. Nicole Lobdell are living proof that embody more than just words on a website. From being ranked #1 in Louisiana by U.S. News and World Report to record fund raising and endowment performance, it makes it an incredibly exciting time to join the Northwestern State family.

But those are not the only reasons I was attracted to this opportunity. Your core values resonate with my collaborative, compassionate leadership style, which I believe takes the popular "servant leader" definition to another level with elements of kindness and serving the greater good. I call it the 3Gs - **generosity, gratitude,** and **grace** – and it is built on principles

such as helping others, appreciation, and inclusion. And as an organist/choir director for over 30 years, everything I do is grounded in an unwavering passion and spirituality that is not limited to Sunday mornings; the bottom of our bulletin says it all and is "the talk that I walk" every day: the worship has ended, the service begins.

Your mission speaks to a singular importance that is, in my opinion, critical to student success: "the development of the whole person." It is the synergy between Academic Affairs, Student Affairs, and Enrollment Management that truly creates that tapestry of support around the student, woven with the thread of technology. I have led on two different campuses the implementation of Education Advisory Board's Student Success Collaborative, an advising/predictive modeling tool for faculty and professional advisors to improve retention and graduation rates that includes an app to keep open a constant communication channel with our students. The model is based on healthcare: every individual student is supported holistically by their own coordinated care network of people from all corners of the campus, walking their "personalized journey" with them so that the student can be successful academically and personally. A degree from Northwestern State University creates a virtual "GPS" (Graduation Positioning System as I call it) for success in their careers and **meaning** and **purpose** in their lives, providing the personalized support that ultimately transforms students…and often transforms the faculty and staff that support them.

This is a daunting task, as the challenges of higher education focus on two words that have driven our continuing conversation of the value of a college degree: *access* and *affordability*. This worldwide Coronavirus pandemic has accelerated these discussions as higher education struggles to redefine itself as it navigates the other side of the curve. In this era of declining populations of high school graduates and the questioning of the value of a degree coupled with the financial realities of this "new normal," institutions are especially challenged to make their case in the marketplace. Many of these schools are labeled "hidden gems;" Rider has historically struggled with a similar type of label: New Jersey's best-kept secret. The challenge with being secret or hidden is that people do not know about you and cannot articulate your value. Your story is truly compelling, but that story must become so ingrained in the community that the default answer to "Where are students successful?" is obvious and without hesitation: Northwestern State University.

And the definition of "community" must be broad and wide; if the epicenter of student success truly lives on 916 beautiful acres in Natchitoches, it must be an integral part of everything we do and cannot end at the borders of a campus map. It's sustaining and promoting a culture that focuses on **students first**, engaging them wherever they are, from the A.A. Fredericks Fine Arts Center to Williamson Hall… and all points in between. It's connecting and marketing that compelling story to the cities and towns in Louisiana…and all points beyond. It's celebrating the achievements of alumni who have already experienced that compelling story and are living proof of Northwestern State's success. And it's communicating and advocating the value of a liberal arts education, built on a foundation of scholarship and academic rigor and woven with the fabric of personalized support and integrated delivery of experiential learning that prepares your students, graduates and life-long learners to be an important part of the legacy of innovative education that will truly write the next important chapter in the transforming story of Northwestern State University.

I am currently the Deputy Commissioner for Academic Affairs and Student Success Department of Higher Education (DHE) for the Commonwealth of Massachusetts. As the Chief Academic Officer for the DHE, I am the executive thought-leader, advancing the transformation of Massachusetts public higher education system through innovative academic policies and practices across fifteen community colleges, nine state universities and five University of Massachusetts campuses. The work I am doing at the DHE is rewarding, and I would not normally seek a new position this quickly, but opportunities like this one are quite rare. Their hybrid setup is desirable for many, but I truly miss the buzz of a college campus, bringing students, faculty, and staff together in-person as a team working towards a shared goal of student success, something I have done throughout my entire journey in higher education. Our institutions educate minds and touch hearts through the vehicles of **relationships**; these interactions truly make a difference, and when nurtured and developed, they lead to both student and institutional success. While there is a place for our remote technology as we navigate what "work" looks like in our post-pandemic world, there needs to be a balance so that everything is not through the glass window of a computer screen in the "Hollywood Squares" view of Zoom. Relationships truly matter and are symbolic of a successful presidency; perhaps it is why famous pianist Victor Borge once said, "*A smile is the shortest distance between people*."

At my previous institutions, I was a thought leader and critical collaborator in developing and implementing academic solutions that balanced pedagogy with facilities and finances to maximize student success. As Associate Vice President for Institutional Effectiveness at Southern Connecticut State University (SCSU), I linked planning, budget and assessment to maximize the efficiency of all resources that supported the academic mission. I was the university's accreditation liaison, collaborating with departments to develop academic and business plans for new course and program offerings for Board of Trustee and regional approvals. I participated in two campus accreditation (NEASC) events, co-chairing the Student portion for our campus visit and then co-chairing the entire process for our five-year written report. I led Southern's academic community to a prestigious award: an *Excellence in Assessment* designation (one of only 5 colleges and universities in the country that year) – a recognition for successfully using data about student learning to help improve student performance. I actively participated in multiple strategic plans and master planning processes at SCSU and, when arriving at Rider University, was immediately involved in their master plan development as well as their Middle States Self-Study and construction of an addition to their Science building. While at Rider, I managed all budgets in Academic Affairs as well as their Pro Forma process, which is a collaborative effort involving faculty, Deans, Enrollment Management, and Finance on new program development and resource allocation. I also managed Rider's Engaged Learning program, a collaborative initiative of Academic Affairs and Student Affairs that provided students with an integrated plan of curricular and co-curricular opportunities as part of their educational journey. I was deeply involved with curricular program development at Rider, collaborating on new initiatives such as a Bachelor of Arts in Game & Interactive Media Design and an accelerated, online Master of Science in Higher Education Assessment, Analytics, and Change Management.

I bring over thirty years of academic and administrative experience in significant leadership positions in complex organizations, and my career has always been defined by **leading change**. My mantra in all these initiatives has been the same: *an eye on the past, a vision for the future*. As Assistant Vice Chancellor for Academic Affairs at the Pennsylvania State System for Higher Education (PASSHE), I built bridges across the 14 universities and 18 community colleges to break down barriers for transfer student success. Working with these constituents as well as legislators, I have developed system policy that helps navigate the challenges of being a transfer student while moving the needle towards a label that all institutions desire: "transfer-friendly." I collaborated with our institutions on our #Prepared4PA workforce development program that aligns competencies and skills needed for successful transitions in the workforce across in-demand industries as well as overseeing our system's distance education efforts and serving as the system functional lead on a systemwide Banner ERP implementation (OneSIS), implementing academic sharing procedures and standards to leverage technology to automate course sharing, collaborative programs, and joint degrees within the state system. I was also a critical part of a systemwide procurement initiative to reduce spending and increase the buying power of the Keystone Library Network, a consortium I coordinated. I led the physical and operational consolidation of two libraries as part of Rider's move of the Westminster Choir College from Princeton to the Lawrenceville campus. The result was a $1.5 million, state-of-the art Music library integrated into a newly renovated comprehensive library, creating the best of both worlds. As Interim CIO, I began migration of a 25-year-old phone system to a Voice over IP system, implemented virtual desktops to support faculty teaching, and electronic student transcripts. I also supported the implementation of a distance learning partnership with Pearson Online Learning Services, moving existing programs online while developing new programs through cutting-edge course design in Canvas with the Teaching and Learning Center that I supervised. While serving as AVP for Institutional Effectiveness at SCSU, I was asked to take over for the recently departed AVP for Enrollment Management with the challenge of reversing the current enrollment trajectory. As a double AVP, I increased student headcounts by 3.5% in six months leading a campus-wide marketing and communications effort that welcomed the largest incoming class in over 10 years. I managed our "*Southern on the Green*" location with Gateway Community College, providing critical support for two-year students as they transitioned to a four-year institution. As an Assistant Vice President for Banner Project Implementation, I brought together stakeholders from all corners of the campus to work as a team to install an integrated student/campus information system. New systems bring new ways of doing things, so I led a campus-wide process redesign initiative throughout the entire implementation, improving efficiencies across all units of the university.

Financial health is something that all institutions are grappling with during this unprecedented time, and while I have already discussed my work in managing operating and capital expenses, the stewardship of those resources is just as important and deserves mention as well. Since Southern was both my employer and my alma mater, I felt a responsibility to "pay it forward," as they say. I served as co-chair of the Alumni Association's Finance Committee for many years, as well as managing all of the student scholarships. For all my work on external funding with Southern's Grants Office, I received their "Making a Difference" award. On a personal level, I oversaw the finances at my church on two different occasions, taking deficit budgets and balancing them in a short period of time. But I didn't feel these

experiences had the depth and breadth needed to be successful at the next level, so I obtained a Certificate in Professional Fundraising from Boston University. This was invaluable for my cultivating relationships in support of Rider's efforts during its current $80 million capital campaign, and I am confident my knowledge would be beneficial as you grow your alumni support and philanthropic donations.

While financial sustainability is vital to institutional stability, the heartbeat of a university emanates from what I believe and have stated previously is our most important resource: the human one. At Rider, I supervised both union and non-unionized employees and managed my previous library at Southern with five different union contracts in force, including one state-wide clerical union, so I have extensive experience in governance, contracts and compliance. I have written on the principles of shared governance, presenting these findings at AAUP's International Conference on Globalization, Shared Governance, and Academic Freedom. For the first part of my career, I was an AFSCME member and served as Vice President and President. Rider has a strong union and a long history of shared governance, but I believe my collaborative management style had a positive influence on the climate: although it is in the other Associate Provost's job description, the AAUP requested that I serve on the University Promotion and Tenure committee. My communication approach is to truly "walk the talk" of transparency with an "open door" policy that honestly means the physical and proverbial door is open.

With challenges come opportunities, so in the spirit of the way we communicate, I believe our success boils down to two basic principles that everything can be built upon: **#WorkingHard** and **#WorkingTogether**. It has been and always will be my work ethic, and in many ways, it is truly the mantra of a successful university and the students we teach. When we do those things, we create an environment where students, faculty, and staff are engaged, enriched, and empowered. We make a profound difference in their lives, and I believe this opportunity would allow me to make that difference as well. Therefore, I truly believe that I offer Northwestern State University the depth and breadth of knowledge and experience to be a successful President. I hope to have the opportunity to meet with you in the near future.

Sincerely,



Richard L. Riccardi, Sc.D.

# Richard L. Riccardi

## Education

**Sc.D.** **Doctor of Science in Management Information Systems**
University of New Haven, 2007

**M.S.** **Master of Science in Research and Measurement**
Southern Connecticut State University, 1993

**B.S.** **Bachelor of Science in Mathematics**
Southern Connecticut State University, 1988

## Experience

Deputy Commissioner for Academic Affairs and Student Success — 2023-present
Department of Higher Education (DHE), Commonwealth of Massachusetts

- Serves as the Chief Academic Officer (CAO) for the DHE, advancing the transformation of Massachusetts public higher education system through innovative academic policies and practices, working to provide learners with equitable access to high quality educational opportunities consistent with the Board of Higher Education (BHE) and the DHE's standards and regulations.
- Advances state-level policies and initiatives needed to create a system of student ready public colleges and universities through the guiding principle of equity that aligns the system's focus on student success.
- Oversees academic program approval for both public and independent post-secondary institutions operating in Massachusetts.
- Serves as a member of the Commissioner's Senior Team.
- Supervises 3 Associate Commissioners, 1 Assistant Commissioner, and 2 Directors (6 direct reports; overall staff of 22 full- and part-time employees)
- Leads Strategic Planning across community college and state university sectors.
- Leads innovation initiatives such as implementation of a three-year bachelor's degree and program review redesign.
- Leads Academic Affairs and Student Success role in Financial Assessment and Risk Monitoring (FARM) process, ensuring that the student's rights are protected during institutional mergers and closures.
- Leads Early College Initiative, creating partnerships connecting state districts and high schools with colleges in order to give thousands of students, especially first-generation college-goers, access to college completion and career success.
- Oversees Academic Affairs and Student Success grants management (over $50 million), including workforce development, innovation, and student basic needs.
- Serves on Community College CAO group and State University CAO group, promoting innovation and collaboration among the institutions.

Assistant Vice Chancellor 2021-2023

Academic Affairs, Pennsylvania's State System of Higher Education

- Provided strategic and tactical leadership, assisting the Vice Chancellor in the overall planning, organizing and managing of Academic Affairs (system level).
- Supported and implemented coordinated work around system academic sharing and planning, System Redesign, academic integrations, accreditation, distance education (D2L), academic program pathways from community colleges, international education and partnerships, and policy and procedures emanating from Middle States and the Pennsylvania Department of Education.
- Oversaw Keystone Library Network (KLN).
    - Assumed role of KLN Coordinator (July '21 – June '23)
    - Implemented systemwide procurement initiative to reduce spending and increase the buying power of KLN.
- Managed Strong Start to Finish grant, developing corequisite standards and policy for mathematics courses in the state system.
- Functional lead for OneSIS (systemwide Ellucian Banner ERP) implementation.
    - Developed procedures, standards, and implementation for academic sharing, leveraging technology to automate course sharing, collaborative programs, and joint degrees within the state system.
    - Led development/integration of Academic Program Inventory.
- Led Reverse Transfer initiative resulting in a new agreement between four-year and two-year institutions enabling students to earn degrees at both the associate and baccalaureate levels.
- Improved transfer pathways and program to program agreements with community colleges through implementation of new policy designed to decrease time to degree and cost, ultimately improving student success.
- Redesigned Academic and Student Affairs intranet using Microsoft SharePoint to better facilitate internal and external communications.

Senior Associate Provost and Dean of Libraries 2017-2020

Academic Affairs, Rider University

- Supervised Moore and Talbott Libraries, the Registrar's Office, the Teaching and Learning Center (TLC), the Center for Development of Leadership Skills, the Academic Success Center, and Institutional Research.
- Oversaw the *Engaged Learning Program*, a collaborative initiative of Academic and Student Affairs that provides students with an integrated plan of curricular and co-curricular opportunities as part of their academic journey. Students are required to complete the equivalent of six credits of activities focused on high-impact practices.

- Served as Acting Provost during Coronavirus pandemic.
- Served on Cabinet during Coronavirus pandemic.
- Led implementation of Student Success Collaborative (Education Advisory Board), an online advising/predictive modeling tool for faculty and professional advisors to improve retention and graduation rates.
- Led $1.5 million library project, transitioning Talbott Library to the Lawrenceville campus, creating a new music library within the main library as well as renovating existing spaces and creating a new, high-tech library instruction classroom.
- Led strategic planning process, unifying both libraries with the development of one Strategic Plan (3-year) including updated mission and vision.
- Developed personnel and operating budgets for Academic Affairs ($53 million) in consultation with the Deans and Provost based on strategic planning and alignment with priority goals.
- Led modified, zero-sum budgeting model for Academic Affairs.
- Collaborated with faculty, Deans, Enrollment Management, and Finance on new program development through Pro Forma process.
- Obtained $190,000 grant to promote stenography.
- Implemented Rider Teaching Institute, designed to foster a culture that values and supports excellence in teaching, educational scholarship, and lifelong learning.
- Through a partnership with the Center for Diversity and Inclusion, developed a series of educational displays and events celebrating each month's featured heritage.
- Led implementation of preferred name and gender in all major university systems, a project to support LGBTQIA+ students, faculty, and staff.

Interim Chief Information Officer — January 2019
Finance, Rider University — -August 2019

- Supervised the Director of Enterprise Applications, the Director of Technology Planning and Solutions Center, the Director of Network and Telecommunications Services, the Associate Director of Media and Instructional Technology, and the OIT Business Coordinator.
- Managed $8.5 million technology budget.
- Implemented migration from Banner 8 to 9 and Cognos 11 to 12.
- Led implementations of Apporto's Cloud Desktop solution, student health records system (Medicat), and an international roaming service for user authentication (Eduroam).

- Began implementation of help desk solution (TeamDynamix), Voice Over IP phone solution (Windstream), Active Directory (Microsoft), and Slate (Technolutions).
- Implemented distance learning partnership with Pearson Online Learning Services.

Associate Vice President for Institutional Effectiveness 2014-2017

Academic Affairs, Southern Connecticut State University

- Supervised the Offices of Planning and Assessment and Institutional Research
    - Assumed duties of Assistant Director of Institutional Research (February '17)
- Managed Buley Library building, supervised library staff (August '16)
    - Assumed duties of Director of Library Services (April '17)
- Served as the university's accreditation liaison officer to the New England Association of Schools and Colleges (NEASC).
- Achieved *Excellence in Assessment* designation (one of only 5 colleges and universities in the country) – a recognition for successfully using data about student learning to help improve student performance.
- Developed an institutional data and analytics infrastructure using dashboards, reports, and benchmarking.
- Implemented data warehousing as part of a System initiative.
- Led process redesign of campus processes.
- Led implementation of Webfocus, a business intelligence tool for end-user reporting, dashboards, and analytics.
- Instrumental in the implementations of the following initiatives:
    - Folderwave, a cloud-based solution currently used for application, enrollment and financial aid processes with CRM functionality, and its successor, Target X, a complete, campus-wide CRM platform.
    - DegreeWorks, an academic advising, transfer articulation, and degree audit system.
    - Student Success Collaborative (Educational Advisory Board), an online advising/predictive modeling tool for faculty and professional advisors to improve retention and graduation rates.
    - Graduate Program Prioritization, a collaborative resource reallocation process for academic programs.
    - Multi-State Collaborative to Advance Learning Outcomes Assessment, a collaboration with AAC&U, SHEEO, and the Gates Foundation.
    - Financial aid leveraging model, working with Hardwick Day (EAB)

Interim Associate Vice President for Enrollment Management — January 2015 - July 2015

Academic Affairs, Southern Connecticut State University

- Supervised the Offices of Undergraduate Admissions, Registrar, and Academic and Career Advising, as well as the Associate Registrar/Coordinator of Course Scheduling and the Coordinator of Student Financial Literacy and Advising.
- Developed a comprehensive Student Success Program (working with Academic Affairs, Student Affairs, Institutional Advancement, and Finance/Administration) that addresses the unique needs of students to enhance their retention/graduation.
- Broadened customer service initiatives (such as SCSU and You program) to create opportunities for cross-training of staff to become knowledgeable about the spectrum of administrative and support services critical for student success.
- Led implementations of Student Success Collaborative, Folderwave, and Degreeworks.
- Increased overall student headcounts by 1.5% and overall FTE by 0.6%; increased admissions applications 58.8%.
- Led Accepted Student Day, a campus-wide Admissions event that yielded 57% more Admissions deposits and 125% more Housing deposits than the previous year.

Director, Office of Management Information and Research — 2003-2014

Academic Affairs, Southern Connecticut State University

- Supervised Office of Institutional Research and Banner Communications Director
    - Assumed duties of Director of Institutional Research (Jan '11)
    - Assumed duties of Banner Communications Director (May '13)
- Provided data analysis and process redesign for undergraduate and graduate program review, outcomes assessment, university and program-specific accreditation, faculty activity reports, essential-needs budgeting, activity-based costing, general education requirements, freshman year experience, and on-line course offerings.
- Created predictive models of student enrollment and course section data affecting all aspects of enrollment management (marketing, forecasting, retention, graduation, space planning, faculty workload, and spending plan projections).
- Led process redesign of adjunct payroll process.
- Instrumental in the implementations of the following initiatives:
    - Student Success Collaborative (Education Advisory Board)
    - Graduate Program Prioritization
    - Integrated Postsecondary Education Data System (IPEDS)

- The National Study of Instructional Costs & Productivity (Delaware Cost Study)
- TK20 (Assessment)
- College Portrait of Undergraduate Education (Voluntary System of Accountability)
- Digital Measures (Faculty Activity Reporting)
- Online Course Evaluations (Class Climate)
- The Common Application (Admissions)

Assistant Vice President for Banner (Ellucian) Project Implementation 2000-2003

Academic Affairs, Southern Connecticut State University

- Led implementation and upgrades of all modules of Banner, an integrated enterprise resource planning (ERP) system consisting of: Student, Financial Aid, Alumni, Human Resources, and Finance.
- Led conversion from State Payroll system to customized Banner Payroll interface.
- Led implementation of distance education modification (Online CSU) to Banner.

Student Team Leader, Banner (Ellucian) Project Implementation 1999-2000

Academic Affairs, Southern Connecticut State University

- Led implementation of functional and technical aspects of Banner Student module.
- Performed operational analysis of all policies and procedures related to Banner Student module.
- Wrote all conversion programs for Transcripts and Academic History student data from CSU Student Information System (CSUSIS) to Banner.
- Wrote Catalog extract to export CSUSIS course information.

Assistant Dean, Special Activities and Summer School 1996-1999

Graduate Studies & Continuing Education, Southern CT State University

- Managed all aspects of program offerings, collaborating with Deans and Department Chairs on course scheduling, course development, faculty workload, budgeting, and non-credit offerings.
- Collaborated on publications such as the Graduate Catalog and marketing literature. Developed and maintained Graduate School website, providing, application and program information, converting all publications to web format.
- Developed and managed all Graduate Studies & Continuing Education enrollment management databases, implementing enrollment management tools such as a Course Revenue Model to track key financial data (such as profit/loss).

- Managed distance education television studio, providing administration, technical and instructional support to faculty in delivery of courses via microwave transmission (Connecticut Public Television Knowledge Network).
- Implemented PICTURETEL, enabling video conferencing and distance education for four state universities and other area organizations.

Systems Analyst, Data Center 1991-1996

Southern Connecticut State University

- Developed timesaving procedures through process redesign to aid Business Office, Admissions, Scheduling, Records, Financial Aid, Residence Life and Alumni such as Cashiering accounts receivables report, Admissions application management, batch course/section management, and CSUSIS-to-Alumni Development System (ADS).
- Converted SCSU-specific programs to function with CSU Student Information System such as academic degree audit, registration statistics, on-line class rosters.
- Assisted in creation of first university website using HTML coding.
- Led campus Macintosh Users Group
- Extra duties: Managed SCSU Alumni Association finances and scholarships

Systems Analyst, Information Systems 1990-1991

Connecticut State University

- Converted Southern-specific programs/reports to interface with the CSU Student Information System (CSUSIS).
- Designed, programmed, and implemented the Residence Life subsystem of CSUSIS, providing housing application tracking, waiting list management, room assignments, dormitory damage, and the associated billing of these functions.
- Trained and supported all CSU Residence Life Departments.

Systems Analyst, Residence Life (part-time) 1984-1990

Southern Connecticut State University

- Designed, programmed, and implemented the first Residence Life Student Information System at SCSU. Features included automated room assignment based on preference algorithms, graphic floor plans, real-time vacancy counts, personalized letter generation, student billing, application tracking, bar-coded damage billing, student payroll, and integration with the university's databases.
- Served as technical and administrative liaison with Business Office, Financial Aid, Registrar, Admissions, and Computer Center.
- Responsible for design and layout of all Residence Life publications, including a monthly newsletter, Student Handbook, and Resident Advisor Handbook.

## Selected Publications

- "Do You Know What You Don't Know?" Academic Leader.
- "If Data Is the Answer, What Is the Question?" University Business.
- "Work-Life Balance: Managing Your Koyaanisqatsi." Academic Leader.
- "Fixing the DRIPs: Moving to a Data-Informed Culture." Academic Leader (special "Best Of" issue).
- "The Department Chair: A Decade Long Analysis." The Department Chair.
- "Noncollegial Faculty: Comparing Two Cultures." The Department Chair.
- "What A Chair Wants, What A Chair Needs: Ideal Training Approaches." The Department Chair.
- "First-Year Experience: A Comparison Study" Journal of Assessment and Institutional Effectiveness.
- "Researching Collegiality: Can We All Get Along?" Academic Leader (special issue on collegiality).
- "The State of Shared Governance: Principles, Perceptions, and Politics." Vanguard.
- "Garbage In, Garbage Stays: How ERPs Could Improve Our Data Quality Issues." College and University.
- "The Changes One Department Made to Increase Student Engagement and Graduation Rates." Recruitment and Retention in Higher Education.
- "Faculty Expectations Regarding Personnel Decisions." Academic Leader.
- "An Analysis of CSU Faculty and Chairs' Perceptions of Faculty Performance." Academic Leader.

## Selected Presentations

- "Creating Your Data-Informed Culture" (pre-conference workshop)
    - Leadership In Higher Education Conference
- "Collegiality as a Fourth Criterion for Personnel Decisions"
    - AAUP Conference on the State of Higher Education
- "The Lynchpin of a University: What We Know About Department Chairs"
    - Academic Chairpersons Conference
- "Why Can't I Register For This Class?: Leveraging Registration Audit Data to Manage Enrollments"
    - AIR National Conference
    - SunGard Higher Education Summit National Conference
- "The State of Shared Governance: Principles, Perceptions, and Politics"
    - Globalization, Shared Governance, and Academic Freedom: An International Conference held in conjunction with AAUP's 95th Annual Meeting
- "CIO by Committee: IT and Shared Governance"
    - AACRAO Technology National Conference
    - SunGard Higher Education Summit National Conference

- "Assessment 101: What Every Registrar Needs to Know"
    - AACRAO National Conference
- "Strengthening Disability Services through Program Evaluation and Assessment"
    - Association on Higher Education and Disability (AHEAD) National Conference
- "Faculty Activity Reports: How FAR Can We Go?"
    - AIR National Conference
- "Databases, Logistics and Program Assessment: No Longer Just for Generals"
    - National Academic Advising Association (NACADA) National Conference

## Selected Affiliations/Memberships

- Academic Leader Editorial Board
- Higher Education Consortia Advisory Board (University of Delaware)
- Connecticut Association for Institutional Research (ConnAIR)
    - Secretary/Treasurer (2016-2017)
- New England Association of Collegiate Registrars and Admissions Officers (NEACRAO)
    - Multicultural/Diversity Committee (2008-2010)
- Association for Institutional Research (AIR)
    - Data Policy Advisory Group (2018-present)

## Selected Professional Development

- Education Data Hub Founders Council (Educational Advisory Board)
- Compact for Faculty Diversity Institute on Teaching and Mentoring (Arlington, VA)
- Seminar on Leadership of the Faculty (Harvard Graduate School of Education)
- Certificate Program in Professional Fundraising (Boston University)
- Performance Assessment in Higher Education (Harvard Graduate School of Education)
- Evaluator of EconPortal (WH Freeman Publishers)
- Evaluator of CAM (Collegiality Assessment Matrix)

## Teaching Experience – Southern Connecticut State University

- Adjunct Professor (Graduate), Educational Leadership 2013-2014
- Adjunct Professor (Undergraduate), Mathematics 2011-2012
- Adjunct Professor (Undergraduate), Computer Science 1998-2000

## Selected System Service – Pennsylvania State System of Higher Education

- Enrollment Management Review Steering Committee 2022-present
- NASH Improvement Community - Improving Student Transfer Success 2022
- OneSIS Implementation-Team 2022-present
- NASH Transfer Network 2021-present
- NASH Equity Action Framework: PASSHE Team 2021-present
- PA Transfer and Articulation Oversight Committee 2021-present
- #Prepared4PA Workforce Pilot RFP Review Committee 2021-present
- PASSHE Faculty Professional Development Committee 2021-present
- PRPS-DCNR Park and Recreation Educators Summit Committee 2021-present
- Syed R. Ali-Zaidi Award for Academic Excellence Committee 2021-present
- Strong Start to Finish Grant Committee 2021

## Selected University Service – Rider University

- University Budget Advisory Committee 2020
- Promotion and Tenure Committee 2020
- Westminster Campus Transition Team 2019-2020
- Science and Technology Center Steering Committee 2019-2020
- Chief Information Officer Search Committee - Chair 2019
- Enterprise Risk Management Committee 2019
- Student Advocacy Committee 2018-2020
- Retention and Student Success Taskforce 2018-2020
- Academic Leadership Development Program (mentor) 2018-2019
- Student Success Technology Innovation Committee - Chair 2017-2019
- Middle States Self-Study Steering Committee 2017-2018
- Facilities Master Plan Steering Committee 2017-2018

## Selected University Service – Southern Connecticut State University

- Curriculum Implementation Team 2016-2017
- NEASC Self-Study Steering Committee 2015-2017
    - Co-Chair, Chair Standard 2 (Planning and Evaluation)
- Master Facilities Planning Committee 2014-2015
- Information Technology Governance 2014-2017

- Faculty and Staff Fundraising Campaign for Student Success 2014-2017
- University Strategic Planning Steering Committee 2013-2015
- Student Success Task Force 2013-2014
- President's Leadership Council 2012-2017
- Process Redesign Task Force - Chair 2012-2017
- NEASC Self-Study Steering Committee 2010-2012
    - Co-Chair, Standard 6 (Students)
- Information Stewards Committee - Chair 2007-2009
- Enrollment Operations Committee - Chair (2015) 2007-2017
- Steering Committee, University Strategic Planning 2006-2009
    - Co-Chair, Information Competence, Tech & Library Services
- Administrative Faculty Senate 1992-1999
    - President (1995-1999), Vice President (1993-1995)

## Awards/Honors

- Hamden Education Foundation Distinguished Alumni Award 2019
- "Making a Difference" Award 2012
    - Southern Connecticut State University Grants Office
- Southern Connecticut State University Merit Award 1997
- Southern Connecticut State University Service Award 1988