Professional Summary

I bring thought leadership across multiple areas of higher education most recently specific to government affairs/relations, advocacy, and institutional and external affairs. In addition, my roles in public and private institutions and organizations have strengthened my capabilities in the areas of higher education management and policy, strategic and operational planning, institutional effectiveness, and topics related to accreditation. A quick summary of positions held is as follows:

- Managing the government affairs department for a private, publicly-traded higher education company;
- Member of executive management for a higher education management consulting company;
- Academic affairs at a state flagship university and student affairs at a state commuter campus; and
- Four years as legislative staff for a state senator.

Work Experience

Oct. 2008 to Nov. 2013	 <u>Vice President, Government Affairs /Associate VP, Policy Development and Corporate Liaison</u> <i>Apollo Education Group, Phoenix, AZ</i> Managed the government affairs department including hiring, training, and evaluating staff, establishing foundational advocacy tools, and maintaining budgetary oversight Responsible for development and implementation of political strategy in 41 states to protect and promote the organization's reputation and interests Prepared materials for and conduct meetings with governors, legislators, regulators and stakeholders to position the organization as an industry leader Built strong relationships with all organizational stakeholders Collaborated with internal management regarding necessary political strategies, policy
	 development, and activities to better leverage the government affairs department Represented the organization at various local, state, and national events Registered as principal/manager for up to 55 contract lobbyists in 36 states PAC treasurer and approved the company's political contributions
Oct. 2006 to Oct. 2008	 <u>Vice President, Planning and Research</u> <i>Institute for Professional Development (Subsidiary of Apollo Education Group), Phoenix, AZ</i> Lead for government affairs, regulatory compliance, and accreditation issues Drafted annual company goals and developed associated strategic or tactical plans Led strategic and operational planning meetings between IPD and its 23 client institutions' senior management teams Hired, combined, and managed the academic research, market research and information technology teams to strengthen planning and research functions
Oct. 2004 to Oct. 2006	 <u>Assistant Vice President, Academic & Market Research</u> <i>Institute for Professional Development</i> (Subsidiary of Apollo Education Group), Phoenix, AZ Lead for government affairs, regulatory compliance, and accreditation issues Created the Executive Management Team to better coordinate internal decision making Hired staff and managed the academic and market research team

Oct. 2003 to <u>College of Education, Graduate Faculty and Dissertation Review Committee Member</u>

Oct. 2006

University of Phoenix (Subsidiary of Apollo Education Group), Phoenix, AZ List of Approved Courses

EDD 571	Introduction to Research/Graduate Studies in Education
EDD 574/575	Action Research Outline/Action Research Proposal
EDD 576/577	Action Research Presentation/Action Research
QNT 575	Measurements, Evaluation, and Ethics in Research

Oct. 2002 to Director, Institutional Research and Effectiveness

Oct. 2004 Institute for Professional Development (Subsidiary of Apollo Education Group), Phoenix, AZ

- Provided accreditation consultation, regulatory compliance support, and conducted mock site accreditation reviews for client institutions
- Enhanced the organization's credibility and legitimacy with client institutions by establishing new tools to deepen research capabilities
- Conducted quantitative and qualitative research and policy analysis

Jan. 1997 to <u>Analyst</u> (2000–2002)

- Oct. 2002 <u>Senior Research Specialist</u> (1998–2000) <u>Graduate Research Associate</u> (1997)
 - University of Arizona, Provost's Office, Office of Institutional Planning and Analysis, Tucson, AZ
 - Executive Coordinator for the successful 2000 institutional re-accreditation site visit
 - Prepared state-mandated documents and reports including the University's *Master List* of State Government Programs required by the Governor's Office
 - Represented the University at Arizona Joint Legislative Budget Committee, Governor's Office of Strategic Planning and Budgeting, and Board of Regents meetings
 - Staff for the Provost's Strategic Planning and Budget Advisory Committee
 - Staff for the Provost's Departmental Analysis to examine productivity and efficiency
 - Coordinated and monitored academic program reviews
 - Drafted quantitative and qualitative research reports on various higher education topics

Sep. 1994 to Academic Advisor and Director, Minority Student Program

Jan. 1997 University of Nebraska—Omaha, College of Business Administration, Omaha, NE

- Developed, implemented, and managed the Minority Student Program in order to increase the recruitment, retention, and graduation rates of minority students
- Advised all students regarding course sequencing and completed transfer evaluations, graduation audits and coordinated review of grade appeals and college policies

Dec. 1990 to Legislative Aide

Sep. 1994 Nebraska Legislature, State Senator Jessie K. Rasmussen, Lincoln, NE

- Lead staff for legislation on various topics including passage of bills related to Americans with Disabilities Act, welfare reform, and individualized education plans for students with disabilities
- Represented the senator at various functions to include introducing legislation at committee hearings, conducting town hall meetings, and testifying at hearings
- Prepared materials for bill introduction, floor debate, and speaking engagements
- Participated in and led legislative interim study teams
- Conducted research and policy analysis
- Responded to all constituent inquiries and concerns

Honorably Discharged from the United States Navy

Education

Doctor of Philosophy, December 2001University of Arizona, Tucson, AZMajor:Higher EducationSpecialization: Management and PolicyDissertation:Negotiating Accountability: Administrative and Legislative Conceptions,
Characterizations and Strategies

Master of Education, D	ecember 1996	University of Nebraska—Lincoln, Lincoln, NE		
Major: Educational Administration				
Thesis:	Effects of Faculty Interc	action on Persistence of First-generation College Students		

Bachelor of Journalism, May 1990	University of Nebraska—Lincoln, Lincoln, NE
Major: Advertising	Minors: Business, Speech Communication, Psychology

Professional Affiliations and Activities

Higher Education

- > Higher Learning Commission (HLC) Consultant-Evaluator
- Western Interstate Compact for Higher Education (WICHE), State Authorization Reciprocity Agreements Steering Committee
- > Council for Higher Education Accreditation
- > Association for the Study of Higher Education (former member)
- > Association for Institutional Research (former member)
- Society for College and University Planning (former member)

Government Affairs

- Higher Education Government Relations Conference
- State Government Affairs Council
- Council of State Governments
- > National Conference of State Legislators

Sample of Presentations, Workshops, or Seminars

- > College of Brockport, Rochester, NY, Influencing Federal and State Policymaking
- > Apollo Education Group/University of Phoenix Regional Management Training, *Government Affairs*
- > Institute for Professional Development, President's Retreats, Academic and Market Research
- > Institute for Professional Development, New Client Orientations, *Compliance and Accreditation*
- Conducted mock accreditation site visits for institutions residing in four regional accrediting associations: Middle States Association of Colleges and Schools; Southern Association of Colleges and Schools; Higher Learning Commission; and Western Association of Schools and Colleges

Sample of Extracurricular Activities

- > Apollo Education Group, Corporate Social Responsibility Volunteer Team
- > Apollo Education Group, Executive Development Program
- Media Training, Spaeth Communications
- > Western Interstate Compact for Higher Education (WICHE) Ford Foundation Policy Fellow