

## M. NEIL WOOLF, Ed.D.

Medford, OR

### EDUCATION

2012 Doctor of Education, Education Leadership - Higher Education Administration  
University of Nevada-Las Vegas  
Dissertation Title: Competencies for Financial Aid Officers: A Competency Model for Professional Development

2003 Master of Arts, Public Administration  
University of Utah

2001 Bachelor of Arts, Government  
Minor in Business Administration  
Eastern Washington University

#### Certifications

- Education Advisory Board (EAB) Future Presidents Intensive (2022)
- University of Southern California Equity Institute (2022)

### PROFESSIONAL EXPERIENCE

#### **Executive Vice President**

*2023 – Present*

As the Executive Vice President at Southern Oregon University, I lead strategic initiatives that position the University for near and long-term success. Working in close partnership with President Rick Bailey and the Board of Trustees to fulfill SOU's strategic mission, my efforts include legislative engagement; growing enrollment through operational investments and strategic partnerships with business and education leaders; equity, diversity, and inclusion principles and practices that better serve students; capital projects and planning; and institutional budget management and financial stability. I have the great privilege of working with Tribal governments and leaders to improve educational attainment of tribal members, enhancing athletic programs at SOU, and positioning academic program offerings to align with regional, state, and national labor market needs.

I provide direct oversight and leadership for the following offices: Human Resources, Campus Public Safety, Facilities Management & Planning, Business Services, University Housing, Information Technology, Contracts & Risk Management, and the Office of Sustainability. I represent SOU with the Oregon Higher Education Coordinating Commission on items related to state funding, funding formula distributions, and capital planning. I chair SOU's Budget Committee (overseeing a \$95M budget) and serve as the Chief Financial Officer overseeing all aspects of the institutional budget. I also chair the Strategic Enrollment Management Council

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establishing strategic priorities for new and continuing student enrollment growth and student success.

Accomplishments include:

- Executive sponsor of Banner to Workday Implementation for HCM and Student
- Restructure of Business Affairs units to align with revenues and Workday implementation
- Updated budget development and financial reporting
- Implementation of a RCM budget model aligning institutional revenues to exceed expenses
- Implementation of comprehensive institutional financial condition metrics and KPI's
- Revision of Institutional Emergency Operation Plan

### **Vice President of Enrollment Management and Student Affairs Southern Oregon University**

*2019 – 2023*

In my role leading enrollment management and student affairs, I lead the strategic direction for enrollment management and the student experience at SOU by supervising the offices of Admissions, Records and Registration, TRIO, Disability Resources, Student Health Center, Campus Recreation, Dean of Students, Student Life, Social Justice and Equity Center, and Financial Aid. I lead strategic investments and structural redevelopment of the Enrollment Management and Student Affairs Division that has modernized and right sized our services. Examples include implementation of a CRM for recruitment, employing search engine optimization, development of digital recruitment strategies, overhaul of new student orientation and onboarding, planning and implementation of Banner to Workday transition, establishment and leadership for the institutional enrollment council, creation of affinity groups for diverse student populations, implementation of financial aid leveraging, restructure of student life and dean's office, developed ground-breaking data share agreements with K-12 school districts, developed new partnerships for international student recruitment, created new partnerships and guaranteed admission pathways for K-12 and transfer partners, and participated as a strategic developer of a \$12 million institutional gift. These enrollment efforts realized two successive years of enrollment growth at SOU and we are projecting another year of growth in 2023-24.

Some of the external and internal committees and efforts I participate in, lead, and support include:

- President's Cabinet
- Enrollment Council, Chair
- Covid-19 Planning and Response, Chair
- University Ceremonies Committee, Chair
- Southern Oregon Transfer Council, Chair
- President's Athletic Advisory Committee
- President's Executive Council
- Rogue Valley Workforce Partners Executive Council
- State of Oregon's Reopening Council (statewide Covid-19 Reopening)

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- Student Advisory Council
- Southern Oregon Educational Leadership Council
- Southern Oregon Higher Education Consortium
- Southern Oregon Success’s Family Advisory Council

Additionally, I serve as a Northwest Commission on Colleges and Universities Peer Evaluator for regional accreditation since 2020 and was an inaugural member and graduate of EAB’s Future President’s Intensive in 2022.

Major accomplishments include:

- Development of Strategic Enrollment Management Council and Plan
- Enrollment growth in Fall 2021, 22, and 23
- Deployment of financial aid leveraging system and tools
- Secured largest philanthropic gift in institution’s history (\$12+M)
- Partnerships and Intergovernmental Agreements improving student access to SOU with UC Merced, Portland Community College, Rogue Community College, Klamath Falls Community College, Portland School District, Medford School District, Ashland School District, Shasta College, and Redmond Proficiency Academy
- Build a recruiting pipeline with the government of American Samoa to bring students to SOU
- Implementation of Target X CRM
- Website Design and marketing improvements
- Student recruitment communication architecture development
- Increase from 30,000 prospective students per year to over 100,000 prospective student pool

### **Chief Enrollment Officer and Interim Assistant Vice Chancellor for Enrollment Management University of Wisconsin Oshkosh**

*2018*

While transitioning from Eastern Washington University to Southern Oregon University, I had the great pleasure to serve an interim appointment Chief Enrollment Officer at UWO and led the strategic enrollment functions of the University. Supervising the offices of Admissions, Financial Aid, Career and Professional Development, and New Student and Parent Programs, I lead the implementation of a strategic enrollment plan that identifies strategies in marketing, recruitment, retention, and co-curricular program improvement designed to improve student access and success.

I served as a member of the Chancellor’s Leadership Council, the Executive Student Affairs Council, and chair the Universities Retention Committee, Strategic Enrollment Planning Committee, and EAB’s Student Success Collaborative. In short order, I made strategic enhancements to the following:

- Digital recruitment efforts through search engine optimization (SEO)
- Implemented a texting solution for prospective students
- Developed a texting solution through EAB’s Student Success Collaborative for current students

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- Development of an annual recruitment plan that integrates with the strategic enrollment management plan
- Review of registration holds, specifically for students owing small amounts to the University
- Improved collaboration and communication between key offices (marketing, admissions, EDI, and academic affairs)

### **Associate Vice President for Enrollment Management Eastern Washington University**

*2013 – 2018*

As the senior enrollment executive at EWU, I provided leadership, direction, and support to the institutional enrollment management functions (student communication strategies, recruitment marketing, undergraduate recruitment, international and domestic, etc.). I provided direct supervision to the Office of Admissions, Office of Financial Aid and Scholarships, Records and Registration, and Student Communications Strategies. I also served on the President's Cabinet, the Student Affairs Executive Team and as a senior member of the Student Affairs Council setting policies and procedures for the student affairs division in fulfillment of the institution's mission and strategic plan.

I led a robust recruitment and marketing effort utilizing a constituent relations management system (CRM) with enhanced prospective student communications focused on academic quality. Under my leadership EWU instituted its first Strategic Enrollment Management plan that brought together Academic Affairs, Business and Finance, as well as Enrollment Management to work on enrollment and revenue from a holistic perspective. I facilitated consistent and accurate reporting and budget management protocols as well as monitored operations to ensure student-friendly service. Through the utilization of predictive modeling, geo-demography, source coding, and an expansion of our recruiting markets beyond Washington, EWU improved its ability to attract and retain students who are better qualified and poised for student success, particularly for first-generation college students.

Other accomplishments included:

- Established EWU's first 5-year Strategic Enrollment Management Plan working with the Strategic Enrollment Management Council (which I chaired). This was accomplished through effective collaboration with faculty, students, and executive leadership.
- Fall 2018 largest freshmen class in history (7.5% from fall 2017)).
- Creation and development of a financial aid leveraging system that strategizes the use of tuition waiver funds for use in awarding merit aid to new students.
- Engagement with EAB Enrollment Services (formally Royall and Co.) to bring new student and revenue growth.
- Fall 2017 enrollment stability with net tuition revenue realization.
- Fall 2016, net tuition growth of approximately \$1 million and second largest new freshmen class.
- Fall 2015, largest new student class in EWU's history, with a freshman growth of 7.1% from previous year.
- Fall 2014 enrollment growth of 4.7% (headcount) and 2.4% FTE growth.

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- Implementation of a Constituent Relations Management System (Hobson’s Connect – now Hobsons Radius).
- Creation of new diversity-related recruitment events: Washington Hispanic Education Summit; Native American Youth Leadership, Embrace Your Diversity, Female Summit, Male Summit.
- Development and deployment of a new online admissions application system (Hobson’s ApplyYourself and later Hobson’s Radius).
- Task force member for redesign and reorganization of EWU’s Academic Advising services.
- Streamlined the scholarship application and awarding process through effective use of technology by fully automating the application, matching, and selection processes.
- Direction of a Banner revitalization and business process analysis project reviewing current Banner ERP processes to maximize system effectiveness and efficiencies.
- Added balance to EWU’s marketing and academic branding by moving from a message heavily focused on cost to a message that includes academic quality (our primary message), student life, cost and value, career, and the Spokane community.
- Oversee the development and implementation of a conditional admission program (Pathways) matching students in the lowest quartile of academic index to academic and student support services across campus.
- Creation and development of a territory management system for recruitment staff.
- Development of student service training assessment, training, coaching, and service delivery for the Enrollment Services Division.
- Establishment of multiple MOUs with regional community colleges to enhance transfer pipelines and curriculum alignment.

### **Director of Enrollment Services and Chief Student Affairs Officer**

#### **Nevada State College**

*2012 - 2013*

At Nevada State College (NSC), I led the Enrollment Services Division, which included supervision of the Office of Recruitment, Office of Admissions, Financial Aid & Student Employment Office, Student Conduct, International Students, and represented the College in all student affairs related matters with the Board of Regents and the Nevada System of Higher Education. In this position, I led the fulfillment of the institution’s enrollment management plans related not only to admissions, but retention and completion. I implemented a strategic partnership with Academic Affairs to incorporate faculty in recruitment and retention efforts; developed an institutional recruitment strategic plan; and collaborated with the Office of Institutional Research to provide data management systems to inform enrollment decisions. Our two-year enrollment increase of 6.2% is the highest enrollment increase in Nevada while achieving a 15% increase in retention.

Other accomplishments include:

- Serve as the Co-Chair of Institutional Accreditation achieving 4 commendations on Standard One.

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- Creation of a merit scholarship program attracting academically qualified and gifted students to NSC.
- Development of an International Student Center and Services.
- Created the Institutional Recruitment Plan, whereby all institutional departments and efforts are coordinated to maximize academic and administrative faculty recruitment efforts throughout the community.
- Lead the college's comprehensive efforts to achieve Hispanic Serving Institution status. Working with community and K-12 partners, provide outreach to the Hispanic community to increase Hispanic enrollments.
- As Chair of the Nevada State ACT Council, I worked with community, business, K-12, and Higher Education leaders throughout the state to program and collaborate on efforts to improve educational achievement in Nevada.
- Lead and maintain daily responsibility for student conduct code violations, provide informal counseling, and participate in student conduct hearings as the Administrative Code Officer for the College.
- Provided leadership and management of the development of a One Stop Shop for student services, including program planning and facilities planning for new student services and administration building.
- Development and implementation of Strategic Enrollment Management Plan incorporating market research, data analysis, academic profile, and space utilization for the College's Strategic Enrollment Management Plan.
- Policy and Procedures Handbook creation and maintenance for Student Affairs.
- Created the NSC Promise Program, a community supported college outreach to low-income, ethnic minority middle school students. Provides scholarships and communications with students through high school.
- Leadership and obtainment of the Nevada GEAR UP Ambassador Grant from the Nevada Department of Education. This grant provides staff and programming funds for NSC students and staff to work with middle and high school students to prepare students for high school and college academic success.
- Developed Student Ambassador Program, wherein students serve as college ambassadors at numerous recruiting and community events.
- I improved pathways for student transfer from the two-year college to our four-year programs. These pathways include co-admissions, advising, transfer agreements, and physical locations on the community college campus for NSC recruiters.

### **Director of Financial Aid and Student Employment Nevada State College**

*2008-2012*

- Supervise, lead, and manage NSC's financial aid office and functionality for a rapidly growing state institution.
- Successfully obtained full certification status from the Department of Education for the college to administer federal financial aid funds.
- Developed a comprehensive outreach effort to prospective and current students informing them of the availability of financial aid leading to a 436% increase in the total amount of aid disbursed from \$4.6 million in 2006-07 to \$24.7 million in 2012-13.

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- Automated the package, awarding, and disbursements of financial aid.
- Created a comprehensive outreach and communication program that increased the FAFSA's received by 300%.
- Redesigned and developed the College Web site for external users. I was responsible for the Student Experience (Student Affairs) Division web redesign.
- Revised multiple policies and procedures that led to full federal compliance and office efficiencies.
- Committee Chair – Retention Communication Team; Articulation and Transfer Committee; and Accreditation.
- Provided leadership for the Western Interstate Compact for Higher Education's (WICHE) Non-traditional No More Project. This project recruits non-traditional aged students with completed college credit back to college. The project was in conjunction with multiple states, and I serve as Nevada's financial aid representative to the State Leaders Group.

### **Senior Research Analyst for Academic and Student Affairs Nevada System of Higher Education (NSHE) System Administration 2005-2008**

- Provided research and public policy analysis for the office of Academic and Student Affairs.
- Prepared ad-hoc statewide reports and present findings to the Board of Regents and institutions related to various academic and student affairs issues. Examples include the NSHE Financial Aid Report, NSHE Distance Education Report, NSHE Economic Impact and Development, Renewable Energy Programs, and the Nevada State Science and Technology Plan.
- Development of public policy in conjunction with Nevada Board of Regents, Nevada Legislature, Nevada Governor's Office, and NSHE Institutions. Examples include but are not limited to: Nevada's statewide Millennium Scholarship, transfer and articulation, Nevada GEAR UP Program, restricted and classified research, remedial education, distance education, university admission standards, and financial aid.
- Created and published various marketing and informational brochures including Nevada's Go to College Brochure and Transitions to College for Disabled Students.
- Directed the Lumina Foundation grant-funded College Goal Sunday project that created workshops for first-generation students and their parents to successfully complete the FAFSA and attend college. Project included budget management and oversight.
- Coordinated the mental health initiative with Nevada faculty and Nevada's Department of Mental and Behavioral Health to increase and improve the graduates for Nevada's behavioral health workforce.
- Coordinate and facilitate the NSHE Partnership for Inclusive Education. This initiative reviews, assesses, and seeks to amend teacher education curriculum to better meet the needs of a diverse secondary student population.
- Actively participate in the Chancellor's Diversity Roundtable, a forum for community leaders to discuss matters of diversity and inclusion in education.
- Lead and support numerous outreach efforts, including working with Congressional delegation and local school districts in planning and hosting high school outreach programs.

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- Served as lead staff for the Nevada Regent's Cultural Diversity and Security Committee. This assignment included the creation and preparation of the agenda and reference materials for Committee meetings and providing presentations for Board discussion.
- Provided leadership for the Equity, Diversity, and Inclusion Council, a statewide council of executive NSHE institution leadership that provides equity, diversity, and inclusion-related leadership and best practices for the Board of Regents and NSHE institutions.
- Serve as the Nevada Student Alliance Advisor - mentor and advise the Nevada Student Alliance, the student body presidents of each of the 7 NSHE institutions.
- Nevada GEAR UP State Council Chair and Evaluation Team member. Chaired the policymaking and oversight council for the Nevada State GEAR UP Program. Provide leadership and budget oversight of administration of an \$18 million grant program for low income and traditionally disadvantaged high school students to prepare for and make the transition to college.
- Lead and supervised the team that audits, advises, and recommends policies and practices related to admissions, articulation, and transfer at NSHE institutions.
- Coordinated the evaluation and assessment of a potential branch campus for Great Basin College to be in Pahrump, Nevada.
- Served as Faculty Senate Chair and as a Senator in the Faculty Senate.
- Involved in the design and creation of the student services vision for the implementation of iNtegrate, Nevada's core information system.
- Chaired Employee Grievance Committee.

### **Co-Instructor, College of Education University of Nevada, Las Vegas**

2008

- While employed at NSHE, I co-taught a doctoral seminar in public policy in higher education (EDH 792).
- Course focused on the theoretical and practical perspectives of public policy, including its formation, implementation, and evaluation.

### **Project Coordinator, First Year Programs and Transition Services University of Nevada, Las Vegas**

2003-2005

- Generated and produced literature reviews and policy analysis based on research in creating the foundation document that the office used to develop its five-year plan.
- Provided leadership and operations management to three large and successful retention-based initiatives:
  - *College Student Inventory*: This effort decreased the attrition of students identified by the CSI. Through direct intervention, connect students to the vital student support services.
    - o Develop the research, assessment, and analysis of the administered College Student Inventory utilizing Access, Excel, SPSS, and PowerPoint.
    - o Case management, student advising, research, assessment, report writing, and presentation of findings and recommendations to campus leaders.



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- Hiring, training, and supervising graduate interns with their case management of at-risk students.
- *Students First Initiative*: Formulated and implemented a qualitative research study using focus groups to define student perceptions of “runaround” treatment by support agencies on campus, a problem identified by the Student Satisfaction Inventory administered spring semester 2002.
  - Hiring, training, and supervision of graduate interns in the planning, recruitment, and conducting of the groups.
  - Conducted analysis of the findings, report writing, and made recommendations for enhancement of student services.
  - Ongoing campus presentations of project findings.
  - Earned National Institutes of Health Research Certification and UNLV Institutional Review Board approval.
- *Rebel Peer Mentoring Program*:
  - Created and coordinated peer mentoring program for freshmen business majors.
  - Training and supervision of upper-level undergraduate mentors.
  - Coordination of mentors with business alumni in local community.
- *Orientation Leader Training*
  - Taught summer course to undergraduate students.
  - Developed curriculum, syllabus, and training materials.
  - Lectured to a class size of 25 students, proctored and graded weekly quizzes and final exam.
  - Provided training on public speaking and public presentations

### **Internship focused on Governmental Accounting Standards Board (GASB) Statement 39 Implementation**

#### **University of Nevada, Las Vegas Foundation**

2004

- The UNLV Foundation was given a mandate by university auditors to incorporate the Governmental Accounting Standards Board standard 39 into their financial statements as they related to endowed funds.
- Researched endowment funds, endowed scholarships and designated the funds true restricted, non-expendable assets, quasi restricted and unrestricted.
- Tabulated the Consumer Price Index for each endowment and endowed scholarship fund. Once the funds’ fair market value, gift value, and realized/unrealized gains were calculated, they were ready to be incorporated into the UNLV Foundation’s financial statements.

### **Graduate Assistantship, Greek Affairs**

#### **University of Nevada, Las Vegas**

2003

- Created the organizational and functional development for the Inter-fraternity Council (IFC).
- Provided student advising, judicial board training, disciplinary oversight, IFC Constitution revisions and policy changes, risk management training and policy recommendations, and event planning and organization.

**Scheduling Specialist**

**University of Utah**

2001-2003

- Planned for and implemented the uniform course schedule for the University of Utah in consultation with administrators, staff, deans, and faculty.
- Scheduled and coordinated university-wide events such as Redfest, summer conferences, summer camps, student protests, and various other activities.
- Served as the lead for making the class schedule for the University of Utah uniform.
- Maintained the schedule of University facilities for conferences, lectures, presentations, etc.
- Directed the use of \$100,000 in funds for facility renovations.
- Performed testing on database upgrades for PeopleSoft and Resource25 software programs.

**The Utah Research Connection, 2003**

- Founded and developed a joint consortium of the Center for Public Policy and Administration and the Master of Public Administration Program, University of Utah.
- Initiated and coordinated the formation of Utah Research Connection in a successful effort to connect students in the MPA program to local governmental agencies.
- Created the Utah Research Connection as a result of a multitude of students needing thesis and research topics and the supply of local agencies needing research.

**Founder and Developer of MPA Capstone**

**University of Utah**

2003

- Constructed a non-credit MPA course developed to review core program courses.
- Designed syllabus maximizing the relationship of faculty participation and student involvement.

**PUBLICATIONS and RESEARCH PROJECTS**

- Woolf, Neil & Martinez, Mario (2013) "A Financial Aid Competency Model for Professional Development," *Journal of Student Financial Aid*: Vol. 43: Issu.2, Article 3. Available at: <http://publications.nasfaa.org/jsfa/vol43/iss2/3>
- Woolf, M. Neil. (2012) "Competencies for Financial Aid Officers: A Competency Model for Professional Development." *UNLV Theses/Dissertations/Professional Papers/Capstones*. Paper 1649. <http://digitalscholarship.unlv.edu/thesesdissertations/1649>.
- Higher Education Policy Pipeline Initiative – 2007
  - o Development of a competency model specific to higher education public policy analysts. Cooperative effort of the Ford Foundation and Dr. Mario Martinez.
- State Policies and Practices for Transition to College, The National Center for Higher Education Management Systems (NCHEMS) - 2006
- Bridging Higher Education to the States, August 2004, Denver, CO
  - o Research participant in the Ford Foundation funded initiative that creates information resources and policy dialogue for higher education officials, state government, and

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business representatives. The information resources were collected to form toolbox providing relevant national and statewide higher education research. The two-day conference brought together individuals from education, community colleges, government, and business organizations to familiarize each participant with the perspective held by the respective participants regarding access and affordability of higher education.

- “Students First Initiative: Administration and Analysis of Student Service Principles at UNLV”, 2005
- Woolf, M.N. (2003). Higher Education Funding; National Trends and the State of Utah,” Master’s Thesis on file, MPA Office, University of Utah.

## **PRESENTATIONS**

- “University Innovation and External Positioning for Sustainable Success,” University Leadership Summit – Premium Forum for University President, Chancellors, and Provosts, Los Angeles, CA (2023)
- “Beyond Tradition(al): Marketing Higher Education to All.” WICHE’s Western Academic Leadership Forum, Portland, OR (2022)
- “Medieval U: Bringing a University into the Modern Enrollment Era Kicking and Screaming.” Ruffalo Noel-Levitz National Conference on Student Recruitment, Marketing, and Retention, Dallas, TX (2016)
- “Pathways for Student Success” Inland Northwest Student Affairs Colloquium, Coeur d’Alene, ID (2015)
- “Building Competency Models for Improved Job Performance.” NASPA Annual National Conference, Baltimore, MD (2014)
- Washington State Legislature, Senate Committee on Higher Education (2014). Testimony provided on financial aid packaging and awarding strategies relating to federal, state, and institutional allocations of financial aid.
- “The Financial Aid and College Cost Crisis,” ACT Nevada State Education Symposium, Las Vegas, NV (2012)
- “What’s New at Nevada Institutions,” ACT Nevada State Education Symposium, Reno, NV (2011)
- “Understanding Financial Aid,” ACT Regional Conference, Las Vegas, NV
- “Financial Aid and Community Outreach.” Nevada Association of Financial Aid Administrators Annual Conference, Lake Tahoe, NV (2009)
- “Nevada System of Higher Education Transfer and Articulation Policies,” Nevada Community College Conference, Las Vegas, NV (2007)
- “Distance Education in Nevada.” Nevada Community College Conference, Las Vegas, NV (2006)
- “Students First Initiative.” Noel Levitz National Conference on Student Recruitment, Marketing, and Retention. Washington DC (2005)

## **PROFESSIONAL MEMBERSHIPS AND ASSOCIATIONS**

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- Student Affairs Administrators in Higher Education (NASPA)
  - o Region V Advisory Council
  - o Region V Representative to Alcohol and Other Drug Knowledge Community
- Hispanic Association of Colleges & Universities (HACU)
- National Association for the Advancement of Colored People (NAACP)
- American International Recruitment Council (AIRC)
- International Council for Education and Fairs (ICEF)
- American College Personnel Association (ACPA)
- Integrated Student Services Professionals (ISSP)
- American Association of Collegiate Registrars and Admissions Officers (AACRAO)
- National Association of Student Financial Aid Administrators (NASFAA)
- Western Association of Student Financial Aid Administrators (WASFAA)
  - o Executive Council Member
  - o Federal Issues Committee Co-Chair
- Nevada Association of Financial Aid Administrators, President 2010-11 (NAFAA)
- American Student Government Association (ASGA)
- Association of Institutional Researchers (AIR)

### **COMMITTEE MEMBERSHIP**

#### Southern Oregon University

- President's Executive Cabinet
- President's Executive Council
- Chair, Strategic Enrollment Management Council
- Chair, SOU Pandemic Resumption of Activities Committee
- Incident Management Team, Almeda Fire and COVID-19 Response
- Diversity, Equity, and Inclusion Committee

#### Statewide (Oregon)

- Oregon Resumption Planning
- Oregon Student Affairs Executive Officers

#### Eastern Washington Committees/Councils:

- Chair, Strategic Enrollment Management Council
- President's Cabinet
- Undergraduate Academic Council
- Graduate Academic Council
- Student Affairs Council
- Data Management Committee
- Collective Bargaining Management Team
- Data Collection and Research Team
- Academic Advising Task Force
- Master of Public Administration Advisory Council

Statewide (Washington)

- Chair, Inter-institutional Committee of Registrars and Admissions Officers (ICORA)
- Joint Transfer Council

<b>Past Committee Experience</b>	
<ul style="list-style-type: none"> <li>- Co-Chair, Institutional Accreditation, NSC</li> <li>- Student Affairs Committee, NSHE</li> <li>- Co-Chair, Student Affairs Committee, NSC</li> <li>- College Policy Advisory Committee, NSC</li> <li>- Web Communications Committee, NSC</li> <li>- Committee on Access and Affordability, NSHE</li> <li>- Chair of the Faculty Senate Faculty Grievance Policy Committee, NSC</li> <li>- Nevada State GEAR UP Policy Committee</li> <li>- Chair-elect, Nevada ACT State Council</li> <li>- Chair, Institutional Scholarship Committee, NSC</li> <li>- Institutional Retention Committee Team Leader, NSC</li> <li>- Module Lead, PeopleSoft Implementation Team, NSC</li> <li>- Academic Action Policy Committee, NSC</li> <li>- Residency Review Committee, NSC</li> <li>- Admission Review Committee, NSC</li> <li>- Chair, Web Site Development Committee, Student Affairs, NSC</li> <li>- Chair, NSC Data Integrity Task Force</li> <li>- Faculty Senate, NSC</li> <li>- Student and Academic Affairs Committee, Nevada Board of Regents</li> <li>- Research and Economic Development Committee, Nevada Board of Regents</li> <li>- Cultural Diversity and Security Committee, Nevada Board of Regents</li> <li>- Chair, Nevada Statewide GEAR UP Council</li> <li>- Academic Affairs Council, Nevada System of Higher Education</li> </ul>	<ul style="list-style-type: none"> <li>- Student Affairs Council, Nevada System of Higher Education</li> <li>- Equity, Diversity, and Inclusion Council, Nevada System of Higher Education</li> <li>- Economic Development Council, Nevada System of Higher Education</li> <li>- EPSCoR Advisory Board, Nevada System of Higher Education</li> <li>- Nevada Partnership for Inclusive Education</li> <li>- State of Nevada State P-16 Council</li> <li>- Remedial &amp; Developmental Task Force, Nevada System of Higher Education</li> <li>- Remedial &amp; Developmental Task Force – Math Subcommittee, Nevada System of Higher Education</li> <li>- Remedial &amp; Developmental Task Force – Reading Subcommittee, Nevada System of Higher Education</li> <li>- Articulation Board, Nevada System of Higher Education</li> <li>- Nevada General Education Committee, Nevada System of Higher Education</li> <li>- Millennium Scholarship Advisory Committee, Nevada System of Higher Education</li> <li>- College Goal Sunday Task Force,</li> <li>- First Year Experience Committee, UNLV</li> <li>- Classroom Standards Committee, UNLV</li> <li>- Students First Task Force, UNLV</li> <li>- Orientation Planning Committee, UNLV</li> <li>- Student Involvement and Activities Mission Writing Committee, UNLV</li> <li>- Alcohol Policy Writing Committee, UNLV</li> <li>- Retention, Promotion, and Tenure Committee, University of Utah</li> <li>- Registrar’s Office Annual Report Committee, University of Utah</li> </ul>

	<ul style="list-style-type: none"><li>- Student Petition for Exception to University Policy Committee, University of Utah</li><li>- Founding member of the Masters of Public Administration Student Association, University of Utah</li><li>- Scheduling Action Team, University of Utah</li></ul>
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**COMMUNITY SERVICE**

- Southern Oregon Success – Parent Advisory Council
- Medford Pear Orchard Welfare Farm
- NAACP – Chapter Member Southern Oregon
- Leadership Spokane, Greater Spokane Incorporated (Spokane Chamber of Commerce)
- Advisory Board Member, College Success Foundation, Spokane, WA
- Boy Scouts of America Troop 401, Spokane WA
- Board of Directors, Andson Community Foundation, Las Vegas NV
- Member, Las Vegas Community Diversity Forum, Las Vegas NV
- Salvation Army Food Drive Coordinator, Henderson NV
- Member, Friends of the Desert – Community service organization benefiting Nevada’s homeless population, Henderson NV
- Boy Scouts of America Troop 620 Committee Member, Henderson Nevada
- Boy Scouts of America Scoutmaster Troop 337, Las Vegas NV
- Youth Softball Coach, Salt Lake City UT
- Founding Member, Millcreek Charitable Giving Foundation, Salt Lake City UT