

WORK EXPERIENCE

**Associate Vice President, Online Learning
Academic Affairs**

**February 2017 – Present
MSU Denver**

University Leadership

- Reporting to the provost, shape the strategy for Metropolitan State University of Denver (MSU Denver) online learning as well as the use of technology in teaching and student services across the institution.
- Communicate the vision and operationalization of online learning to campus and the Denver community. Publications and interviews available upon request.
- Lead institutional efforts through shared governance committees including the Online Learning, Teaching, and Access Committee (chair); Peer Review of Online Course Excellence Subcommittee (chair); Canvas Data Committee (chair); Global Announcements Task Force (chair); Originality Checker Task Force (chair); Learning Management System Selection, Implementation, and Continuity Committees (co-chair of each); Technology Integrations Committee (co-chair); MSU Denver 2030 Strategic Plan (member); Teaching Evaluation Task Force (member); Graduate Council (member); Enrollment Command Center (member); University Infrastructure Task Force (member); University Technology Infrastructure Committee (member); Classroom to Careers Task Force (member); Faculty Senate Instructional Resources Committee (member); Technology Accessibility Committee (member); Open Educational Resources Committee (member); and Roadrunner Safe Return Committee (member).
- Assist in shaping the mission and strategy of Innovative & Lifelong Learning, MSU Denver's office of continuing education, into one that serves academic department and industry partner needs for discipline-specific credentials, customized training programs, and enrichment opportunities.
- Provide leadership and operational direction for assessing, adopting, and managing technological tools within the instructional technology ecosystem. This included the accelerated migration from Blackboard to Canvas in two months rather than the planned 18 month timeline.
- Write and advocate for institutional policies and processes related to online learning and technology use.. Examples include implementing faculty ownership of digital academic materials and advocating for university processes related to technology accessibility.
- Serve as academic representative for Office of Equity and Inclusion efforts to allocate funding from the Coronavirus Aid, Relief, and Economic Security Act; the Developing Hispanic-Serving Institutions Program; and the Promoting Postbaccalaureate Opportunities for Hispanic Americans Program.
- Perform as content expert on state and federal grants to fund institutional efforts related to online learning.
- Manage a \$6.1 million yearly online enrollment budget used to advance online learning and effective use of technology. This budget did not exist before 2018.

Program Portfolio and Online Enrollment

- Grow the online program portfolio. In February 2017, MSU Denver offered six online programs. MSU Denver currently offers 38 majors, 21 minors, and 10 certificates in online or hybrid formats.
- Drive increases in online and hybrid course enrollment. Online credit hour production (CHP) grew from 21 percent of overall CHP to 30 percent in the three years before the pandemic, a 24,000 credit hour increase. Currently, approximately 9,500 students enroll in online courses yearly, with 50% enrolled exclusively online.
- Guided faculty who migrated courses online due to the pandemic. 94 percent of sections were online in Fall 2020 and 88 percent in Spring 2021, up from 28 percent in Fall 2019.

Program Development and Operations

- Guide the expansion of demand-driven online and hybrid learning pathways including degrees, certificates, courses, and microcredentials.
- Research, develop, and implement comprehensive business plans for new programs.

- Assess the needs of target audiences, research and stay current with education trends, and identify and conduct research on competitors to support marketing and recruitment/retention strategies.
- Manage development of programs including program and course design; marketing; recruitment and retention; quality assurance; delivery of faculty support and student services; reporting; and evaluation.
- Maintain a detailed understanding of the financial performance and supply and demand characteristics of each program.
- Share realtime enrollment management reports, marketing data, and longitudinal program health reports to academic program leads.
- Support the use of technology by student affairs offices as they consider building virtual services and learning experiences to improve retention.
- Lead institutional process improvement related to form digitization.

Management and Supervision

- Support the growth of individuals by ensuring they are prepared to thrive within their roles while challenging them to develop new skills. Create an environment where individual efforts are celebrated, new ideas are given close consideration, and taking informed chances is welcomed.
- To highlight team and team member development, included is a quote from a colleague's 360-degree review of me as their supervisor: "I have never been more thankful for a supervisor than I am for mine! He is genuine and honest which fosters trust and comfort related to all of my work. He encourages my growth and frames my current work through the lens of my career progression. Initially, I found myself wishing I had more intense guidance from him, but as I settled into my responsibilities it turned out I was being given that space because he already trusted me to do my work well. I've since embraced the freedom to process my work and projects as I see best while always knowing he is ready to help when I run into challenges or uncertainty. He caters to the strengths of our team and is continuously providing informal coaching. This is the healthiest relationship I've ever had with a supervisor and with my work." Reference available upon request.
- Supervise eight positions in the Office of Online Learning including a project manager, student affairs manager, two enrollment management managers, program development manager, marketing manager, and two student employees. The office did not exist prior to March 2019.
- Supervise the Director of the Center for Teaching, Learning, and Design with 20 positions. Position responsibilities include primary university support for instructional training and development, faculty support for tenure and promotion portfolios, instructional accessibility, media production, and course design. This office included six positions in August 2018.

Instructional Design, Training, and Development

- Work with faculty and the Center for Teaching, Learning, and Design (CTLTD) to develop courses which are on the leading edge of distance education.
- Manage scheduling 120 courses per year to meet course design standards created specifically for MSU Denver learning experiences which are aligned with Universal Design for Learning guidelines. Coordinate faculty committee in the creation and management of MSU Denver design standards.
- Implement faculty fellows program to spread best practices in course design, instruction, and technology use.
- Guide creation of instructional technology training including support for virtual instruction necessary due to the pandemic. 88 percent (1,144) of faculty completed at least 10 hours of training to implement best practices in online instruction. More than 20,000 hours of training were provided between March and September 2020.
- Create a drop-in support team available to assist faculty with technology and digital instruction questions.
- In collaboration with Information Technology Services and CTLTD teams, identify needed instructional resources and build a comprehensive suite of self-help and live support services. This includes 250 self-help tutorial videos and regular communications to address frequent questions.
- Developed and taught CPD 2330 – Assertiveness online course.

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University Partnerships and External Collaboration

- Work collaboratively with MSU Denver departments, faculty, and industry partners to develop and support sustainable and strategically-clustered programs.
- Guide Community College of Colorado System partnership related to the alignment of online two year programs with MSU Denver online programs.
- Lead implementation of Guild Education partnership to connect company employees to MSU Denver learning pathways.
- Research and identify prospective student customer needs and target market size to create enrollment goals and strategies which promote program sustainability.

Program Director, Distance Degrees

November 2015 – February 2017

Department of Engineering Professional Development

University of Wisconsin-Madison

- Hired to launch programs including a new online master's in Applied Computing and Engineering Data Analytics which attracted two applicants.
- Based on feedback provided during a three-month student and industry partner recruitment cycle, resubmitted the degree through the curriculum process to revise the degree name, plan of study, and delivery schedule.
- Relaunched online master's in Data Analytics. Program attracted double the enrollees as projected.
- Served as academic liaison for marketing efforts of all online degree programs, growing the team from one to four positions to support lead generation.

Director of Programs, Development, and Administration

November 2012 – November 2015

CSU Online

Colorado State University

- Supported academic department efforts to develop courses, badges, certificates, and degrees in the Colleges of Natural Sciences, Health and Human Sciences, Veterinary Medicine and Biomedical Sciences, and Business.
- Collaborated with faculty to explore new pedagogical approaches.
- As a member of the leadership team, defined organizational priorities and created implementation strategies.
- Led program development and implementation for all new graduate programs.
- Provided managerial oversight for CSU Online instructional design team.
- Created enrollment and retention funnel reports provided to all colleges.
- Served as program development representative to marketing, recruitment, and retention teams. While in my role, the marketing team grew from four to 12 representatives and the recruitment and retention teams grew from two to 10 representatives.
- Drafted performance plans, performed evaluations, and managed the personnel goals of program staff.

Vice President

August 2010 – August 2012

Arch Education Consultants, LLC

- As content expert, developed two credit-bearing online college readiness courses (College and Career Preparation I and II) offered nationally. The courses inform 9-12th graders what is required to enter and succeed in postsecondary education.
- Consulted with APEX Learning to develop a strategic plan, implementation process, marketing plan, and evaluation process to assure the sustainability of the courses.

Associate Program Director

May 2009 – November 2012

Colorado GEAR UP

CO Dept. of Higher Education

- Developed and administered opportunities to increase career and college exposure for 8,900 students across the state through a \$35 million federal grant.
- Supervised 22 pre-collegiate advisors to ensure students had positive experiences within concurrent enrollment courses as well as career and technical education options.

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- Developed and managed college student support services including postsecondary school selection and application completion, scholarship application completion, FAFSA completion, enrollment, summer bridge programs, residential living arrangements, student organization involvement, and academic progress tracking.
- Wrote successful \$35 million grant renewal application to the U.S. Department of Education.
- Conducted ongoing program evaluation. Produced reports and presentations for state and federal dissemination. Results showed GEAR UP students outperformed statewide high school graduation and college enrollment averages.

ADDITIONAL PAST POSITIONS

Director TRIO Educational Talent Search	August 2008 – May 2009 Community College of Denver
Executive Coordinator Access ASU, Undergraduate Admissions	July 2006 – August 2008 Arizona State University
University Academic Advisor Walter Cronkite School of Journalism and Mass Communication	July 2005 – July 2006 Arizona State University
Program Coordinator New Student Orientation, Undergraduate Admissions	December 2003 – July 2005 Arizona State University
Program and Outreach Manager Wisconsin Alumni Association	June 2000 – December 2003 University of Wisconsin-Madison

EDUCATION

Doctor of Education, Higher and Postsecondary Education Education Leadership and Policy Studies Dissertation: Collegiate Scholars: A Case Study of High School Students Enrolled in College-Level Courses	May 2008 Arizona State University
Master of Science, Educational Administration Educational Leadership and Policy Analysis Focus: Student Retention, Student Services, Enrollment Management	December 2002 University of Wisconsin-Madison
Bachelor of Science in Journalism E.W. Scripps School of Journalism Specializations: Business, Marketing and Communications, Creative Writing	May 1998 Ohio University

AWARDS, GRANTS, PRESENTATIONS, AND WRITING

Three-time Colorado Department of Higher Education Open Education Resources Grant Recipient	January 2019, 2020, 2021
Governor’s Outstanding Zero Textbook Cost Program Winner – Instructional Technology Certificates	November 2020
EDUCAUSE Horizon Report Exemplar Institution Recipient	February 2019
Department of Education EDU2030 Ecosystem Challenge Winner	November 2018
American Association of State Colleges and Universities Digital Polarization Initiative Partner University	September 2018
Quality Matters Peer Reviewer Certification	December 2017
Quality Matters Objectives and Assessments Certification	September 2017
Quality Matters Rubric Certification	March 2017
ValueEd Blog (blog.online.colostate.edu) – Various Posts	January 2013 – November 2015
Early College Designs Colorado Stakeholder Committee	January 2012 – February 2013
Colorado Department of Higher Education Admission Council	October 2011 – February 2013
U.S Department of Education GEAR UP Grant	June 2012
Adams County Education Consortium Title: Basic Skills Course for Middle and High School Students	April 2012
American Association of Hispanics in Higher Education Title: College Matriculation Rates of Colorado GEAR UP Students	January 2011
Colorado Council on High School and College Relations Title: The Introduction of Remediation Courses in High School	December 2010
Hispanic Association of Colleges and Universities Title: Dual Enrollment/CLEP to Enhance College Options	January 2010