

SARA AXELSON, Ed.D.

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EDUCATIONAL BACKGROUND

Doctor of Education in Adult and Postsecondary Education, University of Wyoming,
Laramie, May 2007

Master's in Public Administration, University of Colorado, Denver, May 1995

Bachelor of Arts in Organizational Communication, University of Wyoming, May
1979

Rocky Mountain Leadership Program, University of Colorado, August, 1994

Menninger Foundation Management Institute, 1989

Continuing Education: Student Learning and Success; Student Safety; Title IX and
Duty to Report; Enrollment Management; Web Development; Human Resources;
Leadership; Social Justice Research; Disability Law; Budget Management

HIGHER EDUCATION EXPERIENCE

VISITING ASSOCIATE PROFESSOR **8/2017 - Present**

Higher Education Administration Graduate Program

College of Education

University of Wyoming

Laramie, WY 82071

- Co-Program Coordination for Masters and Doctoral Program
Contact for Ed.D. and Ph.D. Program
- Teaching Assignment: PRST 5610 Introduction to Doctoral Studies; HEDA 5060
Program Budgets and Instruction

CONSULTANT (Inactive)

8/2017 - Present

The Registry, Collegiate Enterprise Solutions, LLC

Three Centennial Drive, Suite 320

Peabody, MA 01960

- Interim appointments in higher education administration: Student Affairs and Enrollment Management

VICE PRESIDENT FOR STUDENT AFFAIRS

4/2006 – 5/2017 Retired

(Including Enrollment Management)

University of Wyoming

Laramie, Wyoming 82071

- Oversee the offices of Admissions, Alumni Relations, Center for Advising and Career Services, Campus Recreation & Wellness, Dean of Students (Student Government, Disability Support, Fraternity and Sorority Life, Multicultural Affairs, Non Traditional Center, Rainbow Resource Center, Sexual Assault Prevention and Support, Student Conduct, Student Media, Veteran's Center, Women's Center), Office of the Registrar, Residence Life and Dining Services (Retail Dining, Catering and Events), Student Educational Opportunity (TRiO, Gear-Up, Student Success Services, Upward Bound, McNair Scholars Program) and Disability Support Services, Student Financial Aid and Scholarships, Student Health Services, University Counseling Center and AWARE Alcohol Prevention and Support, Vice President for Student Affairs (Central Office, Cowboy Parents Council) and Wyoming Union
- Budget: \$40 million; 300 full and part-time employees and 1000 student employees)
- Lead Enrollment Management effort from 1999 – Spring 2017:
 - Direct Enrollment Management Units
 - Chair Enrollment Management Council and work with its associated teams (Diversity, Student Success, Recruiting, Pre College, Enrollment Services & Image/Marketing)
- In fall 2015, achieved largest freshman class with 1,695 entering first time freshmen

- In fall 2016, achieved highest retention rate of 76.4 of first time freshmen returning for second year
- Implemented STEP tutoring and supplemental instruction services to support student retention and success.
- Governance Group for 2016-2017 Strategic Enrollment Management Planning working with Huron Consulting Group; plan in implementation phase I
- University Strategic Planning Council 2016-2017 Member; draft plan in feedback stage; Led Strategic Planning for Student Affairs in line with University Plan III (2009-2014 and University Plan IV (2015)
- Issuing RFP for Residence Life Replacement Plan for new construction in 2018
- Led three University budget reductions for Student Affairs in 2009, 2011 and 2016-2017(included staffing; support budget and reserve funding)
- Oversaw re-envisioning of Wyoming Union space allocation study and implementation
- Supported Dean of Students in Title IX training and internal review and conduct processes
- Supported Dean of Students in UWYO CARES behavior intervention team
- Supported the implementation of significant software with leadership from the Division of Information Technology (Ellucian Student Information System and Luminas Portal selection and implementation; Degree Works, Academic Works – scholarship management, Maxient – student welfare and conduct, Campus Digital Signage)
- WyoCloud Governance for implementation of Oracle cloud fiscal system and business intelligence – 2016-2017
- Serve on Governor appointed Complete College Wyoming Council supporting increase of persistence and graduation rates
- Implemented Student Affairs employee orientation program
- Leadership role in Campus Safety initiatives; Chair Student Crisis Management Team
- Half Acre Health and Wellness Center – Oversight for \$27 million renovation
- International Student Government Exchanges with Shanghai Normal and Shanghai University and Student Recruiting in Nepal and Thailand

- Transitioned Alumni Association as they returned to UW within Student Affairs; ongoing oversight
- Lead transition of Wyoming Conservation Corps to Student Affairs; ongoing student engagement program support state-wide initiatives
- Expanded Cowboy Parents Council who advise Student Affairs policy and student support; lead Family Weekend and raise funding for Emergency Parent's Fund.
- Student Affairs fund raising initiatives – grant; scholarship; federal aid and most recent million-dollar contribution from Osher Foundation for non-traditional student support.
- Serve on the following councils, boards and committees:
 - Level One Planning for LCCC-Albany County facility on UW campus
 - A&S Dean Search Committee
 - President's Executive Council for 18 years
 - Deans' and Directors' Council for 18 years
 - International Education Steering Committee for @ 15 years
 - President's Advisory Council on Safety for 10 years
 - Strategic Diversity Initiative Committee/President Advisory Council on Minority and Women's Affairs
 - LeaRN Advisory Council
 - Union Board
 - University Fee Central Committee
 - Athletic Planning Committee
 - Outreach Advisory Council
 - Academic Deans and Student Affairs Advisory Council, (ADSAAC), Co-chair
 - Student Doctoral Committees
- Taught Education and Democracy for College of Education (freshman transition class) – Fall 2013; Fall 2014
- Taught Freshman Year Course – Fall 2000
- Information Technology Consolidation – led Student Affairs IT Consolidation with VP for Information Technology.

- Provided feedback to Wyoming Legislature Hathaway Scholarship Committee during drafting of legislation and subsequent coordination of draft administrative guidelines
- Lead modification of UW scholarship reform initiatives to coordinate with Hathaway Scholarship Program
- Completed 5-year Student Affairs Support Services Plan and began implementation
- Work with PACMWA and UW administration to commission salary and benefit equity study
- Coordinated Minority Undergraduate Fellows at UW as part of the NASPA Fellows Program
- Convened Student Affairs Student Advisory Board to seek student input – 2006-present
- Formed Taskforce to create Veterans Center – now supporting over 600 veterans with external funding
- Support community-wide coalitions on suicide prevention and support (Gatekeepers), Alcohol Awareness (AWARE and A-Team) and sexual assault prevention and support (STOP Violence and No More campaign)

INTERIM VICE PRESIDENT FOR STUDENT AFFAIRS 8/2005-4/2006

University of Wyoming

(See Above)

ASSOCIATE VICE PRESIDENT FOR 8/1999-2006
ENROLLMENT MANAGEMENT/DIRECTOR OF
ADMISSIONS

University of Wyoming

- Created Enrollment Management Council and associated teams in 1999
- Direct Enrollment Management Efforts for the University. UW achieved the fall 2005 enrollment goal of 13,000 students in the fall of 2004 with the support of the campus community.
- Direct the Office of Undergraduate Admissions. Oversee the Offices of Financial Aid, Office of the Registrar, and the Center for Advising and Career Services (Budget: \$3,700,000; 71 full time and 83 part-time and student employees)
- Serve on the following councils, boards and committees:

President's Executive Council

Deans' and Directors' Council

International Education Steering Committee

President Advisory Council on Minority and Women's Affairs (PACMWA)

Learning Resource Network (LeaRN) Advisory Council

Outreach Advisory Council

Academic Deans and Student Affairs Advisory Council (ADSAAC)

- Lead scholarship reform initiatives
- Co-directed integrated marketing campaign for campus
- Increased applications for admissions over a 5-year period and lead Colorado initiative that increased new freshmen enrollment from Colorado by 42% in the fall of 2004
- Co-produced \$100,000 advertising campaign including t.v. and radio spots and direct mail
- Co-chaired the Academic Success Center Committee launching the Learning Resource Network (LeaRN) student success program
- Secured Daniels Fund Grants for four years for pre-college programs
- Participated in the LeaRN Director Search Committee
- Helped to coordinate the 3-D (Diversity, Dialog and Direction Conference)
- Helped to coordinate the Synergy program for Conditional Admitted Students
- Budget and fiscal responsibility for enrollment management units totaling @ \$3,701,622
- Served on Martin Luther King March/Days of Dialogue committee and participated in panels for 3 years of celebration
- Participated in the Minority Student Leadership Initiative and mentored students for 12 years
- Taught University Studies 1000 section to help freshmen transition into university
- Created Denver-based office for student recruiting and job placement
- Implemented EMAS software for enhanced communication with prospective students

- Implemented Noel Levitz financial aid leveraging effort with Office of Financial Aid, Academic Affairs and Office of Institutional Analysis
- Chaired the American Indian Manager search committee

ASSISTANT VICE PRESIDENT FOR ENROLLMENT SERVICES/DIRECTOR OF ADMISSIONS **1994-1999**

**Western State College
Gunnison, Colorado 81231**

- Directed the Enrollment Services Team: Admissions and Registrar
- Co-Chaired College's Strategic Enrollment Management Group (Residence Life, Orientation, Financial Aid, Institutional Research, Multicultural Affairs, Public Information, Academic Support, Admissions and Registrar)
- Developed and directed the implementation of the annual student marketing plan
- Produced national promotional video
- Increased new student enrollment by 5% in fall of 1996 and 1998
- Developed agreements and advertisement campaign with community colleges
- Oversaw development of all recruiting publications
- Successfully attained grant funding for degree audit training
- Oversaw all computer applications for department
- Implemented electronic application and inquiry processes
- Implemented variety of web sites for Western State College
- Attained grant funding for state-wide diversity student bus tour
- Created minority youth summer educational experience
- Created minority transfer student summer educational experience
- Served on Assessment Task Force in the academic strategic planning process
- Served on Affirmative Action Council
- Administered State of Colorado Residency Statutes for Western State College
- Ensured compliance with Colorado Commission on Higher Education, Board of Trustees and College Guidelines on admission and registration policy
- Initiated telecounseling, application grading, direct mail and geodemographic study

ASSISTANT DIRECTOR OF ADMISSIONS

1993 - 1994

Western State College

1982 - 1984

1993-1994

- Coordinated alumni recruiting program
- Chaired Community College Task Force
- Supervised admissions counselors
- Coordinated New Freshman and Transfer Student Travel Program
- Coordinated scholarship award program

1982 – 1984

- Planned and implemented student visitations
- Planned and implemented Student/Parent Summer Orientation
- Advised students and taught orientation class
- Created and served as advisor to student host organization (Highlander Hosts)
- Assisted with development of annual recruiting plan
- Co-Chaired the Colorado Council for High School and College Relations Day/Night Program Scheduling Committee

ADMISSIONS COUNSELOR

1979-1982

Dakota State College

Madison, South Dakota 57042

MUNICIPAL GOVERNMENT EXPERIENCE

HUMAN RESOURCES DIRECTOR

1991-1993

City of Montrose

Montrose, Colorado 81402

- Served on City Manager's Executive Team
- Monitored Personnel Practices for 120 employees
- Oversaw Employee training; worker's compensation; employee compensation and benefit program

- Prepared and maintained \$2,000,000 compensation plan
- Responsible for disciplinary action, grievance and termination
- Conducted employee recruitment/orientation program
- Directed national search process for city manager
- Involved in emergency preparedness efforts
- Prepared and maintained department budget
- Supervised employees
- Edited employee newsletter
- Rewrote Human Resources Policies and Procedures based upon then current Human Resources law
- Prepared classification and compensations studies and maintained job descriptions
- Personnel Counseling
- Created Employee Assistance Program

HUMAN RESOURCES DIRECTOR/CITY CLERK

1986-1991

City of Steamboat Springs

Steamboat Springs, Colorado 80477

- Served on City Manager's executive team
- Involved in emergency preparedness efforts
- Monitored Human Resource practices for 175 full and part-time employees
- Directed City Clerk/Human Resources Department
- Implemented policies, procedures and systems for management of the permanent records for the City of Steamboat Springs
- Responsible for the record keeping for the \$1,000,000 grants program
- Responsible for the record keeping for the City's 10 Improvement Districts
- Served as official custodian of the municipal records
- Managed City Hall operations
- Conducted municipal elections according to the laws of the State of Colorado
- Directed liquor licensing in municipal boundaries in accordance with the laws of the State of Colorado
- Served as liaison to the City Council

- Lead extensive public relations with community
- Prepared budget and managed \$3,000,000 compensation plan
- Oversaw employee recruitment, orientation, training, and safety programs
- Administered compensation and benefits
- Oversaw worker's compensation program
- Performed job audits and reclassification
- Counseled personnel
- Creation and maintenance of city Human Resource policies
- Oversaw grievance, discipline, and termination policies
- Creation and maintenance of Employee Assistance Program
- Assisted in the hosting of Japanese delegation for economic development

ASSISTANT TO CITY MANAGER

1984-1986

City of Steamboat Springs

- Conducted media relations; served as community-city council liaison
- Served as confidante and policy analyst to city manager
- Supervised employees, purchasing and grants coordination

PRESENTATIONS: 1999 - PRESENT

Wyoming Community College Trustees (panel on student success)

Casper College (enrollment management guest speaker)

Rocky Mountain Association of College Admission Counseling (enrollment management)

Rocky Mountain Association of Institutional Research (The role of institutional research in enrollment management)

Rocky Mountain Association of Trade's Professionals (The role of facilities management in student recruiting and retention)

State Colleges Student Services Conference – (presented 3 enrollment management workshops with colleagues from Colorado institutions)

University of Wyoming Alumni Association: (enrollment updates; marketing efforts)

University of Wyoming Board of Trustees: (enrollment updates; scholarship plans; crisis management plans; sexual assault and prevention updates; residency policy review; housing plan updates; enrollment management model and plan; enrollment updates; image marketing; scholarship reform & Hathaway Scholarship Program)

University of Wyoming College of Arts and Sciences Board of Visitors: (enrollment updates; marketing; collaboration)

University of Wyoming Campus (image marketing; enrollment management; scholarship reform)

University of Wyoming National Ambassadors (enrollment updates; marketing; collaboration)

University of Wyoming Division of Student Affairs – Annual Fall Kick Off and Spring Awards Luncheon, Master of Ceremonies for multiple events including top male and female graduating seniors

Wyoming Community College Presidents: (college going rates; portal)

Wyoming Department of Education: (college going rates; portal)

Wyoming School Board Association: (college going rates; portal; building the pipeline to college)

Wyoming Student Loan Association Roundtable: (enrollment management in Wyoming)

COMMUNITY SERVICE/LEADERSHIP

United Way of Laramie Board Member, 2013 - 2016

ACT Council, Wyoming State Representative, 2005 - 2008

American Association of University Women, UW Representative, 2005

Leadership Wyoming, 2002

Leadership Wyoming Governing Board, 2003, 2004

Tri Delta House Corporation Treasurer, University of Wyoming 1999 – 2012

Gunnison Chamber of Commerce/Western State College Coordinating Council 1995, 1996

PEO 1979 - present

Montrose International Training in Communication; Secretary - 1992-93

University of Colorado/Boulder, President's Advisory Council, 1991

Governor Romer's Jobs for Colorado's Future Task Force, 1990

Routt Schools Federal Credit Union Vice President and Board Member, 1989-90

Routt County United Way Board Member, 1991

HONORS/PROFESSIONAL MEMBERSHIPS

National Association of Student Personnel Administrators (NASPA), 2005 - present

National Association for College Admission Counseling (NACAC), 1993-2017

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American Association of College Registrars and Admissions Officers (AACRAO), 1993-2017

Rocky Mountain Association for College Admission Counseling; Delegate 2001 (RMACAC) Member, 1993-2017

Rocky Mountain Association of College Registrars and Admissions Officers (RMACRAO), 1993-2017

Colorado Council for High School and College Relations (CCHSCR), 1982-1984; 1993-1999

International Institute of Municipal Clerks (IIMC), 1986-1991

Colorado Municipal Clerk's Association; Vice President - 1990-91; Secretary-1989-90

Colorado Municipal League Policy Committee

International Personnel Management Association (IPMA), 1986-1993

Colorado Personnel Manager's Association, 1986-1993

American Society of Personnel Administrators (ASPA), 1986-1993

City Clerk of the Year for the State of Colorado, 1990

Certified Municipal Clerk, 1989

Outstanding Student Services Staff Members for 1980-81 (Dakota State College)

REFERENCES

Available on request