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**PROFESSIONAL
EXPERIENCE**

**Vice Provost for Enrollment and
Dean of Admissions (Chief Admissions and Enrollment Management Officer)**
Vanderbilt University, July 2009 to present

**Associate Provost for Enrollment and
Dean of Admissions (Chief Admissions and Enrollment Management Officer)**
Vanderbilt University, August 2006 to June 2009

- Direct administrative responsibility for the Office of Enrollment Management, Office of Undergraduate Admissions, Office of Student Financial Aid, University Registrar's Office, Vanderbilt Institutional Research Group (VIRG), The Office of Enrollment Management Information Systems, The Office of Undergraduate Honor Scholarships, The Chancellor's Scholars Program, Office of Honors Scholarships (Post-Baccalaureate Awards), ENGAGE (Early Notification of Guaranteed Admission for Graduate Education), The POSSE Scholars Program, and Systems & Information Technology Planning in the Provost's Division.

- Responsible for overall leadership and administration of all areas related to enrollment policy and management at Vanderbilt University. Have direct responsibility for 120 full time employees, 30 part-time outside readers and admissions analysts, 75 work study students, 40 tour guides and 2 graduate interns.

- Budget responsibility for 19 different operating budgets totaling \$12 million. In addition, have direct accountability and responsibility for the institutional need and merit-based budget of \$115.5 million, a federal aid program budget of \$84.5 million, a state grant program budget of \$4.2 million and an outside aid program budget of \$8 million for an overall financial aid budget of \$212 million.

- Responsible for prospective student marketing, recruitment and the selective admissions process for an entering freshman class of 1,550 highly qualified and diverse students from an applicant pool of just under 17,000. In addition, have responsibility for the selection of 170 entering transfer students on an annual basis. Work with numerous admissions policies relative to each academic college, school and/or program.

- Directly responsible to increase applications, overall profile and diversity of the entering class. To date, under my leadership applications have increased 39% (4,755) to 16,944 total applications from 2006 to 2008, the admit rate dropped from 34% to 25%, the number of students in the top 10% increased from 78.5% to 84.4%, the

average class rank increased to the top 6%, and the middle 50% on the SAT increased on the bottom end by 30 points and on the top end by 30 points to a 1330 / 1500 from a 1300 / 1470. In addition, the average test score has increased to a 1400 from a 1374. To date, the application count for the 2009 class is ahead by 10% on top of the 39% experienced the last two years (31% from 2007 to 2008, and 8% from 2006 to 2007). In addition, applications from federally impacted underrepresented groups for the 2009 class are ahead 6% from last year at this time.

- Responsible to increase the pipeline of prospective students moving through the admissions funnel to create a sustained applicant pool. To date, the number of current high school junior inquires (students who have indicated an interest) has increased by 9,000 (45%) and current high school sophomore inquires have increased by 3,400 students (63%) over the prior year.

- Direct responsibility to design, develop and implement an expanded financial aid program for all undergraduate students at Vanderbilt. Based on a set of core values of access and opportunity, have fully implemented a no need-based loan program for seniors graduating in spring 2009 (one semester only) and for all returning and new students starting in fall 2009. Administratively responsible for developing short- and long-term financial projections, and design and development of the overall budget strategy (endowment, operating and philanthropy). Responsible for creating a full marketing strategy (print, e-mail, video, blog, You Tube and web), relative to the expanded aid program. To date, more than 500,000 direct touches have been made with current students, prospective students, parents, high school counselors, alumni and friends of the university describing the new program and the reasons for the program. In addition there were more than 1 million hits to the no need-based loan program webpage within the first 6 weeks of the campaign.

- Responsible for the development of an international student recruitment campaign to increase international undergraduate enrollment from 3% to 7%. In order to achieve this goal, under my leadership Vanderbilt has strategically increased travel abroad from 6 weeks (10 countries) to 30 weeks (27 countries) on an annual basis attending college fairs, participating in large consortium travel programs, conducting small-group travel with peer institutions and visiting high schools and government agencies. In addition, Vanderbilt has renewed key partnerships and established new ones with international agencies and educational support organizations such as USA Education, the U.S. State Department, the European Council of International Schools, the Council of International Schools, the Overseas Association for College Admission Counseling, and the Fulbright Commission. The plan has also formed and strengthened partnerships with international corporations interested in education such as the Israeli company Delek, and the Saudi conglomerates SABIC and ARAMCO. Recognizing that international college counseling professionals and heads of school are key links in promoting Vanderbilt to qualified international prospective students, Vanderbilt hosted a major event at the 2007 annual CIS Conference in Madrid which drew more than 150 participants from Eastern and Western Europe, Northern Africa, the Middle East, Asia and Latin America. Vanderbilt increased the number of international educators invited to our highly successful annual Counselor Conference Weekend on

campus. In addition, Vanderbilt has designed new publications targeting the undergraduate international student market, implemented a new communications flow plan and enhanced electronic outreach. As a result of these efforts, international undergraduate applications from 2007 to 2008 increased 56% from 500 to 781

Assistant Vice President for Enrollment Management and Dean of Admissions (Chief Admissions and Enrollment Management Officer) Purdue University, December 2002 to July 2006

Assistant Vice President for Enrollment Services and Director of Admissions and Records (Chief Admissions and Enrollment Management Officer) Purdue University, October 2000 to December 2002

Special Assistant to the Vice President for Student Services and Director of Admissions (Chief Admissions Officer) Purdue University, December 1999 to October 2000

Director of Admissions (Chief Admissions Officer) Purdue University, March 1995 to December 1999

- Responsible for the overall leadership and administration of all facets related to enrollment management (38,800 students) on the West Lafayette Campus. Had direct responsibility for 175 full-time employees, 2 contract outreach admissions officers, 4 graduate interns, 50 work-study students, 30 part-time paid tour guides, a volunteer student recruitment host organization of 70 students, and a volunteer student orientation organization of 450 current Purdue University students. Had fiduciary and signature authority for six different operating budgets in excess of \$9 million and final responsibility for a financial aid budget of \$404 million. Had direct administrative responsibility for the Office of Enrollment Management, the Office of Admissions, the Division of Financial Aid, the Office of the Registrar, the Office of Orientation and New Student Programs, and the Office of Learning Communities, Access and Retention Projects. In addition, had an indirect coordinating responsibility regarding enrollment management for the Office of International Students and Scholars, Space Management and Academic Scheduling, the Graduate School, the Office of Information Technology and Enterprise Applications, University Residences, OnePurdue (ERP Solution), and the Office of the Bursar.

- Responsible for prospective student marketing, recruitment and the selective admissions process of an entering freshman class of 7,350 highly qualified and diverse students from an applicant pool more than 24,000 applications, as well as accountability for the selection of 1,100 transfer students from an applicant pool of 2,600. Specifically, worked with 19 different admissions policies for each academic college, school and/or program. Also, worked with various faculty committees regarding the selection of students into the most selective programs at Purdue.

- Coordinated the Enrollment Management Planning Group (EMPG), comprised of the President, Provost, Executive Vice President for Business Services and Treasurer, Vice Provost for Undergraduate Education, Director of Strategic Planning, Assistant Executive Vice President for Business Services, Vice President for Student Services, Dean of the Graduate School, Vice President for Housing and Food Service, the Registrar, and the Directors of the Division of Financial Aid, Budget and Fiscal Planning and Space Management and Academic Scheduling.

- Provided campus-wide leadership to the Purdue Recruitment Council (PRC), whose approximately 30 members were appointed by the vice presidents and deans of the respective academic colleges, schools and administrative units. The council included associate and assistant deans and/or directors of advising from each of the academic schools/programs as well as the directors of minority recruitment from each academic school/program. The PRC met eight times annually and was the primary marketing and recruitment organization on the Purdue campus. This group also had numerous sub-committees charged with developing, implementing and evaluating campus-wide minority and majority recruitment activities. The key goal of this group was to build a strong network for marketing and recruiting prospective students. The PRC was developed under my leadership and is a tool used to coordinate recruitment activities and overall branding initiatives, thus allowing Purdue University to build a comprehensive recruitment program in a collaborative manner while still maintaining the strength and individual characteristics of each academic school. Members on the PRC reported indirectly as a collaborative team to the Office of Admissions, however, they maintained their direct reporting structure through their respective deans and vice presidents.

- Developed and provided direct oversight of all centrally developed merit-based scholarship programs, using demand-theory as a conceptual framework. Specifically, a highly sophisticated statistical model was created examining the influence of scholarship dollars on the college selection process. As a result of this research, several new merit scholarship programs aimed at high-ability students were developed.

- Programmatic, budgetary and coordinating responsibility for Purdue University's entering student orientation programs. The major efforts include a four-week summer program where more than 6,500 entering and transfer students and 9,000 parents participated in a full-day orientation program. Also responsible for a four-day orientation program the week before school began for 4,600 entering students. Oversight responsibility for delayed registration sessions and orientation programs for students who could not participate in either of the above orientation programs, as well as the Winter Welcome, Fall Welcome, the Student Survival Guide, the Parent Handbook, the Parent Panel Presentations and the new virtual orientation and transition program for new and continuing students.

- Direct responsibility for the academic advising and student development of all non-degree students, in which 400 students received academic advising each semester through the non-degree program.

- Direct responsibility for the grading and registration process of 31,000 undergraduate, 6,900 graduate and 800 professional students on the West Lafayette campus. Had overall responsibility and authority for the Academic Record System that managed 67,000 students for the Purdue University system. Hade oversight responsibility for all major state and federal reporting documents (IPEDS, ICHE, AAUDE, etc.).

- In collaboration with Information Technology and Student Services Computing, directed the development of a \$4 million prospective Student Contact System for recruiting. Specifically responsible for developing and implementing a sophisticated and complex computer-based recruitment system, i.e., segmenting markets on a weighted stratified variable tracking system. This new recruitment system also incorporated cutting-edge technology in a distributed computing environment.

- Co-directed a joint effort between the Office of Admissions and the International Students and Scholars office to develop and implement a comprehensive international marketing and recruitment campaign. Specifically, the two offices conducted a complete business process redesign of how we were marketing, tracking and recruiting international students. Developed an international recruitment publication series and communication plan. Another outcome was targeting five international regions for annual recruitment travel (Asia, Europe, Latin America, Canada and the Middle East). Under my leadership, international undergraduate enrollment increased 158% from 721 to 1,860 international undergraduates.

Sr. Associate Consultant, Noel-Levitz Enrollment Management Consulting Firm
September 2005 to present

Associate Consultant, Noel-Levitz Enrollment Management Consulting Firm
July 2000 to August 2005

Noel-Levitz was established in the early 70s and is one of the top marketing, recruitment, admissions, financial aid, retention and enrollment management consulting firms in the United States. I have been associated with the firm for 8 years and have delivered more than 100 consultations related to marketing and recruitment, admissions, financial aid and enrollment management.

- November 2007 to present, serve as the lead recruitment and marketing consultant for Kent State University. Major responsibilities include the development of a short- and long-term marketing and recruitment plan. As part of my responsibilities I will be on the campus 24 days over a 20-month period. Desired outcomes for the engagement are to increase the number of applications, overall academic profile, and non-resident representation in the student body.

- March 2004 to January 2007, served as the lead enrollment management consultant at the University of Arizona, a comprehensive, AAU doctoral-granting institution with

an enrollment of just under 37,000 students. Major responsibilities were to coordinate the development of a marketing and recruitment plan, as well as a 10-year comprehensive enrollment management plan. As part of my responsibilities, I was on the University of Arizona's campus for 36 days of actual admissions / enrollment management delivery over a multi-year period. Applications increased over 4,500 (27%) as well as quality, diversity and non-resident representation.

- May 2002 to January 2004, lead enrollment management consultant at the University of New Orleans, a comprehensive doctoral granting institution with an enrollment of just over 17,000. The Louisiana Board of Regents hired Noel-Levitz which in turn contracted with me as part of a statewide project. My major responsibilities were to coordinate the development of a marketing and recruitment plan. As part of my responsibilities, I spent 14 days on the UNO campus for actual enrollment management delivery over a two-year period. All enrollment goals were achieved (quantity, academic quality and diversity).

- June 2003 to November 2003, lead enrollment management consultant at New Mexico State University, a comprehensive doctoral granting institution with an enrollment of more than 15,000 students. My major responsibilities were to coordinate the development of a marketing and recruitment plan. I was on the NMSU campus for 8 days of actual enrollment management delivery over a six-month period. All enrollment goals were achieved (quantity, academic quality and diversity).

- July 2000 to April 2002, lead consultant at Chicago State University, located on the south side of Chicago and is comprised of about 7,000 students, more than 80% of which are African American. Over the contracted time period, I was charged by the president and provost to help the CSU faculty and staff to develop an enrollment management plan that would reverse a five-year trend of declining enrollments and increase new student enrollment as well as overall retention. A complete business process redesign was conducted with the following offices: Office of Admissions, the Registrar's Office, the Division of Financial Aid, Career Services, Disability Programs, Student Health, the Women's Resource Center, the Counseling Center, the Office of the Ombudsman, Accounting, Purchasing, Bursar/Collections, Student Activities, Resident Life, and the Division of Financial Affairs.

In my consulting at CSU (40 days on campus), a comprehensive reorganization and reporting structure was developed within the area of enrollment services that reports to the Office of the Provost. The outcome of the consultation was a reversal of the five-year enrollment decline and an increase of 15.10% in new beginning students and a 3.0% increase in new transfer students.

Associate Director, Office of Student Recruitment and High School Services
University of Utah, July 1992 to February 1995

Assistant Director, Office of Student Recruitment and High School Services
University of Utah, April 1991 to June 1992

- Responsible, in conjunction with the director, for overall state and national programming efforts to recruit first-year and transfer students; developed and supervised selected population recruitment campaigns (National Merit Finalists, minority students, top women in science, top high school scholars, etc.); conducted targeted student searches using the latest recruitment technology; participated in development and preparation of recruitment publications and marketing pieces; coordinated numerous national alumni fairs annually.

- Administered all resident leadership and achievement scholarships, and all non-resident academic and leadership scholarships for entering first-year and transfer students; budgeted and tracked a \$200,000 cash account, a \$1 million tuition waiver account and a \$28,000 hourly personnel and intern account; prepared reports and statistical information used in strategic planning. Supervised full-time support-staff, part-time student employees and student interns, and professional staff in conjunction with director; directed all staff training. Directed a computer enhancement project to quantify programming efforts and evaluate their effectiveness relative to students who experience the recruitment funnel. Interacted with students, faculty, staff and external constituencies including alumni, parents and high school administrators; acted in director's absence.

Program Coordinator, Intermountain Radiopharmacy, Department of Radiology
University of Utah School of Medicine, May 1987 to March 1991

- Responsible for evaluating academic programming; supervised interns, externs, students and laboratory technicians; and coordinated training with academic and clinical staff.

**RELATED
HIGHER
EDUCATION
EXPERIENCE**

International Membership Committee – Trustee Appointed
College Board, January 2009 to present

Colloquium Planning Committee
College Board, April 2008 to present

Chair, Undergraduate Recruitment Advisory Council
Vanderbilt University, May 2007 to present

Chair, Vanderbilt University Assessment Council
Vanderbilt University, February 2007 to present

Member, Quality Enhancement Plan (QEP–Accreditation)
Southern Association of College and Schools (SACS)
Vanderbilt University, January 2007 to present

Deans Council
Vanderbilt University, August 2006 to present

Admission in the 21st Century National Task Force
College Board, May 2006 to present

Educational Testing Service (ETS)/Scholarship and Recognition Programs
Scholarship Review Committee (IBM), March 16-19, 2000, Princeton, New Jersey

General Officer/Province President, Phi Delta Theta International Fraternity
September 1998 to September 2000

Educational, disciplinary and policy oversight for five chapters: Ball State University, Butler University, DePauw University, Purdue University and Wabash College.

Member, Lilly Retention Grant Proposal Committee, Lilly Foundation
Purdue University, January 1998 to March 1998
Grant Awarded July 1998, \$5,000,000

Member, Student Computer Systems Stewards
Purdue University, February 1996 to July 2006

Member, Residence Review Committee
Purdue University, May 1995 to July 2006

Member, Student Migration Steering Committee
Purdue University, April 1995 to July 2006

Chair, Student Contact System Steering Committee
Purdue University, April 1995 to August 1999

Chair, Purdue Recruitment Council – formerly the Enrollment Assistance Group
Purdue University, March 1995 to July 2006

Faculty Fellow Mentoring Program, Harrison Residence Hall
Purdue University, August 1995 to May 2000

Faculty Advisor, Phi Delta Theta Fraternity, Indiana Theta Chapter
April 1995 to May 2000

Faculty Member, Phi Delta Theta Leadership College, Miami University
Oxford, Ohio, August 1993

Chapter Advisor, Phi Delta Fraternity, Utah Alpha Chapter
July 1992 to April 1995

Director, College Fair, Rocky Mountain Association of College Admission Counselors (RMACAC), April 1991 to November 1994

President, Interfraternity Alumni Association

University of Utah, May 1990 to May 1991

Board of Directors, Phi Delta Theta Fraternity House Corporation

Utah Alpha Chapter, April 1989 to July 1992

EDUCATION

Doctor of Philosophy

Educational Administration, Higher Education - Emphasis in Budgeting/Finance and Organizational Leadership/Behavior

University of Utah, Salt Lake City, Utah, December 1993

Master of Public Administration

Emphasis in Organizational Development and Human Resource Management

University of Utah, Salt Lake City, Utah, December 1993

Bachelor of Science

Political Science

University of Utah, Salt Lake City, Utah, June 1988

**DISSERTATION
TITLE**

An Empirical Investigation of DiMaggio and Powell's Coercive, Mimetic and Normative Isomorphic Processes: A Case Study in Higher Education

**RESEARCH
AGENDA**

The college selection process relative to institutional goals and objectives. Specifically, the effects of tuition setting and discounting on matriculation in relationship to effective enrollment management organizations

**FACULTY
EXPERIENCE**

Assistant Professor of Public Policy and Higher Education

Vanderbilt University Peabody College of Education

August 2006 to present

Summer '09 College and University Enrollment Management, Higher Education Management Institute

Summer '08, College and University Enrollment Management, Higher Education Management Institute

Summer '07, College and University Enrollment Management, Higher Education Management Institute

Assistant Professor, School of Education

Purdue University, August 1996 to July 2006

Ph.D. and Masters Committee Responsibilities

Winter '04 - EDFA 590, Institutional Policy, Research, Reporting and Evaluation
Winter '02 - EDFA 590, Institutional Policy, Research, Reporting and Evaluation
Winter '01 - EDFA 590, Institutional Policy, Research, Reporting and Evaluation
Winter '00 - EDFA 603, The American College and University
Winter '99 - EDFA 603, The American College and University
Winter '98 - EDFA 603, The American College and University
Winter '97 - EDFA 603, The American College and University

Adjunct Professor, Center for Public Policy and Administration

Political Science Department, University of Utah, January 1994 to March 1995

Autumn '95 - PS 330, Introduction to Public Administration
Winter '94 - PS 655, Non-Profit Organizations and Management (co-professor)
Summer '94 - PS 633, Administrative Practice (co-professor)
Spring '94 - PS 330, Introduction to Public Administration

**REFEREED
JOURNAL
ARTICLES**

Christiansen, Douglas L., 2003 “Getting Personal with Today’s Prospective Students: Use of the Web in the College Selection Process.” *The College and University Journal*, 79 (Summer).

Christiansen, Douglas L., 1997 “Outcomes of the Hawthorne Studies.” The International Encyclopedia of Public Policy and Administration, New York: Henry Holt and Company.

**GENERAL
ARTICLES**

Christiansen, Douglas L., Spring 1996 “Team Effort Builds Admissions Success.” Purdue University Perspective. Indiana: Purdue University Office of University Relations.

Christiansen, Douglas L., Fall 1995. “Recruiting Future Alumni.” The Purdue Alumnus. Indiana: Purdue University Alumni Association.

**PROFESSIONAL
PRESENTATIONS
SPEECHES**

July 22, 2009 - “The American College and University”
AMESON Foundation Chinese Elite Program
Shanghai, China

February 18, 2009 - “Endowments, Access, and Equity: What are the Issues?”
2009 Southern Regional Forum, College Board, Atlanta, Georgia

November 19, 2008 - “College Admissions Update from the College Board” Council
of International Schools (CIS) on International Admissions and Guidance, Monaco

November 7, 2008 - “AP and Higher Education: How Are Colleges Using AP to Help Meet their Diverse Institutional Missions?” College Board National Forum, Houston, Texas

January 28, 2008 - “Universities and Colleges Must Stand for Diversity—Rhetoric or Reality?” Sixth National Conference on Best Practices in Black Student Achievement, Clemson University, Clemson, South Carolina

July 16, 2007 - “Using Technology to Recruit Millennial Students” College Board Summer Institute on College Admissions, University of Central Florida, Orlando, Florida

November 14, 2007 – “The Highly Selective Admissions Process” Leadership Franklin Education Day, Franklin, Tennessee

January 7, 2007 - “Mission, Money and Metrics: Colliding Expectations. Do Institutions Function Like a Business or Should They?” The College Board Colloquium, Ft. Lauderdale, Florida

January 4, 2007 - “Posse and You Making a Difference” Keynote Address, The Posse Foundation Awards Ceremony, McGraw-Hill Center, New York, New York

July 20, 2006 - “Strategic Planning to Manage Enrollment” National Conference on Student Recruitment, Marketing and Retention, Denver, Colorado

October 11, 2005 - “Competitive Recruitment Systems” SAP International Users Summit, Heidelberg, Germany

June 21, 2004 - “Predictive Modeling for Recruitment Success” North American Enrollment Management Institute, Vail, Colorado

June 29, 2001 - “How Faculty, Student Services and Financial Affairs Can and Should Be a Part of the Recruitment and Retention Enrollment Management Plan.” President’s Administrative Retreat, Chicago State University, Fontana, Wisconsin

September 28, 1999 - “WWW.Recruitment—The Impact of the Web on Colleges and Universities, Where Are We in the Revolution?” Indiana Association of College Admissions Counselors (IACAC), Annual Fall Conference, Indianapolis, Indiana

April 13, 1998 - “The New Student Orientation—The Final Stage in Recruitment and the First Stage in Retention” American Association of Collegiate Registrars and Admissions Officers (AACRAO), Annual National Conference, Chicago, Illinois

October 2, 1997 - “Minority National, State and Institutional Demographic and Student Data” Association of College Admissions Counselors (IACAC) Annual Fall Conference, Indianapolis, Indiana

September 19, 1996 - "Challenges Facing Admissions and Their Deans and Directors" Indiana Association of College Admissions Counselors (IACAC), Annual Fall Conference, Indianapolis, Indiana

August 26, 1996 - Admissions Panel, "Prime Time Radio," Washington, D.C. Panel discussion regarding SAT, ACT, college selection factors, admissions factors, etc.

July 9, 1996 - "Higher Education—Has Technology Taken Over the Personal Touch?" Hugh O'Brian Youth Foundation World Leadership Conference, Rice University, Houston, Texas

February 27, 1996 - "Will Tech Prep Help Get Me into College?" The College Board Midwestern Regional Annual Conference, Chicago, Illinois

December 11, 1995 - "Admissions and Financial Aid: A Model Partnership" Indiana Student Financial Aid Association (ISFAA), Winter Conference, Indianapolis, Indiana

December 10, 1995 - "Recruiting Students, Donors and Friends Together—Admissions, Development and Alumni Association Partners in Collaboration" Council for Advancement and Support of Education, CASE District V Annual Conference, Chicago, Illinois

August 7, 1995 - "Marketing Strategies" University Vice Rector, International, Promotion/Extension Directors from Poland Agricultural Universities of Krakow, Potzan and Warsaw, Purdue University, West Lafayette, Indiana

July 28, 1995 - "Mock Admissions—A Case Study Approach" Hugh O'Brian Youth Foundation World Leadership Conference, Tufts University, Boston, Massachusetts

July 28, 1995 - "Education and Technology" Hugh O'Brian Youth Foundation World Leadership Conference, Tufts University, Boston, Massachusetts

July 18, 1995 - "Building Bridges Between Alumni Associations and Admissions Offices" Big Ten Alumni Directors, Committee on Institutional Cooperation Annual Conference, Purdue University, West Lafayette, Indiana

May 23, 1995 "Electronic Applications and Transcripts, Will They Become a Reality and is Entrata (NCS) the Answer?" State of Indiana Admissions Directors, Purdue University, West Lafayette, Indiana

Major Presentations Internal to Vanderbilt University

October 24, 2008 - "Enrollment Fall 2008 and Expanded Aid Program" Alumni Board of Directors, Vanderbilt University, Nashville, TN

October 24, 2008 - “Selective Admissions and No Need-Based Loans” College of Arts and Science Board of Visitors, Vanderbilt University, Nashville, TN

September 9, 2008 - “Updated—the Financial Aid Marketplace: Major Competitive Trends” Deans Council, Vanderbilt University, Nashville, TN

September 1, 2008 - “Updated—the Financial Aid Marketplace: Major Competitive Trends” Provost’s Council, Vanderbilt University, Nashville, TN

May 29, 2008 - “The Financial Aid Marketplace: Major Competitive Trends” Development and Alumni Relations (DAR) Senior Team, Vanderbilt University, Nashville, TN

April 5, 2008 - “Selectivity—What About My Child?” Parents Leadership Committee, Vanderbilt University, Nashville, TN

February 29, 2008 - “The Financial Aid Marketplace: Major Competitive Trends” Board of Trust, Vanderbilt University, Nashville, TN

November 15, 2007 - “The Case for Competitiveness: The Future of Need-Based Assistance at Vanderbilt” Board of Trust Campaign Steering Committee, Vanderbilt University, Nashville, TN

October 5, 2007 - “The Next Level: Enrollment Management, Scholarships and Development” College of Arts and Science Board of Visitors, Vanderbilt University, Nashville, TN

October 12, 2007 - “Enrollment Management at Vanderbilt” Alumni Board of Directors, Nashville, TN

September 10, 2007 - “The Next Level: Enrollment Management, Scholarships and DAR”, Development and Alumni Relations, Vanderbilt University, Nashville, TN

May 17, 2007 - “A Strategic Path to Enrollment Success” Executive Committee of the Board of Trust, Vanderbilt University, Nashville, TN

March 28, 2007 - “The Vanderbilt Assessment Structure and the Quality Enhancement Plan (QEP)” Visiting SACS Accreditation, Full Team, Vanderbilt University, Nashville TN

Major Presentations Internal to Purdue University

October 20, 2005 - “Recruitment Foundations and Competitive System Applications” OnePurdue Enrollment and Student Affairs functional Team, Purdue University, West Lafayette

September 23, 2005 - "Systemwide Enrollment and Retention" Board of Trustees Governance Report (Full Board), Purdue University, West Lafayette, Indiana

September 24, 2004 - "Systemwide Enrollment and Retention" Board of Trustees Governance Report (Full Board), Purdue University, West Lafayette, Indiana

September 19, 2003 - "Systemwide Enrollment and Retention" Board of Trustees Governance Report (Full Board), Purdue University, West Lafayette, Indiana

October 10, 2002 - "Enrollment Services and Purdue Technology Statewide" Major presentation to the 10 Purdue University Technology Statewide Campus Location Directors and Student Services Coordinators and West Lafayette Enrollment Services Sr. Staff, Purdue University, West Lafayette, Indiana

September 13, 2002 - "Systemwide Enrollment and Retention" Board of Trustees Governance Report (Full Board), Purdue University, West Lafayette, Indiana

September 21, 2001 - "Systemwide Enrollment and Retention" Board of Trustees Governance Report (Full Board), Purdue University, West Lafayette, Indiana

November 16, 2000 - "Recruitment and the Competitive Market" President's Forum, Purdue University, West Lafayette Indiana

January 24, 2000 - "Academic Quality – Is the Admissions Process Achieving University Goals?" University Senate, Purdue University, West Lafayette, Indiana

September 3, 1998 - "Overview of Merit Scholarships Used in the Recruitment Process" Board of Trustees, Purdue University, West Lafayette Indiana

September 14, 1998 - "Recruiting High Ability Students—the Impact of Merit Based Scholarships" University Senate Annual Colloquium, Purdue University, West Lafayette, Indiana

February 26, 1997 - "National, State and Institutional African-American Data" The Black Caucus of Faculty and Staff, Purdue University, West Lafayette, Indiana

February 24, 1997 - "The Student Contact System" Excellence 21 Poster Session, Faculty and Staff, Purdue University, West Lafayette, Indiana

February 4, 1997 - "Who Are Our Entering Students?" Schedule Deputies, Purdue University, West Lafayette, Indiana

November 19, 1996 - "Who Is the Purdue Student?" Enrollment Assistance Group, Purdue University, West Lafayette, Indiana

October 14, 1996 - “Purdue University Student Computer Systems Migration— Student Contact System, the First Step Toward a New Future” University Resources and Policy Committee, Purdue University Academic Senate, West Lafayette, Indiana

September 25, 1996 - “Complexion and Composition of Our Student Body” Purdue University Business Officers and Staff, West Lafayette, Indiana

May 29, 1996 - “Conceptual Framework for Market-Based Discussions” Academic Deans and Vice Presidents Planning Retreat, West Lafayette, Indiana

April 20, 1996 - “The Purdue Student—Past and Present” Purdue Alumni Association Class Lecture Series, Gala Week, West Lafayette, Indiana

August 23, 1995 - “Leadership and Motivation—Is Change Positive or Negative in Organizations?” Purdue University Student Government, Purdue University, West Lafayette, Indiana

August 11, 1995 - “Student Leadership and Transition from High School to College” Purdue University Boiler Gold Rush Orientation Program, Purdue University, West Lafayette, Indiana

July 14, 1995 - “Counselor Education and Information Dissemination—Outreach Programs” Purdue University Board of Trustees, Academic Affairs and Planning and Strategy Committees, Purdue University, West Lafayette, Indiana

July 13, 1995 - “Segmenting Markets for Positive Results Relative to Organizational Goals” Purdue University Development Directors, Purdue University, West Lafayette, Indiana

May 19, 1995 - “A Ten Point Plan for Success at Purdue University—Recruitment Strategies” Purdue University College of Science Dean’s National Advisory Board, Purdue University, West Lafayette, Indiana

April 21, 1995 - “How to Use Technology in the Recruitment Process” College of Education Dean’s National Advisory Board, Purdue University, West Lafayette, Indiana

April 20, 1995 - “Using Alumni in the Recruitment and Admissions Process” Purdue Alumni Association National Board of Directors, Purdue University, West Lafayette, Indiana

April 6, 1995 - “Overview of the Office of Admissions—Future Strategies” Purdue University Board of Trustees, Academic Affairs Committee, Purdue University, West Lafayette, Indiana

April 3, 1995 - "Residence Halls and the Admissions Office—Can We Be Recruitment Partners?" Residence Halls Central Administration, Hall Managers and Senior Faculty Fellows, Purdue University, West Lafayette, Indiana

**PROFESSIONAL
ASSOCIATIONS**

Member, National Council on Enrollment Planning and Policy (NCEEP)
June 2008 to present

Member, National Council on Enrollment Planning and Policy (NCEEP)
June 2008 to present

Member, Southeastern Conference Admissions Network
December 2006 to present

Member, College Board Southern Regional
July 2006 to present

Member, College Board
March 1995 to present

Member, American Association of Collegiate Registrars and Admissions Officers (AACRO), May 1992 to present

Member, National Association of College Admissions Counselors (NACAC)
April 1991 to present

Committee Member, Indiana Advanced Placement (AP) Advisory Committee
August 1995 to July 2006

Member, Association of Chief Admissions Officers Public Universities (ACAOPU) April 1995 to July 2006

Member, Committee on Institutional Cooperation (CIC)
March 1995 to July 2006

Member, College Board Midwestern Regional
March 1995 to July 2006

Member, Indiana Association of College Admissions Counselors
March 1995 to July 2006

Member, Utah Association of Collegiate Registrars and Admission Counselors
May 1992 to April 1995

Member, Utah Council of Secondary/Post-Secondary Relations

July 1991 to April 1995

Member, American Society for Public Administration

June 1991 to April 1995

Member, Rocky Mountain Association of College Admission Counselors

April 1991 to April 1995

Res Main Vanderbilt Current – As of 9/16/09