
Douglas L. Christiansen, Ph.D.

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**PROFESSIONAL
EXPERIENCE**

**Vice Provost for University Enrollment Affairs and
Dean of Admissions and Financial Aid (Chief Admissions and Enrollment
Management Officer)** Vanderbilt University, October 2014 to present

**Vice Provost for Enrollment and
Dean of Admissions (Chief Admissions and Enrollment Management Officer)**
Vanderbilt University, July 2009 to October 2014

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

- Oversight of the University Enrollment Affairs Leadership Team, which includes the offices of: Undergraduate Admissions, Student Financial Aid and Scholarships, Academic Affairs Process and Solution Implementations (PSI), University Registrar, Enrollment Management for Health Sciences Education, Student Accounts, Career Center, Vanderbilt Institutional Research Group (VIRG), University Enrollment Affairs Office of Strategy and Implementation, Ingram, Chancellor's, and Cornelius Vanderbilt Scholarship Programs, and the Posse Scholars Program.

- Responsible for overall leadership and administration of all areas related to enrollment policy and management at Vanderbilt University. Direct responsibility for 120 full time employees, 43 part-time outside readers and admissions analysts, 23 work-study students, 160 tour guides and 5 graduate interns.

- Budget responsibility for 26 different operating and project budgets totaling \$16.4 million. In addition, have direct accountability and responsibility for the institutional need and merit-based budget of \$217.5 million, a federal aid program budget of \$101.3 million, a state grant program budget of \$2.8 million and an outside aid program budget of \$14.0 million, for an overall financial aid budget of \$335.6 million.

- Responsible for prospective student marketing, recruitment and the selective admissions process for an entering freshman class of 1,602 highly qualified and diverse students from an applicant pool of 34,313. Additional responsibility for the selection of 221 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 total applications from 2006 to 2018 have increased from 12,189 to 34,313 (182%). The admit rate dropped from 33.9% to 9.6%. The number of enrolled students in the top 10% increased from 78.5% to 88.8%. The average class rank increased to the top 5.4% from the top 7.2%. The middle 50% on the New SAT

increased on the bottom end by 50 points, and on the top end by 10 points to a 1450/1560 from a 1400/1550 for enrolled students (only 2017 to 2018 data is available). The middle 50% on the ACT increased on the bottom end by 5 points and on the top end by 3 points to a 33/35 from a 28/32 for enrolled students. Enrolled minority students make up 43.2% of the entering class compared to 22.4% in 2006.

- Responsible for developing an increased pipeline of prospective students moving through the admissions funnel, thereby creating a sustained applicant pool. The fall entering class of 2018 was comprised of 185,732 prospects as compared to 45,100 prospects in the entering class of 2006. This is a 312 % increase in prospects from 2006 to 2018.

- 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, 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 forward. Administratively responsible for developing short and long-term financial projections, and design and development of the overall budget strategy (endowment, quasi endowment, operating and current use). Responsible for creating a complete marketing strategy (print, e-mail, video, blog, You Tube and web), relative to the expanded aid program.

- Responsible for the development of an international student recruitment campaign to increase international undergraduate enrollment from 2.5% in 2006 to 12.4% in 2018. In order to achieve this goal, Vanderbilt has strategically increased travel abroad from 6 weeks (10 countries) to 40 weeks (52 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 Education USA, 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. Due to these efforts, Vanderbilt's international undergraduate applications from 2006 to 2018 have increased 946% from 360 to 3,764 and the entering class has grown from 2.5% in 2006 to 12.4% in 2018.

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 15 years and have delivered more than 130 consultations related to domestic and international marketing and recruitment, admissions, financial aid and enrollment management.

- September 2011 – September 2012, created a formalized, three-year international student recruitment and marketing plan as the consultant at University of California, Riverside. Major responsibilities included development of a recruiting framework that would be invigorated by the marketing plan, resulting in larger international enrollment. I was on campus for 12 days over a 12-month period. Desired outcomes include increased visibility at the international level resulting in an increase in international applications.

- November 2007 to September 2009, served 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 was on the campus 24 days over a 22-month period. Desired outcomes for the engagement were increasing 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**

Past Chair, Board of Trustees – Nationally Elected
The College Board, October 2018 to present

Chair, Board of Trustees – Nationally Elected
The College Board, October 2014 to October 2018

Trustee, Board of Trustees – Nationally Elected
The College Board, October 2011 to October 2014

Higher Education Advisory Committee
Cambridge International Examinations, July 2016 to Present

Higher Education Advisory Council (HEAC),
International English Language Testing System (IELTS), March 2015 - Present

Co-Chair, Higher Education Advisory Committee
World Leading Schools Association (WLSA), April 2013 - Present

Chair, Trustee Committee on Finance
The College Board, October 2012 to October 2014

NACAC International Recruitment Commission
NACAC, January 2012 to October 2013

Trustee Committee on Finance
The College Board, October 2011 to Present

Trustee Investment Committee
The College Board, October 2011 to Present

International Membership Committee – Trustee Appointed
The College Board, January 2009 to September 2011

Colloquium Planning Committee
The College Board, April 2008 to February 2011

AP National Advisory Committee
The College Board, April 2009 to October 2011

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
The College Board, May 2006 to March 2009

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**

Associate Professor of Public Policy and Higher Education (courtesy appointment)
Vanderbilt University Peabody College of Education and Human Development
August 2013 to present

Assistant Professor of Public Policy and Higher Education (courtesy appointment)
Vanderbilt University Peabody College of Education and Human Development
August 2006 to July 2013

Summer '18 – Strategic Academic Enrollment Management, Independent School
Leadership Master's Program

Spring '18 – HEA 6100, Advanced Practice of Enrollment Management

Summer '17 - Strategic Academic Enrollment Management, Independent School
Leadership Master's Program

Spring '17 – HEA 6100, Advanced Practice of Enrollment Management

Summer '16 – Strategic Academic Enrollment Management, Independent School
Leadership Master's Program

Spring '16 – HEA 6100, Advanced Practice of Enrollment Management

Summer '15 – Strategic Academic Enrollment Management, Independent School
Leadership Master's Program

Summer '15 – The Use of Race in Highly-Selective Processes, Independent School
Leadership Master's Program

Spring '15 – HEA 3131, Advanced Practice of Enrollment Management

Summer '14 – College and University Enrollment Management, Higher Education
Management Institute

Spring '14 – HEA 3131, Advanced Practice of Enrollment Management

Summer '13 – College and University Enrollment Management, Higher Education
Management Institute (in conjunction with the AISAP Annual Institute)

Summer '13 – College and University Enrollment Management, Higher Education
Management Institute

Spring '13 – HEA 3131, Advanced Practice of Enrollment Management

Summer '12 – College and University Enrollment Management, Higher Education
Management Institute

Summer '11 – College and University Enrollment Management, Higher Education Management Institute

Summer '10 – College and University Enrollment Management, Higher Education Management Institute

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

**BOOK
FOREWORD**

Christiansen, Douglas L. Foreword. *The Better College Essay: Fitting In and Standing Out*. By Elizabeth A. Stone. Massachusetts: Wintergreen Orchard House, 2014. ix – xi. Print.

**BOOK
CHAPTER**

Christiansen, Douglas L., & Golden, Thomas C. (2012). Strategic Enrollment Planning Coalition Building: A Trustful Mediation. In *Strategic Enrollment Planning: A Dynamic Collaboration* (pp. 19-30). Iowa: Noel-Levitz.

**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., October 2014. “Making the Most of the College Search Process.” WLSA Record: Leading Schools Leading Global Change. The Netherlands: World Leading Schools Association.

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

November 14, 2018 – “Affirmative Action in College Admission” Southern Association of College Admission Counseling (SACAC), Webinar, Moderator <https://www.youtube.com/watch?v=RXpKysHsRsw>

November 5 & 6, 2018 – “Introduction to US Higher Education and the Holistic Admissions Process at Selective Universities” Session Moderator at the WLSA College Admissions Network UK Conference, Oundle School and Millfield School, United Kingdom.

October 23, 2018 – “Exploring the Role of Enrollment Management in Comprehensive Internationalization” Panelist at the College Board Forum, Dallas, TX

September 27, 2018 – “Historical Perspective: The College Board and Development of New Assessment Tools” Presenter at WLSA Education Conference, Shanghai, PRC

September 26, 2018 – “Strategic Academic Enrollment Management” Presenter at the World Leading Schools Association (WLSA)/Vanderbilt Teacher Training Institute, Beijing, PRC

August 28, 2018 – “Comparing Higher Education Options and Admissions Models Beyond Borders” Moderator, International Career and College Counseling Pre-Conference Workshop, New Delhi, India.

August 27, 2018 – “Holism: Understanding the Complexities of the Holistic Admissions Process at Selective Institutions in the United States.” Presenter, International Career and College Counseling Pre-Conference Workshop, New Delhi, India.

July 15, 2018 – “A Critical Synergy: The Academic Mission and Strategic Academic Enrollment Management Across the Educational Spectrum: Cornerstone Speaker at

Association of Independent School Admissions Professionals (AISAP) Annual Institute, Nashville, TN

May 29, 2018 – “History of American Universities and Colleges” “Holistic Admissions Process in the Selective US Colleges and Universities” Presenter/Moderator at the World Leading Scholars Association (WLSA) College Admissions Network Annual Meeting and Conference. Beijing, Chengdu, Xi’an, and Shanghai, China.

April 29, 2018 – “What International and Canadian Students Should Know When Applying to US Universities” Presenter, Vancouver International Universities Fair for International Association for College Admission Counseling, in conjunction with National Association for College Admission Counseling, Vancouver, Canada.

April 6, 2018 – “Holism: Understanding the Complexities of the Holistic Admissions Process at Selective Institutions in the United States.” Presenter, Council of International Schools (CIS) - Association of International Schools in Africa (AISA) Institute in Africa, Nairobi, Kenya.

February 8, 2018 – “Building an Evidence Base to Support diversity and Inclusion.” Presenter/Panelist at the College Board Southern Regional Forum, Orlando, FL

February 8, 2018 – “Looking at Higher Education Inclusion through a Global Lens.” Presenter/Panelist at the College Board Southern Regional Forum, Orlando, FL

February 4, 2018 – “Strategic Academic Enrollment Management” Presenter at the World Leading Schools Association (WLSA) Teacher Training Institute, Nashville, TN

November 15, 2017 – “Effective Data-Driven Recruitment and Travel Planning: Tracking Student Mobility.” Presenter/Panelist at the Council of International Schools (CIS) 2017 Forum, Edinburgh, Scotland

November 11, 2017 – “Understanding the Complexities of the Holistic Admissions Process at Selective Institutions in the U.S.” Presenter/Moderator at the 2017 Advanced Placement China Summit. . Beijing, PRC

November 10, 2017 – “Understanding the Complexities of the Holistic Admissions Process at Selective Institutions in the U.S.” Presenter at the 2017 National Educational Examination Authority (NEAA) Annual Conference, Beijing, PRC

October 18, 2017 – “Delivering Opportunity through Assessments,” Shanghai Municipal Educations Examinations Authority (SMEEA) 2017 International Conference on Examinations and Assessments, Shanghai, PRC

October 12 – 17, 2017 – “Historical Overview of the U.S. Educational System” World Leading Schools Association (WLSA)/Vanderbilt Teacher Training Institute, Beijing, PRC

September 14, 2017 – “Something Has to Give: Managing What’s Keeping Us Up at Night” Moderator/Panelist at annual NACAC Chief Enrollment Officer’s Forum. Boston, MA

August 29, 2017 – “Holism: Understanding the Complexities of the Holistic Admissions Process at Selective Institutions in the U.S.” Presenter at the International Career and College Counseling Conference. New Delhi, India.

July 8, 2017 – “Holistic Admissions Process in the competitive US Admissions Landscape” Presenter/Moderator at the World Leading Scholars Association College Admissions Network Annual Meeting and Conference. Shanghai, China.

April 30, 2017 – “What International and Canadian Students Should Know When Applying to US Universities” Presenter, Vancouver International Universities Fair for International Association for College Admission Counseling, in conjunction with National Association for College Admission Counseling, Vancouver, Canada.

March 5, 2017 – “School Profiles – their Importance in the Admissions Process at Highly Selective US Colleges and Universities” Presenter, Council of International Schools (CIS) - Association of International Schools in Africa (AISA) Institute in Africa, Johannesburg, South Africa

February 5 – 11, 2017 – “Talent for the Future: Admissions Selectivity in the United States” World Leading Schools Association (WLSA) Teacher Training Institute, Nashville, TN

November 17, 2016 – “Coalition for Access, Affordability, and Success” Co-Presenter, Council of International Schools (CIS) Forum, Barcelona, Spain.

November 4 – 8, 2017 – “Historical Overview of the U.S. Educational System” World Leading Schools Association (WLSA) Teacher Training Institute, Beijing, PRC

September 26, 2016 – “Deep Dive into the College Admissions Process for International Students: How Counselors Can Support the Aspirations of Students in India” The Association of International Schools of India (TAISI) Leadership Conference 2016, Gurgaon, India

May 30, June 1 and 2, 2016 – “The Admissions Selection Process in the United States: A Broad Overview” Presenter/Panel Moderator/Conference Co-Chair, WLSA Admission Conferences and Fairs, Kunming, Nanning, and Beijing, China.

May 30 and June 1, 2016 – “Application Case Studies” Panelist/Conference Co-Chair, WLSA Admission Conferences and Fairs, Kunming and Nanning, China.

May 28, 30, and 31, 2016 – “Overview of US Higher Education and Holistic Admissions” Presenter/Panel Moderator/Conference Co-Chair, WLSA Admission Conferences and Fairs, Shanghai, Kunming, and Nanning, China.

May 18, 2016 – “Strategic Admissions Practices and Class of 2018 Highlights” ACCESS Conference for Community Based Organizations, Vanderbilt University, Nashville, Tennessee.

May 9, 2016 – “Highly Selective Admissions: Myths and Realities” Presenter, The Nueva School, Hillsborough, California.

May 7, 2016 – “What International and Canadian Students Should Know When Applying to US Universities” Presenter, Vancouver International Universities Fair for International Association for College Admission Counseling, in conjunction with National Association for College Admission Counseling, Vancouver, Canada.

May 6, 2016 – “How to Craft Great Recommendation Letters for the Admission Process at highly Selective Colleges and Universities in the United States” Presenter, West Point Grey Academy, Vancouver, Canada.

March 1, 2016 – “A Great Global Conversation: The Redesigned SAT and What It All Means for Higher Ed Institutions in the Asia Pacific Region” Presenter, Asia-Pacific Association for International Education 2016 Conference, Melbourne, Australia.

February 29, 2016 – “Seizing Regional Opportunities: Trends and Best Practices for Accelerating Student Mobility and Retaining Student Talent Within the Asia-Pacific Region” Presenter, Asia-Pacific Association for International Education 2016 Pre-Conference Workshop, Melbourne, Australia.

February 14, 2016 – “Welcome to Vanderbilt” Presenter, World Leading Schools Association’s Nashville Teacher Training Institute, Nashville, Tennessee.

January 21, 2016 – “Deans’ Symposium” Panelist, Ransom Everglades High School, Coconut Grove, Florida.

November 19, 2015 – “The Evolving Role of Standardized Testing & Credentials in International Admissions” Presenter/Panelist, 2015 Council of International Schools Forum on International Admission & Guidance, Edinburgh, Scotland.

November 18, 2015 – “Ready, Set, Go: Preparing for the International Launch of the Redesigned SAT” Presenter/Panelist, 2015 Council of International Schools Forum on International Admission & Guidance, Edinburgh, Scotland.

November 6, 2015 – “A New Era in Student Mobility: Emerging opportunities for International Student Recruitment” Panelist, College Board Forum 2015, Washington, D.C.

October 17, 2015 – “The Strategic Admissions Process: Beyond the Numbers” Presenter, 2015 AP China Education Summit, Guangzhou, China.

October 16, 2015 – “Welcome Remarks” Presenter, 2015 AP China Education Summit, Guangzhou, China.

October 13, 2015 – “Welcome to Vanderbilt in Beijing” World Leading Schools Association’s Teacher Professional Development Seminar, No. 8 High School International Center for Teacher Development, Beijing, China.

September 29, 2015 – “Interactive Panel Concerning Admission and Cambridge International Examination Credit Policy” Panelist, Cambridge International Examinations Tennessee Regional Forum, Nashville, Tennessee.

September 3, 2015 – “Ready, Set, Go! Preparing for the International Launch of the Redesigned SAT” Co-Presenter, 2015 Middle East and North Africa EducationUSA Regional Forum, Dubai, United Arab Emirates.

September 2, 2015 – “Adviser Workshop: Financing Undergraduate Study” Co-Presenter, 2015 Middle East and North Africa EducationUSA Regional Forum, Dubai, United Arab Emirates.

August 26, 2015 – “The College Process and Issues in Higher Education” Panelist, Ensworth High School Deans’ Panel, Nashville, Tennessee.

July 14, 2015 – “Promoting Access to Opportunity through Technology” Co-Presenter, WLSA Conference 2015, Amsterdam, Kingdom of the Netherlands.

June 8, 9, and 11, 2015 – “Overview of US Higher Education and Holistic Admissions” Presenter/Panel Moderator/Conference Co-Chair, WLSA Admission Conferences and Fairs, Shanghai, Xi’an, and Changsha, China.

June 8, 9, 10, 11, and 12, 2015 – “Application Case Studies” Panelist/Conference Co-Chair, WLSA Admission Conferences and Fairs, Shanghai, Xi’an, and Changsha, China.

June 8, 10, and 12, 2015 – “The Admissions Selection Process in the United States: A Broad Overview” Presenter/Panel Moderator/Conference Co-Chair, WLSA Admission Conferences and Fairs, Shanghai, Xi’an, and Changsha, China.

June 3, 2015 – “A Snapshot in Time: How One Visit CAN Change a Life” Collegiate Information and Visitors Services Association (CiVSA) Conference, Vanderbilt University, Nashville, Tennessee.

May 12, 2015 – “Strategic Admissions Practices and Class of 2018 Highlights” ACCESS Conference for Community Based Organizations, Vanderbilt University, Nashville, Tennessee.

April 23, 2015 – “Pencils Down!” College Board Internal Staff Retreat Remarks, New York, New York.

March 13, 2015 – “American Council on Education®” Dinner Welcome Remarks, Washington, D.C.

March 5, 2015 – “Introduction for the Puerto Rico Latin America College Board Conference” Delivered Remotely, Filmed in New York City, NY.

February 13, 2015 – “Chairman’s Remarks” The College Board Southern Regional Forum, Atlanta, Georgia.

January 14, 2015 – “Holy Innocents’ College Admissions Forum” Panelist, Holy Innocents’ Episcopal School, Atlanta, Georgia.

November 21, 2014 – “Ready for a Great Global Conversation? In with the New SAT” Presenter/Panelist, Council of International Schools Forum on International Admission & Guidance, Amsterdam, Kingdom of the Netherlands.

November 7, 2014 – “University of Washington: Academic Program Review Update” University of Washington, Seattle, Washington.

October 27, 2014 – “How Redesigning the SAT will Effect International Students” Presenter/Panelist, College Board Forum 2014, Las Vegas, Nevada.

October 18, 2014 – “The Higher Education Landscape in the United States” Presenter/Panelist, Advanced Placement China Education Summit, Beijing, China.

September 20, 2014 – “Strategic Sophomore/Junior Recruitment: Understanding the Impact of the Redesigned PSAT/NMSQT and SAT” Presenter/Panelist, NACAC 2014 National Conference, Indianapolis, Indiana.

September 5, 2014 – “Investiture Keynote Address” Harpeth Hall Academy, Nashville, Tennessee.

June 30, 2014 – “A Peek Behind the Admissions Curtain” International Boys Schools Coalition, Vanderbilt Campus, Nashville, Tennessee.

June 24, 2014 – “The Redesigned SAT” Co-Presenter, Association of College Counselors in Independent Schools (ACCIS) Conference, Vanderbilt University Campus, Nashville, Tennessee.

June 22, 2014 – “The Dean’s and Director’s Discussion: A Peek Behind the Admissions Curtain” Co-Presenter, Association of College Counselors in Independent Schools (ACCIS) Conference, Vanderbilt University Campus, Nashville, Tennessee.

June 13, 15, and 17, 2014 – “Overview of US Higher Education and Holistic Admissions” Presenter/Panel Moderator/Conference Co-Chair, WLSA Admission Counsellor Conference, Shanghai, Hohhot, and Beijing, China.

June 13, 15, and 17, 2014 – “Application Case Studies” Panelist/Conference Co-Chair, WLSA Admission Counsellor Conference, Shanghai, Hohhot, and Beijing, China.

June 13, 15, and 17, 2014 “The Admissions Selection Process in the United States: A Broad Overview” Presenter/Panel Moderator/Conference Co-Chair, WLSA Admission Counsellor Conference, Shanghai, Hohhot, and Beijing, China.

May 10, 2014 – “SSMV Commencement Keynote” School for Science and Math at Vanderbilt, Nashville, Tennessee.

May 6, 2014 – “Access, Opportunity, Impact: Vanderbilt University” Asheville, NC Area Chamber of Commerce, Vanderbilt University, Nashville, Tennessee.

April 9, 2014 – “Public Policy Issues Surrounding Opportunity, Access, and Completion in the United States” East China Normal University, Shanghai, China.

April 7, 2014 – “The Redesigned SAT” SACAC Annual Conference, Myrtle Beach, South Carolina.

March 11, 2014 – “Highly Selective Admissions: A New Perspective” Harding Academy, Nashville, Tennessee.

January 28, 2014 – “Highly Selective Admissions: A New Perspective” KIPP Through College Southeast Retreat, Vanderbilt University, Nashville, Tennessee.

November 22, 2013 – “The Evolving Role of Standardized Admission Testing in Global Higher Education” Panelist, Council of International Schools (CIS) Forum on International Admission & Guidance, Monaco.

November 18, 2013 – “Public Policy Issues Surrounding Opportunity, Access, and Completion in the United States” East China Normal University, Shanghai, China.

November 16, 2013 – “Academic Rigor and College Readiness of Chinese Students as Expected by U.S. Universities” Co-presenter/Panelist, College Board 2013 AP China Education Summit, Shanghai, China.

November 16, 2013 – “Welcome to Vanderbilt University” Presenter, College Board 2013 AP China Education Summit, Shanghai, China.

October 23, 2013 – “Taking Action and Achieving Success after Fisher V. University of Texas” Presenter/ Panel Moderator, The College Board Forum 2013, New York, New York.

October 21, 2013 – “The Voice of Experience: Admission Counseling in International Context” Co-presenter/Panelist, WLSA Annual Conference 2013, Yale University, New Haven, Connecticut.

October 1, 2013 – “A Critical, Highly Interconnected and Collaborative Seamless Partnership: Strategic Academic Enrollment Management” University of Utah, Salt Lake City, Utah.

September 21, 2013 – “Embracing Innovations to Enroll and Educate Students in the 21st Century” Co-presenter/Panelist, NACAC 2013 National Conference, Toronto, Canada.

September 21, 2013 – “Partnering with EducationUSA to Recruit Qualified Undergraduate Students” Co-presenter/Panelist, NACAC 2013 National Conference, Toronto, Canada.

September 13, 2013 – “The Admissions Selection Process in the United States: A Broad Overview” Presenter/Panel Moderator/ Conference Co-Chair, autumn 2013 WLSA Admission Counsellor Conference, Beijing, China.

August 13, 2013 – “How to Craft Great Recommendation Letters for the Admission Process at Highly Selective Colleges and Universities” The Webb School, Bell Buckle, Tennessee.

June 27, 2013 – “Strategies for Professional and Career Development – International Admissions” Panelist, Education USA Forum 2013, Connecting You to the World, Washington, DC.

May 2, 2013 – “The View from Higher Education: Admission, Marketing, and Communication” International Boys’ Schools Coalition Conference, Nashville, Tennessee.

November 15, 2012 – “School Profiles: Their Importance in the Admissions Process at Highly Selective US Colleges and Universities” Council of International Schools (CIS) Forum on International Admission and Guidance, Monaco.

November 14, 2012 – “International Admissions 360°” Panelist, Council of International Schools (CIS) Forum on International Admission and Guidance, Monaco.

October 24, 2012 – “Global Shifts: Expanding International Engagement in Higher Education” Panel Moderator, The College Board National Forum, Miami Beach, Florida.

October 19, 2012 – “Student-Centered Tax Code Implications and Influence on Student and Parental Choices When Financing an Undergraduate Education” Ad Hoc Tax Group Retreat, Nashville, Tennessee.

June 30, 2012 – “College Readiness of Chinese Students as Expected by American Universities” College Board 2012 AP China Education Summit Conference, Beijing, China.

July 4, 2012 – “The Challenges of International Recruitment” Co-presenter/Panelist, WLSA 2012 International Symposium – Leading Schools Leading Global Change, World Leading Schools Association, Shanghai, China.

April 3, 2012 – “Building Institutional Global Identity” Positioning your University Globally in the Asian Century, The Chronicle of Meaningful Connections

Conference, The Chronicle of Higher Education, Bangkok, Thailand.

April 2, 2012 – “Successfully Navigating the Admission Process: Intangibles in the Admissions Process – How Critical Are They?” Co-presenter, EducationUSA 2012 East Asia and Pacific Triennial Conference, Kuala Lumpur, Malaysia.

February 8, 2012 – “Role of AP at Three Tennessee Universities – College Admission Panel” Panelist, AP Leadership Colloquium, hosted by The College Board Southern Regional Office, Nashville, Tennessee.

January 13, 2012 – “Non-Cognitive Contributors to College and Career Success” Co-presenter at the Center for Enrollment Research, Policy and Practice Conference, 21st Century Knowledge and Skills: The New High School Curriculum and the Future of Assessment, Los Angeles, California.

November 17, 2011 – “What’s Really Behind the Curtain of College Admissions and Financial Aid?” Panelist, Council of International Schools Forum on International Admission and Guidance, Lisbon, Portugal.

July 28, 2011 – “Writing a Winning Personal Statement and Essay for US College Admissions” CampCollege – Shanghai, Shanghai, China.

July 26, 2011 – “The American College and University – History to Present” AMESON Foundation China Elite Program, Beijing, China.

July 20, 2011 – “Opportunity and You – the Difference You Make” Naviance Summer Institute 2011, Austin, Texas.

July 19, 2011 – “Credential Issues in the Application Process” Panel Moderator, World Leading Schools Forum, New York, New York.

July 18, 2011 – “How Can We Best Prepare Chinese Students for Global International Study?” Panelist, World Leading Schools Forum, New York, New York.

June 13, 2011 – “The Role of Noncognitive Skills in Undergraduate Admissions” Educational Testing Service Admissions Forum, Atlanta, Georgia.

June 2, 2011 – “Viable Funding Models for Ensuring Access and Long-term Commitment to Financial Aid” National Council for Enrollment Planning Policy, Ft. Collins, Colorado.

April 11, 2011 – “How to Craft Great Recommendation Letters for the Admission Process at Highly Selective Colleges and Universities in the United States” EducationUSA 2011 Triennial Middle East/North Africa Conference, Doha, Qatar.

April 5, 2011 – “Opportunity, Access and Completion...Our Shared Responsibility” ACPA – Symposium on the Recruitment and Retention of Student of Color, Nashville, TN.

March 31, 2011 – “The Future of Higher Education” Arizona State University, Newseum, Washington D.C.

November 17, 2010 – “US Trends in College Cost, Admission and Financial Aid: A College Board Roundtable” Council of International Schools, Monaco.

November 17, 2010 – “How to Craft Great Recommendation Letters for the Admission Process at Highly Selective Colleges and Universities in the United States” Council of International Schools, Monaco.

October 28, 2010 – “Heading West: Chinese Undergraduate Students at U.S. Colleges and Universities” College Board National Forum, Washington D.C.

July 19, 2010 – “The American College and University” AMESON Foundation Chinese Elite Program Hangzhou, China.

March 22, 2010 – “How to Craft Great Recommendation Letters for the Admission Process at Highly Selective Colleges and Universities in the United States” Education USA, Prague, Czech Republic.

February 23, 2010 – Panelist / Interactive Seminar on High School and University Reform Initiatives in China and the United States – Harvard Graduate School of Education, Harvard University, Boston, Massachusetts.

October 22, 2009 – “Endowments Financial Aid and Equity – Issues and Aspects of a No-Loan Approach.” College Board National Forum, College Board, New York City, New York.

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,” Panel discussion regarding SAT, ACT, college selection factors, admissions factors, etc., Washington, D.C.

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

November 14, 2018 – “Admissions and Financial Aid” The Business of VU, Second Cohort, Vanderbilt University, Nashville, Tennessee.

April 7, 2016 – “Vanderbilt University’s Class of 2019 Profile” Faculty Senate Meeting, Vanderbilt University, Nashville, Tennessee.

October 22, 2015 – “The Strategic Admissions Process: Beyond the Numbers” Co-Presenter, Alumni Board of Directors, Vanderbilt University, Nashville, Tennessee.

April 2, 2015 – “Strategic Admissions Practices and Class of 2018 Highlights” Faculty Senate Meeting, Vanderbilt University, Nashville, Tennessee.

February 21, 2015 – “Class of 2018 Highlights” Parents and Family Association, Vanderbilt University, Nashville, Tennessee.

September 22, 2014 – “Mock Applications Presentation: Understanding the Complexities of a Holistic and highly Selective Admissions Process” School of

Nursing Academic Advisors, School of Nursing, Vanderbilt University, Nashville, Tennessee.

December 5, 2013 – “Faculty Senate Presentation - Strategic Enrollment Management at Vanderbilt University” Faculty Senate Monthly Meeting, Vanderbilt University, Nashville, Tennessee.

October 11, 2012 – “Faculty Senate Presentation – Strategic Enrollment Management at Vanderbilt University” Faculty Senate Monthly Meeting, Vanderbilt University, Nashville, Tennessee.

June 25, 2012 – “A Vanderbilt Perspective on Affordability, Access, and Completion” The Administration’s College Affordability & Completion Agenda: Campaign Hype or Substantive Policy, Federal Forum, Vanderbilt University, Nashville, Tennessee.

May 5, 2012 – “Admissions 101: Understanding the Complexities of Highly Selective Admissions” Alumni Board Presentation, Vanderbilt University, Nashville, Tennessee.

October 13, 2011 – “Faculty Senate Presentation – Strategic Enrollment Management” Faculty Senate Monthly Meeting, Vanderbilt University, Nashville, Tennessee.

January 2011 – “Vanderbilt Then and Now: Campus and Students” Vanderbilt Woman’s Club Annual Meeting, Vanderbilt University, Nashville, Tennessee.

October 21, 2010 – “Strategic Enrollment Management at Vanderbilt University” Vanderbilt Alumni Association Board of Directors, Vanderbilt University, Nashville Tennessee.

October 24, 2008 – “Enrollment Fall 2008 and Expanded Aid Program” Alumni Board of Directors, Vanderbilt University, Nashville, Tennessee.

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

September 9, 2008 – “Updated – the Financial Aid Marketplace: Major Competitive Trends” Deans Council, Vanderbilt University, Nashville, Tennessee.

September 1, 2008 – “Updated – the Financial Aid Marketplace: Major Competitive Trends” Provost’s Council, Vanderbilt University, Nashville, Tennessee.

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

April 5, 2008 – “Selectivity – What About My Child?” Parents Leadership Committee, Vanderbilt University, Nashville, Tennessee.

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

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

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

October 12, 2007 – “Enrollment Management at Vanderbilt” Alumni Board of Directors, Nashville, Tennessee.

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

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

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

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, Indiana.

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, 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

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