

August 14, 2016

Dear Dr. Edmundson and members of the search committee,

I'm attracted to the University of St. Thomas most by its Catholic, Basilian traditions. As a practicing Catholic of deep faith and proven leader of higher education, I appreciate in a particular way the St. Thomas' community's special gifts and importance for the modern world. The University's vision to, "...become a great Catholic University." inspires me. Not just because it is ambitious, but because it is needed and promises to touch the lives of its students and the wider world. It is, therefore, with humility and enthusiasm that I ask for your consideration as I seek to serve the Saint Thomas community as it's next president.

My formation, with proven success in enrollment growth, revenue increases, and enhanced reputations (brand), seems designed for UST's promising future. While Provost for Saint Gregory's University, our team increased student numbers and retention and re-designed the admissions/marketing process. With engaged faculty input, we redesigned the curriculum and added new athletic teams. A new campus-wide resource, the Office of Faith, Integration, Development, and Evangelization (FIDE), was created and enhanced Catholic identity and student engagement.

Likewise, at Albany Law school we achieved significant enrollment and student success. In admissions, we seated the most diverse, academically gifted classes in school history. We also ranked first in the nation for increased applications at an existing American law school. Our next destination rate (job or advanced study) reached almost 100% consistently. We also launched a new M A program with no additional marketing dollars that was revenue positive from the first year. Both institutions experienced enrollment success which generated positive net revenue.

Since my arrival at ICI, both revenue streams -previously declining - have steadily risen. In the past six years, \$120 million was raised for Independent colleges of Indiana, ICI. More than \$400 million is the amount when student aid dollars from the state of Indiana are included in that total. (Now ranked #1 in the Midwest and #7 nationally for dollars to students.)

Success enhancing reputation is directly attributable to strong relationships, both at a personal and public level. Connecting with others personally is easy for me. I have used that natural ability to forge friendships with key policymakers at the state and federal level. It has also allowed me to develop close, beneficial relationships with individual donors. Similarly, at a larger, more public scale, we have developed programs and strategies to shape public opinion and gain allies. One example is the ICI Partners Program. Global and regional businesses are now contributors, financially and through influence. With an integrated marketing and communications strategy, that includes

social platforms and traditional media, we continue to measure and manage our messages for maximum result.

I currently serve as president of ICI, a complex, multi-million dollar organization — the nation's first and oldest state association of private colleges and universities -- is comprised mostly of institutions similar to St. Thomas. It serves 100,000+ students through 31 institutions with an annual economic impact of nearly \$5B.

As with the potential now before you, seven years ago the presidents of Indiana's private colleges and universities needed a leader to elevate their shared interests to meet the threats and opportunities of an ever-changing environment. Described as, "instill a sense of urgency," the board sought to stop revenue loss, rebuild the leadership team, and save money with joint purchases.

We "hit the ground running" and exceeded our goals. We reversed the revenue dynamic. We assembled a cohesive, effective and diverse leadership team. Instead of simply combining purchases, we are building a collaborative culture that embraces shared innovation as its new cultural paradigm. To help unite the ICI "family" and catalyze audiences we used a comprehensive branding process.

Galvanizing diverse, often competitive, interests around shared vision and goals requires transparency and collaboration with a diplomatic, yet decisive style. That approach has secured repeated success and prompted ICI's board chair to characterize my leadership as "transformational." While St. Thomas may not need transformation per se, it does need transcendency — ways to win the current and coming disruptions.

The engaged nature of the St. Thomas presidency matches my interpersonal skills — energetic, communicative, and participatory. I develop close working relationships with others, yet maintain the professionalism necessary to make the "hard call," maintain accountability and move teams to performance beyond their anticipated levels. I implement a regular and transparent process of responsibility that promotes progress.

Just prior to my arrival, the board had concerns about ICI's leadership and administrative management. Ensuring fiscal integrity for approximately \$70M of investments annually and building confidence were important. Accordingly, we professionalized all administrative functions and built a natural and engaged relationship with the board. Though originally targeted to fiscal issues, the new board relationships enhanced overall board engagement and resulted in levels of oversight that members welcome.

In addition, I led a strategic review of all assets that resulted in the sale of existing headquarters, the acquisition and build of a new technologically advanced, "ICI Center," and the creation a a wholly owned subsidiary, Blue Frontier, LLC., a platform for innovative venture projects. While honoring our traditions as some of the best colleges in America, ICI continues to advance the service to and support of its members. Innovation is one of the most exciting aspects of ICI's comprehensive strategy. Using a

shared governance model with wide inputs and funded by grants from the Kresge Foundation, the state, and others, ICI is now a crucible of innovation for the cost structure and processes of higher education. Areas such as technology, academic and student affairs collaboration, and back office processes are examples. We are proving that private, non-profit colleges are now and will continue to be the innovation and quality leaders far into the future.

At the national level, I am actively engaged in setting the course for our sector. I am the board chair for the Coalition for College Cost Savings, a multi-state, \$500M annual spend organization whose mission is to increase effectiveness and efficiencies of private, non-profit institutions. I serve the Council of Independent Colleges (CIC) as an advisory committee member and am active with the National Association of Independent Colleges and Universities (NAICU) and the Association of Catholic Colleges and Universities (ACCU). I serve the Higher Learning Commission (HLC) as a peer reviewer and as the only independent institution commissioner from Indiana as an appointee of the governor to the Midwest Higher Education Compact (MHEC). Together, these experiences enhance my understanding of and enable me to help influence the course and response private, non-profit institutions have in the current climate of higher education.

People are the best part of any university. My wife, Melynda, and I (both first generation college goers) delight in campus life. Students and parents, faculty and staff, alumni and friends are all groups we readily embrace. We recently served as co-chairs for the parents' council at our son's and my alma mater. My preferred style is to foster a "culture of encounter" and demonstrate the virtue of hospitality to all while building greater rapport with all. We are committed to a full life cycle approach to student engagement, from point of initial contact through alumni status. I am especially drawn to the opportunity of working in collaboration with the Basilians. Having served with Benedictine monks at Saint Gregory's, I recognize and welcome the invaluable presence such Religious bring to help form University culture.

I am certain that my experiences, talents, and passions align with this moment in the life of the University of St. Thomas. Proven success creating institutional strength combined with national leadership in policy, advocacy, and innovation presents a unique potential to advance the University. Exploring how we can together realize the growth and the establishment of St. Thomas as one of America's premier Catholic universities is our opportunity. Thank you and I look forward to your favorable response.

Sincerely,

Richard

Richard L. Ludwick, JD, DEd

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EDUCATION

Doctor of Education

University of Oregon (2005)
College of Education
Policy, Management & Organization

Master of Arts

Columbia University (1987)
Teachers College
Higher Education Administration

Certificate

University of Oregon(2002)
School of Law
Mediation/Dispute Resolution

Doctor of Jurisprudence

Indiana University (1991)
McKinney School of Law

Bachelor of Arts

University of Evansville (1986)
History

EXECUTIVE EXPERIENCE

President

(06/10 - present)

Independent Colleges of Indiana, Inc.

America's first state association of private, nonprofit colleges - 31 institutions, 100,000 + students

Revenue/Development - rebuilt revenue programs (reversed decline)

- Reinvigorated and merged Indiana Academy into ICI (honorary of state's preeminent leaders)
- Launched new corporate partners' program (a model donors now seek in other states)
- Doubled donors and increased annual amounts

Leadership - collaboratively lead strategy and operations

- Board Chair stated "transformational leader" on review
- Achieved board sought "urgency" in vivifying the organization
- Created and implemented 2 strategic plans
- Enhanced staff effectiveness to "best it has ever been," per board chair
- Tied staff activity to goals with accountability systems
- Addressed deferred maintenance and began scheduled maintenance
- Negotiated sale of building and lease/build of new offices
- Instituted policies and effective board oversight

Public Policy - serve as lead advocate to key policy makers at state and national levels

- Authored law to make ICI institutions state "authorized" yet autonomous
- Obtained law securing highest aid levels for *all* Indiana students in Midwest (7th Nationally)
- Implemented ICI as nexus for sector data sharing with state
- Testified multiple times before General Assembly committees (IN)
- Led delegations of ICI presidents to US Capitol and statehouse (annually)
- Increased financial aid and stopped cuts to aid caps

Finance - lead fiduciary and strategic responsibility (\$20M Budget)

- Manage nearly \$70M in investments annually
- Created investment committee
- Developed "sound stewardship" strategy
- Assessed, consolidated and implemented new accounting tools
- Linked budgets to strategic plans

Collaborative Innovations – lead efficiency and affordability partnerships

- Launched Indiana Risk Management Assn. (property & casualty insurance pool)
- Launched health benefits collaborative for ICI members
- Launched “cloud” based data backup program
- Began first “like kind” hardware and software program
- Developed Massive Aggregate Administrative Capacity “MAAC”
- Revenue enhancement to ICI members approximately \$30M annually

Public Relations – lead strategic communications and relations

- Developed and implemented integrated marketing plan
- Directly linked communication plan to policy work
- Targeted and “earned” media coverage
- Multiple state and national radio, TV and print coverage
- Developed “Collective Voice” mission with new branding
- Launched social media platforms
- Redesigned “Charting Our Story” e-news campaign
- Launched “ICI Connect” mobile app
- Created new Website with collaborative tools

Provost

(12/08 – 05/10)

Saint Gregory's University, Shawnee, Tulsa and Oklahoma City, OK
Oklahoma's Catholic University, founded 1876

Academics – led faculty in redesigning College of Arts and Sciences (CAS) curriculum, created new catalog and new faculty handbook, collaborated with faculty to develop new transparency with faculty governance, expanded CAS and College for Working Adults academic programs, evaluated faculty, hired faculty/staff, managed promotion and tenure decisions, initiated faculty development programming, led faculty workshops on Catholic identity, put in place and supervised HLC self-study

Enrollment – led comprehensive change in enrollment strategy and operations -- applications more than doubled, enrollment increased approximately 15%, introduced discount rate management, persistence rate improved to 90%, led re-branding campaign

Student Life – created first-year experience program, developed prototype for residence hall programming, introduced use of CAS standards to professionalize unit, expanded student groups to promote mission and identity, provided appellate oversight for student judicial issues, managed student with disabilities accommodations

Athletics – softball team finished runner-up national champions, developed new scholarship program, created new programs and explored NCAA and conference change

Accreditation – supervised University HLC self-study, led change requests for increased accreditation of adult program sites and curriculum

Finance – proposed and supervised 95% of University budget, responsively monitored revenue generation and reduced expenditures, reversed loss trend and moved to net tuition growth in CAS and adult programs

Strategic Planning – revived use of strategic plan, tied direct reports' activities and assessments to plan, linked budget to plan, measured progress against goal, assessed and revised actions for emergent opportunities

Campus Community – initiated monthly e-newsletters, started *Community Council*, introduced *Campus Chats*, included students in campus-wide committees

Board Relations – created monthly data collection process from all direct reports for better board information, developed strong working relationships with board committee liaisons

Vice President, Enrollment Management & Student Affairs

(08/05 -12/08)

Albany Law School, Albany NY

The Nation's Oldest, Private, Independent Law School

Strategic and operational leadership to achieve national distinction and excellence:

Admissions – increased minority enrollment to 25% in first-year class (school record), achieved largest percentage of out-of-state students in school's history, precisely achieved enrollment targets, ranked in top 10% of all law schools for largest increase in applications, increased applications by 18% above national average, enrolled highest profile class by qualitative indicators in school history

Financial Aid – leveraged \$40M financial aid budget, created student debt reduction strategies to maximize aid including work-study funds, developed student-centric workflow, recruited new Director of Financial Aid and launched “paperless” processing

Career Center – restructured Center for better results with fewer resources: launched virtual assets, doubled counseling services to students, reached and sustained nationally significant employment rate of 97%, expanded on and off campus recruiting programs

Diversity – received CLEO Diversity Award, led campus dialogue on diversity, created Diversity Office and hired inaugural Director, launched Diversity Week, served as a principle in the national pilot program “Youth Law Day” with NYSBA and LSAC; implemented LGBTQ restroom policy and other welcoming policies

Student Life* – created the Professionalism Center – a student development, ethics and service learning program, re-designed orientation, launched community building initiatives, set goals, and documented progress in creating a high level of community for students and other constituents, re-tooled services for students with disabilities, created Student Ambassadors Program and Student Coaches, created ALL-C (leadership program), increased student satisfaction for all metrics

Academic Affairs – took lead on Middle States Commission accreditation, directed Academic Success Program (interim), closely collaborated with chief academic officer on policies, personnel and programs, played leadership role with launch of new Technology Transfer master's program, led review and development of new 2-Year JD program, directed international program work, served as administrative lead on faculty committees – accommodations, diversity, safety, tech transfer

Technology – addressed student technology practices, implemented 3 generation leap to industry-leading system in admissions, launched web based career manager increasing applications exponentially, directed financial aid technology upgrade to increase efficiency, implemented automated roommate matching resource and designed virtual open house

Public Relations and Marketing - launched new brand and new family of publications, developed new web site and videos, won silver award for web site and merit awards for view book and total admissions package in the Annual Admissions Advertising Awards (22nd annual), helped design new master's program media and marketing launch, created “Instant APP” – an industry first tool for recruitment, supervised commencement

Research & Accountability - conducted risk management audits, performed re-accreditation analysis and documentation, collected and analyzed correlation study data for program development, performed continuous qualitative assessment

Facilities - relocated Financial Aid office to promote student access, worked on leadership team to design complete renovations of Admissions, Diversity Office, Financial Aid, Registrar's Office, Business Office, Human Resources, 250 seat classroom/court room, implemented “concierge” public safety program

Assistant Dean for Student & Academic Affairs

(07/03- 07/05)

University of Florida, Fredric G. Levin College of Law, Gainesville, FL

Academic Affairs – curriculum development, joint degree programs, scheduling, faculty liaison and committee work, exam administration, externship oversight, international student accommodations, policy development and enforcement, Director of Academic Success Programs

Student Affairs – counseling, academic support, substance abuse issues, ADA resources, orientation

Technology – new web site development, exam blocking software, mandatory laptop policy

Registrar's Office – directly supervised registrar, records, automated registration system, FERPA

Strategic Planning – initiation of process, values identification, community input, discernment, and assessment

Continuous Assessment – complete process evaluation and ongoing review for quality advancement.
Outreach – media development, major event planning, community relations

Assistant Dean for Student Affairs (Dean of Students)

(04/99 – 06/03)

University of Oregon School of Law, Eugene, OR

Student Affairs – integration with academic mission and assessment

Academic Affairs – program assessment, re-design, creation, “Academic Choice for Excellence program”

Admissions – niche marketing and yield efforts, data/technology transfer

Budget/Personnel - \$1M (approx.) budget, staff issues including development and evaluation

Community Building – first-year programs, academic support, residence life, events, mediation, created council of department heads

Diversity - ethnicity, gender, sexual orientation, disability (504/ADA), economic

Financial Aid – administration of loans, awarding of scholarships

Judicial Affairs - academic probation, investigations, proceedings

Registrar's Office – records electronic/paper, scheduling and registration, exam administration

Study Abroad – liaison with international partners, facilitate documentation, assess experiences

Security – assessment, personnel, policies, technology, building and grounds, agencies interface

Policy & Assessment – creation and revision of policies, assessment for effectiveness and accountability

President/Partner/Attorney

(10/91 – 04/99)

Ludwick & LaRue, P.C. (f/k/a Benadum, Cecil, Drumm, Ludwick & LaRue) Muncie, IN

Co-founded a successful, regional practice law firm focused on corporate/business, sports/entertainment, and higher education law. We quickly built close relationships and the loyal confidence of chief executives and other business and community leaders. (My planned departure from the firm was prompted by my passion to advance higher education within the academy.)

Judge Pro Tempore

(10/93 – 07/97)

Delaware Superior (n/k/a Circuit) Courts 2 & 3, Muncie, IN

Chief Legal Counsel and Chief Associate Counsel

(07/96 – 08/02, 06/07- 05/10)

The Phi Kappa Tau Fraternity, Oxford, OH

General counsel for 60,000 member national organization. This commitment was primarily fulfilled remotely and on a voluntary basis.

Assistant Director, Admissions

(06/87 - 07/88)

The American University, Washington, DC

Responsible for all aspects of admissions for the New York City metro and upstate New York areas
Applications increased 15%

President, Student Association

(06/84 - 05/86) two terms

University of Evansville, Evansville, IN

ADMINISTRATIVE EXPERIENCE

Intern, Vice Chancellor for Academic Affairs

(09/01 – 12/01)

Oregon University System, Eugene, OR (state system of higher education)

Residence Life, Hall Director
Columbia University, New York, NY

(08/86 - 05/87)

Administrative Assistant, Admissions
Teachers College/Columbia University, New York, NY

(09/86 - 05/87)

Counselor, Student Leadership Institute of Indiana, Inc.
Indiana University, Bloomington, IN

(07/86) *summer job*

Intern, Vice President for Student Development
University of Evansville, Evansville, IN

(12/85 - 05/86)

TEACHING & SELECTED PRESENTATIONS

National Association of Independent Colleges and Universities State Executives, Summer Conference, Rio Grande, Puerto Rico, August 2016, Panel Presenter "Indiana's Student Aid Matrix."

Indiana Institute of Technology, Cabinet Retreat, Indianapolis, Indiana, July 2016, Public Policy Update.

Oakland City University, Commencement, Oakland City, Indiana, May 2015, Keynote Address, "Your One Direction."

Indiana Institute of Technology, Board of Trustees Retreat, Delray Beach, Florida, February 2013, Keynote Address "The Changing Landscape of Higher Education."

Anderson University, Board of Trustees Meeting, Anderson, Indiana, October 2012, "Future Horizons for Higher education."

Independent College Advancement Association, Summer Conference, University of Indianapolis, Indianapolis, IN, July 2012, "Maximizing Alliances."

Council of Independent Colleges State Funds Annual Conference, Chicago, IL, May 2012, "Collaborations: Two Special Opportunities For State Fund Members."

Indiana Association of Collegiate Registrars and Admissions Officers, 72nd Annual Conference, University of Notre Dame, Notre Dame, IN, October 2011, panelist, "Redefining The College Town."

American Association of University Professors-Indiana Conference, University of Indianapolis, Indianapolis, IN, November 2011, "Perspectives: Implications of State Action and Higher Education."

Professor (Adjunct) (01/09 – 05/2010)

St. Gregory's University, Shawnee, OK, Criminal Law & Procedure, undergraduate course introducing concepts of the case method of legal inquiry for foundational understandings of the US criminal law and procedure, fall 2009.

Professor (Adjunct) (01/09 – 05/2010)

St. Gregory's University, Shawnee, OK, Business Law, undergraduate course introducing concepts of the case method of legal inquiry for foundational understandings of US business law, spring 2009.

Hunter College, New York City Law Forum, New York, NY, November 2008, panelist, "Law Admissions and Disability Issues."

New York State College Personnel Association, Annual Conference, Rochester, NY, October 2008, Keynote Address "The Law, Higher Education and You."

National Association of Pre-Law Advisors Conference, Cornell University, Ithaca, NY, summer 2008, "Welcome Keynote for Sponsored Luncheon."

Northeast Black Law Students Association, Conference, Albany, NY, October 2007, "Welcome Address" and "Academic Success."

National Association of Student Personnel Administrators, Region II Annual Conference, Albany, NY June 2007, "*Leadership and Developmental Approaches: The Creation of a Professionalism Center.*"

New York State Bar Association and Law School Admissions Council, Youth Law Day, New York, NY, October 2006, "*How Do You Get Into Law School?*"

Lecturer (07/2003 - 07/2005)

University of Florida Levin College of Law, Gainesville, FL

Interviewing and Counseling, an upper level course on professional interaction.

Association of American Law Schools, Annual Conference, Atlanta, GA, January 2004, "*Can We Be Too Accommodating? Probing the Outer Limits of the ADA.*"

Pacific Northwest Conference of Catholic Students, Annual Conference, Silverton, OR, April 2003, "*The Ethics of Leadership.*"

Southern Association of College Student Affairs, Annual Conference, Savannah, GA, November, 2000, "*Technology and the Transition to Graduate and Professional Programs.*"

Sigma Nu Chapter, University of Oregon, Eugene, OR, fall, 1999, "Due Process and Governance: *Key Points for a Local Chapter.*"

Adjunct Professor (08/98 – 05/99)

Ball State University, Muncie, IN

Political Science 455/555, Administrative Law, an upper level undergraduate and graduate course.

Abnormal Psychology Section, Ball State University, Muncie, IN, September 1998, "*The Law's Need for Psychology.*"

Phi Kappa Tau, Buckeye North Domain Conference, Otterbein College, Westerville, OH, October 1997, "Risk with Responsibility: *A Fraternity's Perspective.*"

PROFESSIONAL AFFILIATIONS

Higher Learning Commission, peer reviewer

National Association of Independent Colleges and Universities State Executives

Council of Independent College, State Councils

- Advisory Council

National Association of Student Personnel Administrators (NASPA)

- National Conference Proposal Review Committee 2002

- National Conference Publicity Sub Committee 2009

Council for Advancement and Support of Education (CASE)

National Federation of the Blind (NFB)

American Bar Association (ABA)

Association of American Law Schools (AALS)
- Executive Committee, Pre Legal Education and Admissions 2007
Indiana Bar, Member # 16117-18

SELECTED DEVELOPMENT EXPERIENCE & RESULTS

Council of Independent Colleges - Challenge Grant, 2015, \$40,000

Ball Brothers Foundation - Ball Venture Fund, 2015, \$75,000

Indiana Commission for Higher Education - STEM Teach II Grant (2015-17), \$2.14M

Indiana Academy, gift, 2015, \$100,000

LECSP - Administrative grant, 2014 (for 2015), \$1.25M

Lilly Endowment Community Scholarship (LECSP) grant, 2014 (for 2016), \$18.5M

Ball Brothers Foundation - Ball Venture Fund, 2014, \$75,000

"Realizing the Dream" LEI, (first generation program), 2014, \$281,000

Education Roundtable (IN) grant 2013, STEM-Teach Indiana \$1.5M

Kresge Foundation grant, 2013, "MAAC" feasibility \$240,000

Lilly Endowment Community Scholarship (LECSP) grant, 2013 (for 2014), \$17M

Indiana Academy, gift, 2013, \$100,000

LECSP - Administrative grant, 2013 (for 2014), \$1.25M

Lilly Endowment Community Scholarship (LECSP) grant, 2013, \$15M

LECSP - Administrative grant, 2013, \$1.25M

Lilly Endowment Community Scholarship (LECSP) grant, 2012, \$11.5M

LECSP - Administrative grant, 2012, \$1.25M

Lilly Endowment (LEI) grant for reserves held by ICI, 2012, \$1.4M

LEI grant to National Center for College Costs, 2012, \$400,000

"Realizing the Dream" LEI, (first generation program), 2012, \$240,000

Freedom of Choice, Higher Education Awards (lobbying related - state awards), 2011 - 2012, \$63M

Fund for Independent Higher Education matching grant, 2011, \$26,000 + 26,000 = \$52,000 (seed funding for insurance pool)

Freedom of Choice, Higher Education Awards (Lobbying related - state grants), 2010 - 2011, \$60M

ICI Annual Fund, 2011-2012, \$720,000

Lilly Endowment Community Scholarship grant, 2011, \$14M

Administrative grant - LECSP, 2011, \$1.2M

Freedom of Choice, Higher Education Awards (state grants), 2010 - 2011, \$60M

Annual Fund, ICI, 2010-2011, \$690,000

Bank of America, orientation sponsor, 2008 (recurring), \$500

SEFCU, orientation sponsor, 2008 (recurring), \$1,000

US Department of Justice School Safety Violence Against Women Grant, "Campus Response to Violence Against Women Consortium," 2007, \$448,781

Key Bank, orientation sponsor, 2006 (recurring), \$3,000

Capital District Black & Hispanic Bar, diversity sponsor, 2006, \$1,000

Swyer Academic Support Program gift increase, 2006 (recurring), \$9,000

Abalove Family Gift change from loan to gift for scholarship, 2006 (endowed), \$130,000

Class Agent, development program, University of Evansville, 2006-present, annual fund

Developed donor relations' program to connect donors and recipients, 2001

Chair, political fundraising program, 1994 (4 month period), \$60,000

GOVERNING BOARD SERVICE

Council of Independent Colleges/FIHE, Advisory Committee, Washington, DC, 2014 - present

Indiana University, Robert H. McKinney School of Law, Alumni Board of Directors, Indianapolis, IN, 2012 - present

Midwestern Higher Education Compact, Commissioner (Indiana), Gubernatorial Appointment, 2012 -- present

The Coalition for College Cost Savings, vice chair, strategic planning committee, presidential search committee, Johns Island, SC 2010 - present

Independent Colleges of Indiana, Inc., Board of Directors, Secretary, Indianapolis, IN, 2010 - present

National Council of The Phi Kappa Tau Fraternity, General Counsel, Oxford, OH, 1996 - 2002, 2007-2010

Indianapolis Recourse Center for Independent Living, Board of Directors, Indianapolis, IN, 1995 - 1996

INable, Inc., Board of Directors, Indianapolis, IN 1995 - 1996

Muncie - Center Township Public Library, Board of Trustees, Secretary, 1993 - 1999

Syndetica, Inc. f/k/a Cerebral Palsy Association, Board of Directors, Muncie, IN, 1992 - 1995

Student Trustees, University of Evansville, IN, 1984 – 1986

SERVICE

- ❑ University of Evansville, Parents Council, Co-Chair 2011-2015
- ❑ St. John the Evangelist Catholic Church, EMHC, "Evangelist" 2011 - present
- ❑ St. John the Evangelist Catholic Church, Small Group Bible Study Leader, 2014 - 2015
- ❑ St. Thomas the Apostle Catholic Church, Faith Formation Catechist, 2007-2008
- ❑ Bethlehem Central Athletic Association, President 2007-2008, Vice President 2006 – 2007
- ❑ O'Hara School youth basketball coach, 2002 - 2004
- ❑ Middle Eastern Law Students' Association – faculty advisor, 2002 - 2003
- ❑ Executive Committee, Diversity Section, Oregon State Bar, 2002 – 2003
- ❑ Committee for Integrity Development, Muncie, IN, Board Member, 1995 – 1997
- ❑ Muncie Sunrise Rotary Club, Charter Member, Board Member, 1994 - 1997
- ❑ Campaign worker, 8th Congressional District, IN, 1984, 1986
- ❑ Campaign treasurer, various political campaigns in 1990's, Delaware County, IN
- ❑ Political Candidate, Prosecutor, Delaware County, IN, 1994
- ❑ Chair, special events, political party, Delaware County, IN, 1995-1997
- ❑ US Presidential campaign, National College Student Coordinator, Arlington, VA, 1987
- ❑ CCD Teacher, St. Benedict's Catholic Church, Evansville, IN, 1985
- ❑ Knights of Columbus, Fourth Degree

SELECTED CAMPUS COMMITTEE PARTICIPATION

University of Evansville

Board of Trustees – Student Affairs Committee
Admissions Ambassador, Led Midwestern Mania bus caravan
University Fiscal Committee
President's Council (cabinet)
Publications Board
NCAA Division I Athletic Committee

Columbia University, Teachers College

Admissions Committee, Department of Higher Education
Student Services Committee, Department of Higher Education

University of Oregon*

Associate Vice President Search Committee (national search)
Faculty Diversity Committee, School of Law
Faculty Admissions Committee, School of Law
Greek Life Loan Fund
University Co-curricular Council

University of Florida*

Faculty Curriculum Committee
Assistant Dean for Diversity Search Committee (national search)
Faculty Student Affairs Committee

Inter College Joint Degree Liaison
Curriculum Review and Revision Task Force
University Health Initiative
Yamato Language/Culture Center

Albany Law School*

Long Range Planning Committee
Public Safety Committee
Branding Campaign Task Force
Faculty Admissions Committee
Faculty Student Affairs Committee
Faculty Hiring Process

Saint Gregory's University

Faculty Hiring Committee
Dean of Enrollment Search Committee - Chair
Director of TRIO Grant Search Committee - Chair
Director of Institutional Effectiveness Search Committee - Chair
University Student Affairs Committee
University Technology Committee
Executive Team Council
Board of Trustees – Attendee
Coaches Council
Faculty Meetings – Chair

*Faculty participation in governance is familiar and welcomed.

LANGUAGES

French – basic proficiency in speaking, listening, reading and writing

German – moderate proficiency in speaking, listening, reading and writing (Studied at Goethe Institute, Staufen, Germany)

Spanish - just beginning