

Richard Ludwick, J.D., D.Ed., is a nationally recognized, innovative leader in higher education. He is known for bringing diverse interests and thoughts together with creativity and stability to build systems focused on student success, institutional elevation, and workforce development. His strategic contributions have strengthened systems, institutions, and national associations.

Dr. Ludwick became the ninth president of the University of St. Thomas-Houston (UST) in 2017. Under his leadership, UST saw seven consecutive years of enrollment growth and set records for highest revenue, fundraising, endowment growth, and total assets. It created innovative academic programs, opened three new campuses, quadrupled athletics, and launched championship e-sports teams. UST's board chair, Robert F. Corrigan, Jr., said, "Richard has been a transformational leader whose passion for education and faith has elevated the University of St. Thomas to new heights."

Dr. Ludwick served as president of the nation's oldest state system of higher education in Indiana (ICI) before UST. He developed and implemented initiatives to benefit more than 110,000 students and 31 institutions and strengthen public policy, collaboration, innovation, and workforce partnerships. Earlier in his career, Dr. Ludwick served in various dean and vice president roles for institutions nationwide, including the University of Oregon School of Law, the University of Florida College of Law, and Albany Law School. Previously, he co-founded a successful private practice law firm.

Dr. Ludwick's leadership extends across the country. Two governors appointed him as a commissioner for the Midwest Higher Education Compact. He served as a special, site team advisor for the Higher Learning Commission and a peer reviewer for SACSCOC. On the National Association for Independent Colleges and Universities State Executives, he helped form the Independent College Caucus in Congress. He served on the State Councils' board of the Council of Independent Colleges. He chaired the Coalition for College Cost Savings board, a membership group of more than 800 institutions, and his fellow Texas presidents elected him to chair their association's board, leading public policy and higher education issues.

Dr. Ludwick earned his bachelor's degree in history from the University of Evansville in Indiana, a master of arts degree in higher education administration from Columbia University in New York City, a juris doctorate from Indiana University, and a doctorate of education in policy, management, and organization from the University of Oregon. He is married to his high school sweetheart, Melynda Ludwick, a pharmacist. They have two grown children and five grandchildren.



Dr. Richard Ludwick

January 29, 2025

Mrs. Susan Brager
Chair
Regents Committee
Nevada System of Higher Education
% Greenwood Asher

Dear Mrs. Brager and committee,

Nevada is a rising American star. Its growing population and bustling economy create a dynamism for it to thrive for generations. The lynchpin to that tomorrow is a people powered by invention, knowledge, and applied skills, in essence, "Nevada Know-How." I want to be part of it!

My record of leadership success will blaze and widen that trail forward. As president of the University of St. Thomas (Houston), board chair of ICUT in Texas, and the chief executive of the nation's oldest collegiate state association in Indiana (ICI), I have rallied others to a vision, built coalitions, and helped raise states and their higher education systems to some of the best in the country.

Strong, productive relationships within a higher education ecosystem are perhaps the most overlooked, yet truly indispensable asset of a successful system's Chancellor. My success in two states cultivating and sustaining positive relations with Regents, Commissioners, Governors, Legislators, business leaders, and dozens of university presidents gives me confidence that I would bring that same culture of collaboration to Nevada.

That ethos begins with the relationship between the Chancellor and the Regents. Over the past 15 years, I have reported to boards and enjoyed effective, amicable chair relationships. That alignment is crucial for organizational acceleration.

Hallmarks of that dynamic are consistent communication and operational transparency. Both of which ensure trust to build more effective policy, strategies, and administrative work. For instance, upon becoming president of the Independent Colleges of Indiana, I visited each of its 31 campuses and forged friendly working relationships with the presidents and, in many cases, their trustees. Business and civic leaders became allies and helped advance our goals. That set the frame for direct, clear communication, open dialogue, and a culture that built an excellent sector of higher education.

Those relationships and the ones made with the executive and legislative branches, including the state's Commission for Higher Education, promoted cooperation that delivered funding increases, making Indiana first in the Midwest and seventh nationally for aid to students. My reporting to the legislature and testifying on budgetary and other policy matters was frank, friendly, and formed the foundation for future growth. Because all parties, regardless of partisan position, could count on my integrity and work to lift all students and institutions, regardless of sector, we achieved more together. Performance

funding, collaborative research, private-public partnerships, and material fundraising from public and private sectors were some of the key outcomes.

Crafting a strategic vision and plan to achieve it has been extremely successful for the organizations I have led. Whether as a university president or sector president, four strategic processes have demonstrated winning methods and progress. I seek to engage stakeholders to ensure input and count on them to support the plan. In each case, the board was central to the process; after all, that body owns the vision and plan.

At ICI, beyond the board leadership, I galvanized 31 campus presidents, state-wide business leaders, and members of leadership from both parties and the Governor's office to transform the organization to a thriving, integral part of policy and economic strategy that led Indiana to a position of economic strength and national influence in higher education.

In Texas, as board chair of the Independent Colleges and Universities of Texas, we created one of its first strategic plans. Similar methods as with ICI, but with a larger group of institutions, 43. The focus was to elevate impact and coordinate with public and private sector leaders to meet workforce needs and expand access, success, and economic growth for the state. I always seek to move strategic plans forward with metrics, KPIs, and OKRs to keep everyone clear and updated on progress.

In both presidencies, I created administrations that accelerated efficiencies and heightened performance. In Indiana, we diversified revenue, expanded product and service offerings, and created infrastructure enhancements. As president of the University of St. Thomas, a growing, innovative institution, we revised many policies, developed and maintained budgets, and used innovative communication strategies to advance goals. At my request, I transitioned from that presidency on January 1, 2025 and the board bestowed the honorific, president emeritus, on me. ([See the announcement here.](#))

My administrative leadership rallies confidence for the organizations I serve. In preparing the budget and performance report for the Indiana legislature and Governor's office, we leveraged goodwill and key metrics to demonstrate increased return on investment, alignment with workforce and talent goals, and garnered accolades alongside the SHEO and other higher education leaders. In Texas, the economic impact, workforce alignment, and innovation of the sector to support Texas' priorities were celebrated and supported by key committee members in both houses, the Governor's office, and the Texas Higher Education Coordinating Board.

As a chief executive, I have built and led stronger, more effective organizations. With decades of experience leading higher education and as a successful attorney, I demonstrate proven capacity to develop and ensure disciplined approaches to important functions like budget processes, compliance, risk mitigation, legal engagement (both internal and external), and contracting authority. I have a penchant for hiring and building effective teams, including administrative personnel. My fundraising record is strong with more than \$200M raised at ICI and over \$100M at UST. As Chancellor, I would welcome

and am prepared for the important role of working with institutional presidents. I have relevant experience engaging university presidents, including evaluating executives and building productive teams.

I've had great success in similar roles and have the skills to excel in this position. I'm excited about the opportunity to lead Nevada's higher education institutions and make a positive impact on the Board of Regents. I understand the challenges facing higher education and have a proven track record of delivering innovative and practical solutions. Whether it's reversing enrollment declines, scaling up infrastructure needs, or positioning institutions to outpace the competition, I'm confident that I can make a difference.

For instance, some look at national demographic trends and see a bleak future, yet Nevada is a state on the rise. It, however, has its own opportunities that, when accelerated, will power it to a place of educational renown. One way of appreciating that is the decline in enrollment during the pandemic and the subsequent regaining of FTEs. The postsecondary engagement level of Nevada is one that should be higher, but particular qualities of the population must be appreciated and considered to achieve such a goal. Nevada's uniqueness should not be conflated with national trends. Just as in Houston, we set out to increase enrollment and did— doubling the undergraduate population. Others said it couldn't be done, but we read our market, met the needs of students and employers, and even through the pandemic, our enrollment rose, and so did retention. UST was rated the number one HSI (private) in the nation. Creating an environment of welcome and success shows that even against national headwinds, the right mix of innovation, ambition, and community vision wins.

I have earned the trust and good working relations with three Governors and two SHEOs in Texas and Indiana. I also served at the regional level as a commissioner appointed by two Indiana Governors to the Midwest Higher Education Compact. At the national level, I chaired the board of an association focused on higher education cost efficiency with more than 800 institutions and actively engaged on policy with NAICU and CIC. Representing Nevada beyond the Silver State would be a privilege and one for which I am prepared.

Thank you for your consideration and commitment to Nevada and its future. Higher education needs dedication like yours to thrive and be integral to the wider society. I hope you find in my application the important skills, experience, and relational creativity to merit an invitation to interview for this most remarkable opportunity.

All my best wishes,

Richard

Richard L. Ludwick, JD, DEd

Attachment: CV

Richard L. Ludwick

EDUCATION

Doctor of Education

University of Oregon
College of Education
Policy, Management & Organization

Doctor of Jurisprudence

Indiana University
McKinney School of Law

Master of Arts

Columbia University
Teachers College
Higher Education Administration

Certificate

University of Oregon
School of Law
Mediation

Bachelor of Arts

University of Evansville
History

EXECUTIVE EXPERIENCE

President, President Emeritus

(07/17 - present)

[University of St. Thomas, Houston, TX](#)

Fast Growing, Innovative, Comprehensive, Global, 4,000 students, 300 faculty

Inspired Leadership - decisive, effective, collaborative

- Inspired next level attainment by embodying brand and mission
- Vivified and executed successful, strategic processes “Call Toward Tomorrow” and “Greater Things”
- Animated enthusiasm for UST's brand and future
- Created prosperity and growth, doubled UG enrollment setting records every year largest, managed discount rate
- Enhanced academic excellence with new liberal arts core curriculum and key hires
- Launched “Rising Stars” internship program, unique partnership with business for applied learning and success
- Led stakeholders integration with capital campaign and strategic vision
- Planned and opened three new campuses

Raise Resources, visibility, and Reputation - integrated, elevated, and realized transformative gains

- E-sports - two League of Legends North American championships
- Initiated comprehensive brand and media campaigns, regional, national, and global
- Created MAX Studios, successful media entity to engage national and global audiences
- Created media content on brand and innovation
- Elevated and expanded athletics to NCAA with league championships and tournament wins
- Chaired state association and athletic conference boards, expanded both organizations
- Set attendance and giving records at alumni events, e.g. \$2.3M Gala with Gladys Knight
- Rebuilt fundraising, cultivated two largest donors in university history, and strong capital campaign launch
- Enhanced graduate and undergraduate liberal arts prominence and programmatic success
- Articulated value of liberal arts and innovation in local, regional, and national audiences
- Developed partnerships with other media

Institutional Capacity - mission and growth

- Recruited and coached superior executive team, exceeded plan goals
- Devised and implemented capacity for increases in talent, enrollment, and academic growth
- Named #1 private, Hispanic Serving Institution by Niche
- Created online capacity, named Houston's #1 online university
- Started key strategic national and global partnerships, elevated visibility and increased programs
- Achieved a student population reflective of America's most diverse metropolitan region
- Diversified and grew gross revenue to record highs
- Endowment reached historic high (increased to \$157M+)
- Revised campus master plan and made progress on deferred maintenance
- Expanded nursing programs and tripled enrollment
- Started baccalaureate engineering, three programs
- \$50M residence hall groundbreaking 2025

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President

(06/10 - 05/17)

[Independent Colleges of Indiana, Inc.](#)

America's first state association of private, nonprofit colleges - 30 institutions with 100,000+ students and 20,000 employees

Resource/Development - rebuilt revenue programs (reversed decline)

- \$140M+ raised from Foundations, Corporations, and individuals in 7 years
- Reinvigorated and merged Indiana Academy into ICI (stewardship program)
- Launched ICI Partners Program (global and Indiana businesses)

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 headquarters and lease/build of new “tech forward” ICI Center
- Created positive board relationship with engagement and innovative focus

Advocacy - 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, #1 in Midwest, Increased financial aid and stopped cuts to aid caps (\$400M+)
- Implemented ICI as Big Data nexus for sector sharing with the state
- Testified multiple times before General Assembly committees (IN)
- Led delegations to US Capitol and statehouse (annually)

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

- Managed ca. \$70M in investments annually
- Created investment committee
- Developed “sound stewardship” strategy
- Assessed, consolidated, and implemented new accounting tools
- Prioritized budgets to align with strategic plans

Collaborative Innovations – lead efficiency and affordability partnerships

- Launched Indiana Risk Management Assn. (property & casualty insurance pool)
- Launched health benefits collaborative, 20% premium savings
- Launched “cloud” based data backup program (first of its kind at the time)
- Began first “like kind” hardware and software program
- Developed Massive Aggregate Administrative Capacity “MAAC”
- Revenue increase members was ca. \$30M annually
- Strengthened relationships and built partnerships with internal constituents

Public Relations – lead strategic communications and relations

- Developed and implemented integrated marketing plan
- Distinctive identity/brand achieved and confirmed by repeated public opinion polls
- Targeted and “earned” media coverage
- Multiple state and national radio, TV and print coverage
- Developed “Collective Voice” mission with new branding
- Redesigned “Charting Our Story” e-news campaign
- Premiered “ICI Connect” mobile app
- Launched interactive Website and social media video campaign

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Provost

(12/08 – 05/10)

[St. Gregory's University, Shawnee, Tulsa and Oklahoma City, OK \(closed 2017\)](#)

Academics – led faculty in redesigning Arts and Sciences curriculum, created new catalog and handbook, built governance transparency, expanded academic programs, evaluated and hired faculty, led promotion and tenure, faculty development, led workshops on Catholic identity, launched 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, closely collaborated with chief academic officer on policies, personnel and programs, played

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leadership role to launch a Technology Transfer master's program, led review and development of new Two-Year JD program, directed international program work, served as administrative lead on faculty committees – accommodations, diversity, safety, tech transfer

Technology – enhanced technology practices, led 3 generation leap to industry-leading CRM, launched web based career manager increasing applications exponentially, directed financial aid technology upgrade, 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](#)

Flagship, public RI university, 50,000 students

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](#)

Flagship, public RI university, 20,000 students

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

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-founder, regional law firm focused on corporate/business, sports/entertainment, and higher education law.

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Chief Legal Counsel and Chief Associate Counsel
[The Phi Kappa Tau Fraternity, Oxford, OH](#)

(07/96 – 08/02, 06/07- 05/10)

Volunteer for 60,000 member national organization

Assistant Director, Admissions
[The American University, Washington, DC](#)

(06/87 - 07/88)

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

President, Student Association
[University of Evansville, Evansville, IN](#)

(06/84 - 05/86) *two terms*

ADMINISTRATIVE EXPERIENCE

Intern, Vice Chancellor for Academic Affairs
Oregon University System, Eugene, OR (state system of higher education)

(09/01 – 12/01)

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)

SELECTED DEVELOPMENT EXPERIENCE & RESULTS

University of St. Thomas from all sources (excluding academic grants), (2017- present), approx. \$100M

Independent Colleges of Indiana all sources (2010 - 2017) approx. \$220M

Albany Law School, in collaboration with nearby institutions, US Department of Justice School Safety Violence Against Women Grant, "Campus Response to Violence Against Women Consortium," 2007, \$448,781

TEACHING & SELECTED PRESENTATIONS, PUBLICATIONS

Institute for Higher Education Summit, Houston, Texas, November 2024, keynote, "Innovation and Change Imperative."

Multiple live and recorded appearances on television, radio, podcasts, instagram, and other media platforms over the last 13 years representing organizations I have served and their missions.

ASU+SVG Summit, San Diego, California, August 2021, speaker, "Entrepreneurial Innovation, Human Flourishing, and Tomorrow's Education."

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Ludwick, R. ((2021, summer). *Marvel's Cinematic Universe vs. God's Cinematic Universe*, OSVI Talks, <http://osvitalks.com>, (TED style talk on Catholic creativity and innovation, dropped summer 2021).

(2020, June - July). A Bold Vision for American Higher Education: Truth, Innovation, Evangelization. Inside the Vatican. 36 -37.

Council of Independent Colleges, Presidents Institute, Marco Island, Florida, January 2020, Panel Presenter "Disaster Preparedness."

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."

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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.*"

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

- SACSCOC site team reviewer
- Association of Catholic Colleges and Universities
- Higher Learning Commission, peer reviewer
- National Association of Independent Colleges and Universities State Executives
- Council of Independent College, State Councils
- 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

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GOVERNING BOARD SERVICE

Southern Collegiate Athletic Conference, Presidents' Council, officer, 2018 - 2024

Independent Colleges and Universities of Texas, Board of Directors, officer, Austin, TX, 2017 - 2024

Texas Medical Center, Advisory Board, Houston, TX, 2017 - 2-024

International Council of Universities of Saint Thomas Aquinas, Santiago, Chile, officer, 2017 - 2024

University of St. Thomas, Board of Directors, Houston Texas, 2017 - 2024

Saint Marty's Seminary Board, Houston Texas, 2017 - 2024

Council of Independent Colleges/FIHE, Advisory Committee, Washington, DC, 2014 - 2017

Indiana University, McKinney School of Law, Alumni Board of Directors, Indianapolis, IN, 2012 – 2017

Midwestern Higher Education Compact, Commissioner (Indiana), Gubernatorial Appointee, 2012 -- 2017

The Coalition for College Cost Savings, chair, vice chair, strategic planning committee, presidential search committee, Versailles, Ky 2010 - 2017

Independent Colleges of Indiana, Inc., Board of Directors, Secretary, Indianapolis, IN, 2010 - 2017

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

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

- ❑ Legatus, 2021 - present
- ❑ Knight of the Equestrian Order of the Holy Sepulchre of Jerusalem
- ❑ Greater Houston Partnership (similar to Chamber of Commerce), 2018 - 2024
- ❑ University of Evansville, Parents Council, Co-Chair 2011-2015
- ❑ St. John the Evangelist Catholic Church, Small Group Bible Study Leader, 2014 - 2017
- ❑ 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
- ❑ 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

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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

St. 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

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LANGUAGES

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

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

CONTACT

Richard L. Ludwick, MA, JD, DEd