

J. KYLE DALPE

BIOGRAPHY

J. Kyle Dalpe has worked in higher education for more than 28 years supporting student access and success. He is currently serving as President of Western Nevada College (WNC), a community college with campuses in Carson City, Fallon and Minden (Nevada). Previously, he served as Provost and Senior Vice President at WNC overseeing academic affairs, finance and student services. During his time at the college, he has built new programs, defined strategic enrollment management planning and implementation, developed initiatives to increase access and inclusion, and secured external funding to support campus projects. Over the past two years under his leadership, the college has experienced an 18-percent increase in enrollment, reaching its highest number of students in more than 12 years. The college has also reached new milestones in fundraising to support students and campus development.



Previous to WNC, Dr. Dalpe worked in various leadership positions at Truckee Meadows Community College (Reno), including Acting President, Dean of Technical Sciences, Chief of Staff and Director of Institutional Advancement. In his dean role, he helped develop training programs to support the emerging advanced manufacturing industry in the Northern Nevada region through work with local, state and international employers.

Earlier in his career, Dr. Dalpe worked in various positions at Mohave Community College in Kingman, Arizona; the University of Texas at Tyler; and Kilgore Junior College in Texas.

Dr. Dalpe has been actively involved in regional and national education organizations, legislative initiatives, and community development efforts, reinforcing his commitment to access, success, and excellence in higher education.

Dr. Dalpe earned a Bachelor of Arts degree in Photojournalism from the University of Connecticut; a Master of Arts degree in Journalism, Speech and Political Science from the University of Texas at Tyler; and a Doctor of Philosophy in Educational Leadership from the University of Nevada, Reno.

Beyond his professional work, Dr. Dalpe enjoys staying active outdoors, including hiking, biking, and skiing. With a background in photography, he continues to have a passion to capture the world around him, from landscapes to the everyday moments that tell a story. He also finds relaxation in spending time with family, making bread, delivering a well-timed dad joke, traveling, and recently has started a fitness routine to keep up with three grandkids under the age of two!

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March 9, 2025

Dear Truckee Meadows Community College Presidential Search Committee,

I am excited to submit my application for consideration in the search for the next president of the Truckee Meadows Community College (TMCC). I have worked in higher education for more than 28 years and have seen the mission of community colleges in action and their importance in higher education. Comprehensive community colleges offering transfer, career preparation, dual-credit and developmental educational opportunities provide a key – and at times the only – access point for students from a variety of backgrounds to higher education. Without the work we do at community colleges, many in our community would not be able to pursue post-secondary education.

I have experience working at several higher education institutions, each with diverse characteristics, including: Kilgore Junior College (Texas; 3,500 students) founded in 1935 with a long tradition, athletics and housing; the University of Texas at Tyler (Texas; 3,500 students), a local university with four-year, transfer and graduate programs; Mohave Community College (Arizona; 5,000 students), a rural district spanning 13,000 square miles; and Western Nevada College (Nevada; 4,400 students), a community college serving six counties.

I also have significant experience at this college – TMCC - where I spent 16 years working in several positions including acting president to advance the mission of the institution and serve the community. Returning to TMCC as president after years of additional experience as vice president, provost and president would be the next step to continue my work in higher education.

I earned a doctorate from the University of Nevada, Reno in educational leadership and have worked the majority of my career at community colleges in progressively higher leadership roles. I began my career in higher education in a position split between teaching and administration, and have continued to teach as time permits at the community college and university levels.

In this introductory letter, I will briefly share insights and accomplishments from my career that relate to elements in the profile document.

While at Western Nevada College in my roles as president, provost and vice president, I have focused on stabilizing and expanding enrollment, enhancing the student experience, strengthening campus infrastructure, and building financial stability for the institution. These

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efforts have resulted in significant growth, record-setting milestones, and an improved campus climate for both students and employees.

One of the most impactful areas of progress has been in strategic enrollment management (SEM). Through the development of a mobile-friendly admissions application and targeted outreach efforts, WNC has seen significant enrollment growth. In fall 2023, the college reached its highest enrollment in more than 12 years, with a 17% year-over-year increase to 4,400 students. In spring 2024, enrollment climbed another 11% over the previous year. Much of this enrollment increase was a result of WNC's robust dual-enrollment program for high school students.

In addition, first-year retention rates also improved significantly, reaching 69%—the highest since 2007 and 10% above the national average. Additionally, a stop-out recruitment campaign successfully brought back more than 100 students. These efforts have strengthened WNC's long-term sustainability and student success outcomes, and the college exceeded the Nevada higher education funding formula performance pool goals for FY23 and FY24 (114%).

The enrollment management process described above is very similar to the one I initiated, researched, and implemented at TMCC more than a decade ago. As a result of very targeted strategies that were developed by the campus as a whole, the college saw its first enrollment increase in several years with a 4% growth in fall 2015. This upward trend led to an additional \$1 million in caseload growth for each year of the biennium (FY18 and FY19), strengthening the institution's financial stability at a time when the college was rebuilding from the Great Recession.

In addition to overall enrollment efforts, I have supported several targeted initiatives to increase access and success of students, including the establishment, and subsequent reauthorization, of state capacity building funds that helped WNC to develop its Latino Leadership Academy (LLA). This program supported a cohort of Latino students at the college that resulted in WNC being classified as a Hispanic Serving Institution (HSI). This past semester, 32% of WNC's headcount consisted of this population and the program is now embedded in our advising department and supported by enrollment and caseload funding. In addition, the reopening of the Veterans' Center provided crucial support to military-affiliated students and earned WNC the designation of a Purple Heart Campus. And in 2017, I worked as the northern Nevada lead on legislation that resulted in the Nevada Promise Scholarship Program to support access through free attendance to community colleges for high school graduates.

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Coupled with enrollment, fostering a positive campus climate at WNC has been a key priority, with significant investments in student life and faculty engagement. Enhancements such as an e-sports program, a diversity center, and a food pantry have contributed to a more inclusive and supportive student experience. WNC's commitment to a strong, student-centered environment has been central to its success, reinforcing a culture of inclusion, shared governance, and institutional pride for students and employees.

Faculty and staff engagement has strengthened, with climate surveys consistently ranking WNC among the best in the state. In a 2024 statewide Nevada Faculty Alliance (NFA) survey, 96% of faculty reported feeling “moderately or very comfortable” with the overall campus climate—the highest amongst all institutions surveyed. Seventy nine percent (79%) of faculty agreed that collaboration between faculty and administration was mutually cooperative, and 68% reported that the administration affirms the principles of shared governance. These efforts helped position WNC as a leader in campus culture, earning the recognition in the *2023 Great Colleges to Work For* program, the only institution in Nevada to receive this distinction. WNC was specifically commended for its work in Mission and Pride, Supervisor/Department Chair Effectiveness, and Confidence in Senior Leadership.

Investment in infrastructure has further strengthened WNC's ability to serve students and create a positive and safe student experience. I spearheaded the creation of new instructional spaces, including a \$1.1 million nursing classroom (Marlette Hall) and The Link: Community, Career, and Employer Center, a \$700,000 investment in workforce and career services for students. Technology upgrades across classrooms and administrative systems have enhanced learning and operations, while the implementation of the college's first-ever curriculum management software has modernized academic planning. I have also made safety and accessibility an ongoing priority. In the past year alone, several security measures have been initiated including enhanced emergency call stations, keypad entries, and lockdown capabilities.

To ensure that WNC remains strong going into an uncertain future, financial sustainability has been in the forefront. Through fundraising and legislative engagement, I have worked closely with donors, policymakers, and the WNC Foundation to secure substantial investments for the college. The Foundation's contributions to the college are significant, increasing annually. Federal appropriations secured include \$2.3 million for a rural nursing expansion at the Fallon Campus, \$4.3 million to establish a nursing cohort at the Douglas Campus, and \$700,000 to expand the Commercial Driver's License (CDL) program. Additionally, through careful fiscal management, WNC has reached a 12% reserve level—the highest in decades.

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Fundraising and resource building is one aspect of being president I enjoy. Throughout my career, I have participated in advancement from various angles and have significant relationships with donors in the northern Nevada region. While at Truckee Meadows Community College, I successfully collaborated with a team to design and implement the institution's \$25 million Major Gifts Campaign, incorporating both private and public revenue sources. This transformative effort led to the establishment of a health sciences facility at the Redfield Campus, the renovation of the Applied Technology Center, increased student scholarship support, and enhanced technology for the college. As one part of this campaign, I spearheaded the development of the college's first-ever planned giving program, which garnered \$2 million in its initial year. Additionally, I coordinated a strategic advertising campaign to bolster fundraising initiatives, leveraging a significant budget from the college foundation. This targeted campaign, aimed at engaging affluent and influential community members, significantly elevated awareness of the college and its programs.

Visibility of an institution is key, and throughout my career I have been an advocate for higher education at the federal, state and local levels to share information to garner support and funding. I have served as the lobbyist and legislative liaison for two institutions and the system, roles in which I worked directly with legislators and coordinated efforts to secure resources. I work each day to maintain a balance between internal and external visibility as evidenced in my current role, where I collaborate directly with six county governments, nine school districts, the state legislature, and a statewide elected board. While managing such a wide range of partnerships can be a complex task, the synergy that arises from this work is one of the most rewarding and exciting parts of being president. This experience has equipped me with the skills to continue to advocate for TMCC, and I am prepared to work closely with the Board of Regents, community stakeholders, and leadership to advance the college's mission and goals.

Being visible and working with community stakeholders also helps support workforce development, and I have worked to open conversations and build programs aligned with regional economic needs. In collaboration with industry partners, I developed training programs in high-demand fields such as healthcare and advanced manufacturing. I was on the ground floor leading instructional discussions with Tesla Motors and Panasonic Energy of North America as they established their presence with a battery factory in northern Nevada. When Panasonic met with me and my staff in December 2017, they shared that the new factory will need 2,000 trained workers in the coming year. I replied that we had 75 in the pipeline. After several heavy sighs, an engaging discussion complete with a "training skills sushi menu" ensued to develop a program designed to meet the need. This project became a workforce presentation I gave later that year at the National Council for Workforce Education Annual Conference titled *Building a Workforce for a Gigafactory*.

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I often have trouble putting myself into a “leadership category.” However, I feel that after my most recent roles as vice president, provost and president, I embody the qualities of a transformational leader. I thrive in visionary thinking (with some getting into the weeds), collaborative engagement, and a commitment to innovation. Shared governance is a cornerstone of my leadership approach, and I value the voices of faculty, staff, and students in decision-making processes to build a positive campus culture. At WNC, I have developed a strong relationship with the student government, faculty senate, administrative senate, classified council and the collective bargaining unit to foster a climate where faculty and administration work together to achieve shared objectives to support students. This framework supports a healthy and transparent dialog for all topics, and will help me succeed at TMCC to support the college as we navigate the uncertain future for higher education.

As President of Western Nevada College, I have worked to cultivate a culture of growth and excellence, aligning institutional priorities with the evolving needs of students and the regional economy in northern Nevada. As president of Truckee Meadows Community College, I will bring these qualities to the job every day to support the institution’s mission and strengthen its role in the community.

Thank you for consideration of my application.

Sincerely,



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Executive Summary

An accomplished leader in higher education with extensive experience in community college administration and public post-secondary education. As President of Western Nevada College, has led initiatives that significantly increased enrollment, enhanced student retention, and expanded workforce training programs. Leadership style emphasizes collaboration and innovation, resulting in a positive campus climate and national recognition for institutional excellence. Has secured millions in funding for critical infrastructure, student support, and academic programs, positioning institutions to meet evolving educational and community needs. Career reflects a commitment to access, equity, and excellence in higher education.

Professional Skills

During nearly 30 years of experience in higher education, has developed the following executive leadership skills: strategic planning, enrollment management, budget oversight, fundraising and grant writing, legislative advocacy, workforce training, community engagement, diversity, equity, and inclusion, infrastructure development, crisis management, collective bargaining, program development, public speaking, marketing and branding, collaboration and team building, data-driven decision making, innovative problem-solving, higher education policy, stakeholder engagement, event coordination, and organizational change management.

Education

Doctor of Philosophy, Educational Leadership

- The University of Nevada, Reno
- Dissertation: *The Relationship Between Academic and Non-Academic Preparation and Postsecondary Education Outcome by Students in the State GEAR UP Project*
- This study focused on academic and non-academic factors that played a part in the enrollment and transition to higher education by high school students from Clark County, Nevada

Master of Arts, Journalism/Speech/Political Science

- University of Texas at Tyler
- Graduate Project: *Communication Audit of United Way of Smith County, Texas*
- This project assessed and provided recommendations for efficiency in a non-profit office environment to better serve clients

Bachelor of Arts, Photojournalism

- University of Connecticut

Foreign Exchange Student, Granada, Spain

Additional Coursework completed at Tyler Junior College, Lamar University, and Truckee Meadows Community College

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Professional Experience

Western Nevada College (2019-present)

A multi-site community college with 4,400 students serving eight rural counties and online

President (2021 to present)

Responsibilities

Serve as Chief Executive Officer for a three-campus (200 acres, 15+ buildings), rural community college within the Nevada System of Higher Education, spanning six counties and over 12,000 square miles. Collaborate with the statewide elected Board of Regents to advance initiatives aligned with WNC's rural higher education mission. Oversee a \$22 million state budget and additional non-state accounts, while building awareness of WNC's offerings across diverse communities, including nine K-12 school districts, five charter schools, one private K-12, and several indigenous communities. Manage programs supporting prison education, workforce development, and partnerships with industries such as the first Tesla Gigafactory, mines, airports, a naval air station, and an army depot. Participate in local, state, and federal meetings to address higher education solutions for workforce needs and economic development.

Served as Officer in Charge, December 2021-March 2022; Interim President, March 2022-March 2023; President, March 2022-present)

Accomplishments

- Rebuilt and maintained the college's enrollment management process to stabilize and increase enrollment, and support completion
 - In spring 2024 enrollment increased 11 percent over previous spring semester, and less attrition between semesters
 - In fall 2023, the college reached the highest enrollment in more than 12 years (4,400 students; a 17 percent increase over the prior year)
 - Implemented a new application for admission (mobile friendly, accessible and overall easier to use), more than doubling the yearly number of applications.
 - In spring 2022, enrolled 3,475 students, an increase of more than 6.7% over the previous year
 - Reached the highest first-year retention rate since fall 2007, with 69% of first-time, full-time entering students in fall 2021 returned to WNC in fall 2022. This number was 10% higher than the national average at the time.
 - WNC ran a recruitment campaign targeting students who stopped out. This stop-out campaign (\$24K cost) yielded 119 students (7% of the stop-outs) who enrolled in 754 credits in fall 2022 and generated an estimated \$85,000 in registration fees
 - Worked to increase credential completion to meet state performance pool goals at 114% of goal for FY23 and FY24

- Developed and maintained a positive campus climate to support students
 - Worked to improve student experience on campus through classroom and other campus updates, as well as the development of and e-sports program, food pantry,

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- and a diversity center
- WNC was recognized in the *Great Colleges to Work For* program in 2023, the only college in Nevada, in the areas of Mission and Pride, Supervisor/Department Chair Effectiveness and Confidence in Senior Leadership
- Received a 96% “moderately or very comfortable” response rating for overall campus climate, the highest in the state (Nevada Faculty Alliance, 2024)
- Received an 80% “moderately or strongly agree” response rating that the faculty/administration relationship is mutually cooperative; and a 79% “moderately or very comfortable” on overall campus climate (Nevada Faculty Alliance, 2022)
- Worked to secure compensation increases for employees (COLA, retention, merit, base adjustment, adjunct pay)
- Invested in the college’s infrastructure by leveraging special funding and other financial resources to implement campus improvements
 - Created a new nursing instructional space (\$1.1M; Marlette Hall)
 - Developed The Link: Community, Career and Employer Center to provide career services and workforce support (\$700K)
 - Upgraded computer systems and classroom technology
 - Supported the first-ever curriculum management software implementation
- Supported projects aimed at improving student experience, safety, accessibility, and programming
 - Re-opened of the Veterans’ Center to provide support to veterans in the community, including being named a Purple Heart Campus
 - Implemented campus emergency call stations, key pad entries and lockdown capabilities
 - Opened the college’s first diversity center and development of a variety of activities
 - Renewed plan to develop a college presence in Fernley with local stakeholders to support workforce development (battery recycling, advanced manufacturing)
- Supported fundraising and friendraising to support students and programs
 - Met with donors, legislators and other entities to share WNC priorities and initiatives
 - Worked with the WNC foundation, which contributed \$1.3 million in funding to support students, programs and facilities, and increased total assets by 25% year over year to \$9,524,909.
 - Secured federal directed appropriations: \$2.3 million for the college’s Fallon Campus for a rural Nursing Expansion and Renovation Project; \$4.3 million to build a nursing cohort at the college’s Douglas Campus; \$700,000 to develop/expand a Commercial Driver’s License program
- Worked to bring college reserves to 12% level, highest in decades
- Supported the workforce ecosystem by developing programs that meet industry needs

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- Worked with the Nevada Faculty Alliance to author an extension and then a two-year contract of the college's collective bargaining agreement
- Led the college out of pandemic-related conditions resulting in increased enrollment, student-focused support initiatives, positive culture, and campus improvements

Provost and Senior Vice President (2021- 2022)

Responsibilities

Served as Chief Academic Officer and managed all college academic programs; managed college students services; managed college financial and computing services. Oversaw academics; accreditation; institutional research and assessment; libraries; instructional design; admissions, financial aid, counseling, disability services, underrepresented student programs; budget and controller offices; and computing services. Worked with the business, community, and elected partners, including school districts, to build and support programs to serve students; applied for and implemented grant programs; managed college's institutional effectiveness initiatives; led college's government affairs activities. Served on the executive leadership team and attended and presented information to the state Board of Regents.

Accomplishments

- Served as Officer in Charge after departure of President and conducted the duties and responsibilities of the president during transition
- Worked to develop and present the college's biennial budget presentations
- Restructured and implemented a new enrollment management committee and related processes to formalize enrollment management strategies
- Continued to support initiatives to mitigate the effects of COVID-19 on campus
- Served on the statewide Dual Enrollment Taskforce to define processes in this area, including student fees and instructor qualifications

Provost and Vice President of Finance (2020-2021)

Responsibilities

Served as Chief Academic Officer and managed all college academic programs; served as the chief financial officer and managed all college financial operations. Oversaw academics; accreditation; institutional research and assessment; libraries; learning and innovation; rural outreach; and budget and controller offices. Worked with business, community and elected partners, including school districts, to build and support programs; identified and implemented grant programs; managed college's institutional effectiveness initiatives; led college's government affairs activities. Served on the executive leadership team. Attended and presented information to the Board of Regents.

Accomplishments

- Developed partnership with local charter high school to share a facility and provide access for dual enrollment students
- Developed and supported academic and financial responses to the COVID-19 pandemic
 - \$1.6 million CARES funding support for student and institutional support

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- Remote learning spaces for students to access technology and internet on campus
- Supported enrollment management initiatives
 - 22% increase in dual-enrollment high school students
 - Expanded winter session classes
- Worked to get new academic programs initiated and approved
 - HVAC program at remote campus; aviation classes
- Maintained college operations despite 19.7 % budget reduction from \$14 million budget
- Served as college representative at the Nevada Legislature
- Expanded the college's prison education program
- Secured funding for programs
 - \$1 million for science lab upgrade and expansion
 - \$100,000 for HVAC program
 - \$145,000 from the systemwide Nevada Alliance for Youth Apprenticeship grant
 - \$500,000 in federal grant funds (USDA) to support remote learning programs to provide access to rural and underserved populations (project started before pandemic)
- Worked with faculty leadership on collective bargaining contract
- Managed and directed shared services initiatives

Vice President of Instruction and Institutional Effectiveness (2019-2020)

Responsibilities

Served as Chief Academic Officer and had oversight for all college academic programs, both credit and non-credit at three campuses in a five-county service area; accreditation; institutional research and assessment; libraries; learning and innovation; and rural outreach. Worked with business, community and elected partners, including school districts, to build and support programs to meet their needs; researched and implemented grant programs; managed college's institutional effectiveness initiatives; led college's government affairs activities. Served on the executive leadership team.

Accomplishments

- Worked to support and maintain academic continuity during the COVID-19 pandemic closure in spring 2020
 - Nursing and paramedic/EMS continued to offer labs during the COVID shutdown using State-approved screening and distancing protocols
- Led the development of new academic programs to meet workforce needs
 - Organizational Management (BAS); Apprenticeship (AAS); Health Science (AAS); Computer IT Technology (CA); Cyber Security Technician (CA); Emergency Medical Services (CA); Paramedicine (CA); Apprenticeship (Skills); Apprenticeship Laborers (Skills); Automotive Collision Repair (Skills); Energy Technology (Skills); Heating, Ventilation, Air Conditioning/Refrigeration (Skills)
- Mitigated a projected enrollment decline
 - Supported enrollment initiatives that resulted in a 5.5% increase in full-time equivalent (FTE) and an 11.7% increase in headcount for the Fall 2019 semester

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- over the previous year
- Supported enrollment initiatives that resulted in a 13.6% increase in FTE and an 15% increase in headcount for the Spring 2020 semester over the previous year
- Annual average FTE increase of 9.2% (2019-2020)
- Increased enrollment of dual-credit high school students from 462 (fall 2018) to 747 (fall 2019)
- Increased apprentices enrolled by 47% from spring 2019 to spring 2020
- Secured funding for programs
 - \$545,000 in state grants (OSIT, GOED) to support Paramedic and Advanced Manufacturing programs including a mobile classroom to provide access to underrepresented populations
 - \$150,000 in private funds to support Advanced Manufacturing programs
 - \$51,000 for apprenticeship programs
 - \$20,000 for student laptops during COVID-19 shutdown
- Re-organized college committees for structure for efficiency
- Developed feasibility plan for a fourth campus location (Fernley)
- Implemented a Winter Session in 2019-2020 academic year
- Worked to expand prison education program
 - This program earned the Social Justice Award from the School of Social Work at the University of Nevada, Reno in March 2020

Nevada System of Higher Education

Statewide system office serving 110,000 students and overseeing seven teaching and one research institution

Executive Director of Legislative Affairs (Temporary Appointment; 2019)

Responsibilities

Served as the legislative affairs lead and lobbyist for the higher education system during the 2019 regular legislative session. Represented the system, two universities, five colleges, and a research institute. Provided information to legislators, coordinated a legislative team of campus representatives, gave testimony, and developed and edited bill language. Was recruited to work in this temporary role after the last-minute separation of the former employee due to my experience in previous legislative sessions.

Accomplishments

- Built and maintained relationships with legislators and a newly-elected governor
- Provided testimony and language for bill drafts
- Coordinated and conducted meetings with legislators
- Scheduled and trained student and faculty for testimony

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Truckee Meadows Community College (2002-2019)

A five-site community college with 10,000 students in Reno, Nevada

Dean of Technical Sciences (2016-2019)

Responsibilities

Managed technical and transfer programs, self-support training, grant-funded projects and apprenticeships; managed Auto, Diesel, Welding, Machining, Drafting, Advanced Manufacturing, HVAC, Unmanned Aerial Systems, Construction Management, Architectural Design, Computer Information Technology, Paralegal/Law and Criminal Justice programs; maintained program curricula and budgets; worked with employers, government agencies and advisory boards to ensure programs provide relevant training to meet the emerging community and workforce needs; managed increasing enrollments due to workforce demand; served as site administrator for the TMCC Pennington Applied Technology Center, a 100,000-square foot training center with both college and high school programs; served as the college's government relations liaison to gain support from elected officials; served on college leadership groups, including the president's cabinet and planning council.

Accomplishments

- Increased enrollment in the Technical Sciences Division
 - Overall 12 percent increase (fall 2017 to fall 2018)
 - Advanced Manufacturing class enrollments increased from 188 (fall 2016) to 3,004 (fall 2018)
- Coordinated the development of the Panasonic Preferred Pathway (P3) Training program, a partnership with Panasonic Energy of North America and the Governor's Office of Economic Development
- Coordinated a team to develop the Gigafactory Gateway Program, a training program developed for Tesla Motors
- Opened a \$775,000 Cyber-Physical Manufacturing training lab
- Worked with major employers and school district officials in Washoe and Clark counties to create a pipeline of career-ready graduates coming out of high school through dual-credit programs
- Presented proposals for funding to the Nevada Governor's Office of Economic Development Board, gaining more than \$1.7 million in scholarship and training funds to support students in the Panasonic and Tesla training programs in 2017
- Supported legislation during the 2017 legislative session to double the higher education funding formula weighting of career and technical education (CTE) trade discipline clusters
- Served as Principal Investigator for the Nevada Apprenticeship Project, a \$2.9 million Department of Labor Grant
 - Gained commitments for more than 1,300 apprenticeships from major employers in the region
 - Supported apprenticeships by serving on the newly formed State Apprenticeship Council

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- Provided interviews and presentations to support community entities, media inquiries, and economic development requests as needed
- Defined the educational component for an international exchange competitive grant application that will bring students from the SENATI training institute in Peru to participate in TMCC's Applied Technology programs and will send TMCC students to Peru to participate in SENATI programs
- During my leadership as Dean, the following credentials relevant to local industry were developed:
 - Panasonic Preferred Pathway (P3) skills certificate
 - Critical Systems (commercial air conditioning) AAS degree and certificate
 - Unmanned Aircraft Flight Operations AAS degree
 - Cyber-Physical Manufacturing BAS degree
 - TMCC Technical Sciences International Training Program (first awarded to Peruvian students from the SENATI technical school in fall 2018)
- Earned a Nevada's Center for Entrepreneurship and Technology (NCET) Tech Award for the TMCC Applied Technology Center after contributions to the community related to workforce development
- Developed a pathway for state SNAP recipients to enter short-term Advanced Manufacturing programs, including gaining \$140,000 in state funds to support scholarships and program costs
- Worked with foundation office to raise funds to support students and programs
- Co-Founder, CTE Coalition of Northern Nevada

President (Acting Appointment; 2015-2016)

Responsibilities

Served as Acting President for Truckee Meadows Community College, a five-site college with 10,000 students and a \$44 million operating budget, to ensure successful continuation of collegewide initiatives during presidential transition; held responsibility for all college operations and reported to statewide Chancellor with 13-member elected board. Board policy states acting appointments are not eligible to apply for permanent position.

Accomplishments

- Represented the college before the Northwest Commission on Colleges and Universities (NWCCU) to support and address the college's seven-year accreditation report
 - Initiated planning to address recommendations for next accreditation cycle
 - Provided testimony and documentation that resulted in reaffirmation of accreditation
- Led the college in a two-month process to develop a consolidation plan for campus police services between the college and the university
 - Implemented a shared governance process to ensure all stakeholders were included
 - Developed a plan that resulted in the same level of service with a savings of \$480,000 that was redirected to academic and support programs
 - The consolidation of police services project won the Cashman Good Government

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Award in 2018 from the Nevada Taxpayers' Association for more efficient government operations and savings

- Outlined and presented biennial budget plans for the college to the Nevada System of Higher Education system office, including enhancement plans for Gateway Courses (English and Math), career and technical education funding formula increases, and capital projects
- Saved and reallocated \$800,000 as part of the Board's efficiency and effectiveness initiative during a time of statewide funding reduction
- Prepared and outlined a potential \$3.5 million (five-percent) state-mandated reduction for the upcoming biennium as part of the budget planning process
- Reviewed and approved the updated contract for the Nevada Faculty Alliance collective bargaining agreement
- Put in motion a reorganization of the college's planning structure through a collaborative stakeholder process to ensure planning was linked collegewide through one body
- Reinforced shared governance among college faculty, administration, students and classified staff through communication and participation to support decision making
- TMCC was nominated in spring 2016 as a Best Place to Work in Northern Nevada by the Northern Nevada Human Resources Association

Chief of Staff and Associate Dean (2013-2015)

Responsibilities

In this executive leadership position, I supported the college president with a variety of initiatives on an ongoing basis; represented the president and the college at meetings and external functions; served as officer in charge for college operations during absence of president; supervised staff to develop strategy for internal and external marketing and communications functions; served as government relations coordinator to gain support of elected officials and business leaders; coordinated the president's cabinet, president's leadership team and planning council meetings and initiatives; responded to, coordinated and supported NSHE Board of Regents' requests and meeting agenda packets; worked with the local school district on contracts to support K12 pathways and partnerships; and maintained the college's institutional policy guide and bylaws.

Accomplishments

- Initiated, researched and implemented the college's first enrollment management process
 - In fall 2015, the college's enrollment was up for the first time in several years by 4 percent after enrollment strategies were implemented
 - This increase resulted in a \$1 million caseload growth for each year of the biennium (FY18 and FY19)
- Led the development of the college's strategic master plan
- Served as a community college expert to provide testimony and presentations to the Interim Committee to Study Community Colleges (2013-2014, Senate Bill 391) to support keeping community colleges within the Nevada System of Higher Education
- Supported and worked with the college's Institutional Advisory Council (IAC), a 15-

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member group of business and community members that operates under the state's open meeting law to support the college on the educational needs of the service area

- Headed a team of students, faculty and staff to develop the first college mascot
- Initiated a one-stop concept for employer solutions to better serve local business needs
- Supported college initiatives at the federal level through regular meetings in Washington, D.C. with Nevada's delegation
- Coordinated high-profile visits including President Obama, Secretary of State Hillary Clinton, and President Bill Clinton

Director, Institutional Advancement and Public Information Offices (2011-2013)

Responsibilities

Held responsibility for the college's marketing, communications, government relations and specific fundraising activities; built and maintained relationships with donors and community leaders, as well as local, state and national elected officials; developed, coordinated and managed marketing, communications and public affairs activities and budgets totaling more than \$700,000 each year; served as the college spokesperson to provide information to local and national media related to college programs; maintained an integrated visual identity (brand) across all college divisions to ensure the college was recognized in the community.

Accomplishments

- Worked with a team to outline and implement the college's first-ever, three-year, \$25 million Major Gifts Campaign that included private and public revenue sources
 - This campaign resulted in one new facility, a renovated technical center, student scholarships, and technology support
- Developed and implemented the college's first planned giving program, resulting in \$2 million in the first year
- Coordinated an advertising campaign to support fundraising initiatives with several funding sources, including a \$240,000 budget from the college foundation and more than \$200,000 from the college each year
 - This campaign targeted "affluent and influential" community members and increased awareness of college programs as shown in pre- and post-community surveys
- Wrote fundraising and grant applications to support college initiatives and infrastructure, including proposals to fund smart classroom technology, student scholarships, and academic programs
- Assisted with a federal Economic Development Administration grant submission (\$2.2 million) that was funded and was the foundation of more than \$9 million in renovations to the college's applied technology center
- Supported external funding requests at the federal level through regular meetings in Washington, D.C., with Nevada's delegation

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Director and Assistant Director, Public Information Office (2002-2011)

Responsibilities

Provided leadership and supervised staff, including managers, graphic artists and a videographer; developed marketing plans for college departments including publicity, advertising and promotion to attract and inform students about specific programs; coordinated production of the college catalog and class schedules (printed and online); took photographs and maintained college photo archives; wrote and edited text for publications, the media and the website. Note: served as assistant director and then advanced with no backfill.

Accomplishments

- Implemented and coordinated a new automated workflow for class schedule production, a technology-driven process involving several college departments with a goal of creating a more accurate and effective class schedule
- Coordinated development and implementation of various advertising campaigns to support enrollment targeting different populations (high school students, adults, parents), including the “Think. TMCC” campaign
- Worked to develop bilingual (Spanish) marketing materials to support efforts to increase Latino student recruitment and support the Hispanic Serving Institution (HSI) initiative
- Assisted with development of the initial TMCC iTunes University platform to share college marketing and academic information
- Served as chair of college’s Planning and Budget Council, including coordination of the college’s Strategic Master Plan

Mohave Community College, Kingman, AZ (2000-2002)

A six-site community college spanning 13,000 square miles with 5,000 students each semester

Director of Marketing and Public Information

Responsibilities

Developed, implemented and managed marketing, recruitment and retention strategies for a six-site community college district spanning 13,000 square miles in rural Arizona; worked to maintain an integrated visual identity (brand) across multiple divisions and campuses; negotiated contracts and developed media campaigns for television, radio and newspapers in multiple markets; solicited and evaluated bids for contracted work; prepared and managed marketing budgets to support initiatives; wrote and edited news releases on variety of topics and managed college’s website content; supervised marketing and public information office staff across multiple sites while serving as the district spokesperson for the news media; served on president’s cabinet and leadership group.

Accomplishments

- Coordinated the development of an automated class schedule production process to increase efficiency and accuracy
- Developed and implemented marketing campaigns for a multi-campus district
- Supervised production of the class schedule and course catalog

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- Worked to improve curriculum outlines to ensure proper sequencing for students
- Presented regularly to the college local governing board and community groups on a variety of college programs and services

The University of Texas at Tyler, Tyler, TX (1999-2000)

A four-year and graduate university with 3,500 students each semester

Coordinator of University Publications

Responsibilities

Developed and maintained university publication standards, including web-based and electronic media; secured and managed production of contracted publication work; produced a variety of university publications, advertisements and marketing materials; maintained the university's news website and wrote news releases on variety of topics; assisted with planning of special events, including annual scholarship pro-am golf tournament.

Accomplishments

- Coordinated and supervised the production of the university's first student viewbook to support downward enrollment expansion (adding freshman and sophomore students; a \$250,000 project initially)
- Implemented and produced internal communications strategies, including online and printed faculty and staff newsletters

Assistant Director of News and Information

Responsibilities

Researched, wrote and distributed news articles internally to university employees and externally to news media; developed, edited, and produced a weekly online faculty and staff newsletter; edited and produced a monthly printed faculty, staff and retiree newsletter; maintained online news and information database; created and distributed a monthly news clips newsletter; wrote news releases on variety of topics

Accomplishments

- Developed and implemented new internal and external communication methods
- Created a new online faculty and staff newsletter using emerging technology
- Helped coordinate events, including the annual pro-am charity golf tournament and distinguished speaker series

Kilgore Junior College, Kilgore, TX (1996-1999)

A junior college founded in 1935 with 3,500 students each semester

Instructor and Photographer

Responsibilities

Worked as an instructor in the journalism department, including supervision of the college yearbook production; instructed journalism, photography and computer classes; photographed

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campus events and athletics for public relations use; assisted with brochures, web pages and advertisements for college use; maintained departmental supply and payroll budgets; worked with the college's foundation office in the selection of scholarship recipients.

Accomplishments

- Instructed students in editing, writing, layout, design, and photography courses
- Designed and set up academic computer labs, editing workspaces and a photography studio
- Worked with students to develop a variety of award-winning publications
- Chaperoned student events locally and internationally, including a trip to Singapore by the Kilgore College Rangerettes drill team

Teaching Experience

Truckee Meadows Community College

- Employer customized training in generational studies and communication

The University of Nevada, Reno

- Graduate classes in higher education leadership
- Serve on graduate student doctoral committees

Mohave Community College

- English college and foundational English classes

Kilgore Junior College

- Journalism, photography and computer degree classes
- Summer workshops for high school students
- Non-credit adult education classes on variety of topics

Legislative Experience

- Secured funding for Western Nevada College during the 2023 legislative session to support campus operations and infrastructure (\$300,000 lost appropriation; caseload support)
- Served as the college legislative liaison at the Nevada State Legislature from 2009 through 2021 to work with legislators on community college topics
- Worked as the Northern Nevada lead to draft a bill defining the Nevada Promise Scholarship Program that provides free attendance to community colleges in the state for high school graduates (2017)
- Supported increases in the higher education funding formula for career and technical education resulting in increased funding for trade disciplines
- Presented expert testimony on community colleges in general as part of the Interim Committee to Study Community Colleges (2013-2014, Senate Bill 391) to support community colleges remaining in the Nevada System of Higher Education
- Provided testimony, drafting support and information for a variety of bills and programs
- Provided training for faculty, staff and students in preparation of testimony in public meetings;

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- offer workshops and speak to classes on legislative topics
- Meet regularly with elected officials at the local, state and federal levels to gain support for college initiatives
- Serve as liaison for high-profile visits by candidates and elected officials, including President Obama, President Clinton, Secretary Clinton, and others

Presentations, Publications, Invitations and Projects

Updating Institutional Student Learning Outcomes: A College-Wide Effort to Measure Student Success (Nov. 2024)

- Presentation at the Northwest Commission on Colleges and Universities Annual Conference

What's Going on at Your College (Sept. 2024)

- Presentation at the Rural Community College Annual Conference (SUNY Adirondack)

Future Ready Presidents: Presiding Over Campuses for Learners of Today, Tomorrow, and Far Beyond (Dec. 2023)

- Panelist at Complete College America Plenary Session

Economic Development and Industrial Real Estate Outlook (October 2023)

- Moderator at the Northern Nevada Development Authority panel discussion

Streamlining Admissions: Harnessing the Power of Unity Forms/PeopleSoft integration (Oct. 2023)

- Presenter at the Hyland CommunityLive National Conference in Las Vegas

Leading Enrollment from the Top (Oct. 2023)

- Association of Community College Trustees (ACCT) Leadership Conference in Las Vegas.
- Presentation provided an overview of the college's strategic enrollment management process that resulted in a record enrollment growth in fall 2023

Building Bridges: Promoting Education and Community Engagement (Aug. 2023)

- Higher Ed Conversations Podcast

The Future of Post-Secondary Education (June 2023)

- Invited to participate in an Urban Institute event in Washington, D.C.

Scaling Up the Wildcat Reserve Food Pantry (Oct. 2022)

- Association of Community College Trustees (ACCT) Leadership Conference in New York
- Presentation provided an overview of the college's student food pantry project

Generations in the Workplace (Sept. 2022)

- Presentation at the Rural Community College Annual Conference (Iowa Western CC)

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Future of Work at the Human-Technology Frontier (Aug. 2020)

- Served as panelist for a National Science Foundation discussion on the big issues facing society as changes in employment and the workplace accelerates

Creating Credential Milestones for Student Success (April 2020)

- Chapter in the book *Success for All: Programs to Support Students Throughout Their College Experience* related to community college credentialing.

Helping Community Colleges Develop Short-Term Credentials of Value (Oct. 2019)

- Invited to speak about workforce credentials at the Urban Institute in Washington, D.C.

Generations in the Classroom and Workplace (Sept. 2018)

- National Council for Workforce Education (NCWE) Annual Conference
- Presentation was an overview of generations as students and employees in higher education and the workplace.

Northern Nevada's Front Line: Developing the Workforce to Build the New Economy (March 2018)

- Invited to serve on a panel to discuss workforce development and educational solutions at this event sponsored by the *Northern Nevada Business Weekly*

Blockchain Summit: Building the New Nevada on Trust (Feb. 2018)

- Conducted a roundtable discussion on workforce development at this event designed to promote and build the public ecosystem of blockchain technology in Nevada

Consolidating Police Services at Three Higher Education Campuses into One Unified Force (Feb. 2018)

- Presentation at the National Campus Safety Summit providing an overview of how the police services at Truckee Meadows Community College, The University of Nevada, Reno, and the Desert Research Institute were consolidated into one department

National Skills Coalition/Business Leaders United Legislative Fly-In (Dec. 2017)

- Invited to attend a legislative summit with an industry partner to share business partnerships with elected officials in Washington, D.C. and advice on legislation, including the Higher Education Act reauthorization and bills to support workforce training

Building a Workforce for a Gigafactory (October 2017)

- National Council for Workforce Education Annual Conference
- Presentation was an overview of how the college developed a program to meet the needs of a trained workforce in Northern Nevada for Panasonic Energy of North America and Tesla Motors

Elevator Speech to Success with Elected Officials (October 2017)

- National Council for Workforce Education Annual Conference
- Presentation discussed how faculty and students are the best messengers to bring college

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information to elected officials and included a work session on how best deliver messages

Generations and Communication in the Workplace (2017-2018)

- Provided a training for Panasonic Energy of North America's new employee onboarding through TMCC's customized training office; presentation was an overview of generations and communication styles in the workplace for new employees

Supporting Business Needs: The Panasonic Preferred Pathway (P3) (September 2017)

- Association of Community College Trustees (ACCT) Leadership Congress
- Presented an overview of this program that was designed to meet the needs of a trained workforce in Northern Nevada

Supporting Business Needs: The Panasonic Preferred Pathway (P3) (September 2017)

- Nevada Economic Development (NED) Conference
- Presented an overview of how the college responded to the need for 2,400 trained workers in one year to support one local business

Leading Your Enrollment Management Discussion from the Top (April 2016)

- American Association of Community Colleges National Conference
- Presented on the three-year TMCC enrollment management initiative that resulted in the first increase in enrollment in several years

Lead and Co-Chair, TMCC Enrollment Management Team (2013-2015)

- Established a team, its purpose and membership based on research
- Guided team to outline short- and long-term enrollment goals and identified and reduced barriers to enrollment
- Developed strategies for student success based on targeted goals (gateway class completers, retention, persistence)
- Enrollment increased in fall 2015 for the first time in more than three years (+4%; \$1 million caseload growth)

Engaging your Students and Faculty in the Legislative Process (May 2012)

- National Institute for Staff and Organizational Development (NISOD) National Conference
- Presented strategies to support faculty and students as messengers of college information when meeting with elected officials

Coordinator, Enrollment Management Research Project, TMCC (2013)

- Research of college enrollment obstacles and identification of strategies to maintain and increase enrollment
- This project resulted in the first-ever enrollment management team

TMCC Mascot Development Team (2014)

- Initiated this project with student government and worked with students, faculty, and college

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- leadership to outline and undertake a process to create the first college mascot
- Mascot was created in 2014 and named in 2015, both by students

TMCC iTunes University Platform Project (2010)

- Worked with Webmaster and videographer to implement online educational and marketing presence

So What Happens to our GEAR UP Students after High School and Why? (July 2010)

- GEAR UP National Conference, Washington D.C.
- Data presented from dissertation research on GEAR UP students' high school experience and transition to higher education in conjunction with follow-up research by co-presenter

To Access or Not to Access the GEAR UP Scholarship? That is the Question (October 2009)

- GEAR UP Regional Conference, Spokane, WA.
- Data presented from the 2001-2007 Nevada GEAR UP project coupled with 2009 clearinghouse data related to students' outcomes

Coordinator, National Council for Marketing and Public Relations District Conference (2007)

- Conference in Reno, NV; 200 attendees

Presenter, National Council for Marketing and Public Relations National Conferences (2004, 2005)

Participant, 33rd Faculty Art Show, Truckee Meadows Community College (2004)

- Sixteen selected photographs displayed
- One image selected for TMCC Permanent Collection

Chair, Recruitment Publications Project, University of Texas at Tyler, (1999-2000)

- Coordinated a \$250,000 publication project to develop a viewbook for student recruitment

Appointments, Board Service and Memberships

Rural Community College Alliance (RCCA) member and Board Member (2022-present)

- National organization supporting community colleges in rural America through advocacy, resource leveraging, and innovative practices

Member, Committee on Higher Education Funding and Governance (2023-2024)

- State higher education funding formula study

Carson City Chamber of Commerce Board Member (2022-present)

Carson City Rotary Club Member (2022-present)

Northern Nevada Development Authority (NNDA) Board Member (2022-present)

- Serve as member of a regional, rural workforce agency board

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Nevada State Apprenticeship Council Member (2017-2019)

- Nevada System of Higher Education northern representative on this board to work to expand apprenticeships in Nevada to support job creation, education, and pathways employment

National Council for Workforce Education Board Member (2018-2020)

- National organization providing a forum for administrators and faculty in workforce education and basic skills to direct the future role of two-year, post-secondary institutions in workforce education and economic development

Washoe County Manager's Advisory Council (2016-2019)

- The CMAC encouraged discussion on the role and responsibilities of local government and advised the county on implementing needed strategic changes

Northern Nevada Apprenticeship Coordinators Association Member (2016-2019)

- Non-profit group dedicated to disseminating information concerning apprenticeship and training issues to create an appreciation of the benefits of apprenticeship training

Nevada New Skills for Youth Grant Team Member (2016-2019)

- Statewide grant to develop a detailed career readiness plan to expand opportunity for youth

Education Alliance of Washoe County (2012-2018)

- A community partnership that fosters educational excellence and student achievement in Washoe County through leadership, advocacy, and resource development
- Vice President; Executive and regular Board member

Nevadaworks Board Council and Audit Committee Member (2015-2019)

- Nevadaworks is a regional agency focused on preparing Northern Nevada's workforce to meet the needs of current and potential employers through Workforce Innovation and Opportunity Act (WIOA) programs

Affordable Housing Forum Participant (Spring 2017)

- Worked with a stakeholder group to research and finalize the vision and organizational structure for a regional affordable housing plan for the Truckee Meadows

Economic Development Authority of Western Nevada (EDAWN) Board Member (2015-2016)

- A private/public partnership committed to adding quality jobs to the region by recruiting new companies and supporting the success of existing companies to diversify the economy and have a positive impact on the quality of life in Greater Reno-Sparks area

Dandini Research Park Trustee (2015-2017)

- The Dandini Research Park is a 501(c)3 corporation managed by both public and private sector community leaders that make up the board to monitor and develop the master plan for the 300-acre park and its research-related tenants

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Smarter Regions Task Force Member (2013-2015)

- An IBM Smarter Cities grant project to develop with the City of Reno, City of Sparks, Washoe County, Washoe County School District and higher education officials a plan for regional partnerships and communications

Northern Nevada Skilled Workforce Think Tank Member (2012-2016)

- Local business and education leaders' workgroup to support economic development

Western Industrial Nevada Member (WIN) (2011-2016)

- Local leadership networking group

Council for Resource Development (2011-2014)

Council for the Advancement and Support of Education (CASE) Member (2010-2014)

Public Relations Society of America (PRSA) Member (2010-2012)

National Council for Marketing and Public Relations (NCMPR) Member (1998, 2000-2014)

- District 6 Newsletter Editor, (2000-2002); designed, edited and published electronic newsletter for five-state district

Awards and Recognition

Friend of K-12 Public Education Award from the Nevada Association of School Boards on behalf of the college for work completed to support access to education, in particular high school students (2023)

Innovation and Access Award for the WNC ROADS access program from the Rural Community College Alliance (2023)

Great Colleges to Work For recognition in the areas of Mission and Pride, Supervisor/Department Chair Effectiveness and Confidence in Senior Leadership for WNC (2023)

Nevada's Center for Entrepreneurship and Technology (NCET) Tech Award for the TMCC Applied Technology Center (2018)

Nevada Taxpayers' Association Cashman Good Government Award for police consolidation project (2018)

Model Dairy/TMCC Faculty Excellence in Service Award Recipient (2011)

Truckee Meadows Community College Permanent Art Collection Selection (2004)

- "Joshua Tree" photograph selected for permanent collection

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ADDY Advertising Awards

- TMCC Radio ad, Silver (2006); TMCC Bus Wrap Project (2004); University of Texas at Tyler Cowan Center Performing Arts Campaign (1999)

Admissions Marketing Report

- Mohave Community College T-Shirt, Gold (2002); UT Tyler Viewbook, Gold (2000)

American Scholastic Press Association

- Second place overall yearbook award by students (1998)

National Council for Marketing and Public Relations (NCMPR) Regional and National Awards

- Various individual and collaborative awards

Texas Intercollegiate Press Association awards by students (1998, 1999 and 2000)

Community and Volunteer Service

Friends is Service Helping (FISH) Volunteer (2019-present)

Truckee Meadows Community College Nevada Promise Scholarship Mentor (2018)

- Work with high school students to provide information about the college

McQueen High School Football Family Boosters (2010-2013)

- Website; communications; photography; program

McQueen High School Baseball Boosters (2010-2016)

- Website; communications; photography; program

Principal for the Day (2010)

- Participated in the Washoe County Education Alliance's program at Sparks High School

Reno American Little League Board Member, Reno, NV (2007-2011)

- Served as President (2010, hardest president job ever!), Vice President and Treasurer (2009), and Communications Officer (2008)
- Managed the consolidation of two league charters through the Little League national office to ensure access and effectiveness (2011)
- Created booster club program (2008)
- Organized Outfield Sign Sponsorship Program, raising \$18,000 (2008)

Youth Sports Coach (baseball, soccer, football)

Community Outreach Chair, First Book Literacy Group, Kingman Advisory Board (2001-2002)

Reader, Reading is Magic Literacy Day, Mohave Community College (2002)