

# **Linda Pimley Fossen**

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February 25, 2012

Search Committee for Vice Provost for Enrollment Management  
Radford University  
801 East Main Street  
Radford, Virginia 24142

Dear Search Committee:

Please accept this letter of application and attached resume in support of my request to be considered for the position of Vice Provost for Enrollment Management at Radford University. As you will note from my resume, I have had extensive post-secondary administrative and teaching experience.

During the past forty years, I have developed instructional and administrative expertise in Alaska, Montana, Wyoming, Oregon, Washington, Texas, and Kentucky. I have worked as a student services administrator at seven colleges and universities. I also have had the privilege of teaching in the public schools for six years, as well as teaching classes and facilitating workshops at the post-secondary level. Currently, I am Associate Vice President/Dean for Enrollment at Eastern Kentucky University (EKU).

In my current position, I share responsibility for:

- Developing and jointly administering a \$310 million general fund budget
- Administering a \$28 million Enrollment Management budget
- Developing and implementing a strategic enrollment management plan incorporating best practices and utilizing predictive modeling, financial aid leveraging, integrated marketing and branding, web-enabled recruitment strategies, and proactive academic counseling
- Developing instructional programs and building master plan
- Promoting and implementing Enrollment Management process redesign
- Implementing customer service training and one-stop process development
- Working with faculty and staff to help recruit, retain, and graduate students
- Planning and facilitating workshops and meetings for university stakeholders
- Developing innovative technology for administrative, instructional and student support systems
- Facilitating college-wide cross-functional goal development
- Developing and implementing a campus-wide technology plan
- Developing a comprehensive assessment system
- Implementing a collaborative, team approach to management
- Developing and implementing a shared governance model
- Implementing distance delivery of services and instruction
- Leading an institution through the accreditation process

My interest in this position is the result of my long-term commitment to student success and my desire to increase my involvement in campus leadership. The prospect of being selected as Vice Provost for Enrollment Management at Radford University is exciting since the University has a reputation for

innovation and excellence in teaching and learning. I am eager to work with students, staff, faculty, and external constituent groups to develop and maintain quality instructional programs and services and to further the vision of the university as it responds to the changing needs of the community.

The following is an overview of my experience as it relates to the qualifications you seek in your Vice Provost for Enrollment Management at Radford University:

**PROVIDING ENERGETIC AND INNOVATIVE LEADERSHIP THAT IS CHARACTERIZED BY INCLUSION OF ALL MEMBERS OF THE ORGANIZATION AND EMPHASIZING TEAM BUILDING**

- Involved all stakeholders--faculty, staff, administrators, public school personnel, alumni and students--in creating and assessing an Enrollment Management Strategic Plan at UTB/TSC and EKU
- Redesigned Enrollment Management at UTB/TSC and EKU working collaboratively with faculty, staff, and students
- Implemented computerized Compass e-Write testing in local high schools at UTB/TSC
- Increased faculty professional development and data report access at UTB/TSC
- Facilitated faculty exchanges with Beijing Foreign Studies University at Skagit Valley College
- Developed partnership with Job Service to co-locate Job Service on Skagit Valley College campus
- Implemented student and staff exchange programs with the Republic of Georgia, Japan and Australia at Lane
- Facilitated a partnership between Lane Community College and Head Start for a joint provision of services
- Served as a member of the community-wide “Metropolitan Sports Commission” Task Force which resulted in shared athletic programs and facilities at Lane Community College
- Initiated Enrollment Management teams to improve student recruitment and retention at Lane Community College, Skagit Valley College, UTB/TSC, and EKU
- Redesigned student grievance processing systems and rewrote student conduct codes at Lane Community College and Skagit Valley College
- Facilitated the passage of a technology fee and student center building fee working with students at Skagit Valley College and an advising fee at UTB/TSC that added 22 advisors for students
- Served as co-chair of the Distance Learning Task Force at Skagit Valley College charged with writing a long range business plan for facilitating on line learning and service provision

**PROMOTING A SENSE OF COMMUNITY AND A CULTURE OF PRIDE AND PROFESSIONALISM**

- Member of Skagit Valley College and Lane Community College Legislative Action Teams
- Chaired Accreditation Steering Committee at Skagit Valley College and Prince William Sound Community College; Served on Steering Committee at Lane Community College and UTB/TSC
- Assisted in setting up a shared decision-making governance model at Lane Community College and innovative governance model at Skagit Valley College
- Assisted with facilitation of team-building exercises with Lane Community College Board of Directors, using John Carver’s philosophy
- Set up Student Services Department where none had previously existed in Valdez, Alaska

- Commissioned and chaired the Transition Team at Lane Community College, which was charged with facilitating the human side of change

## **ADVANCING THE UNIVERSITY MISSION, INCLUDING STRONG SUPPORT FOR ACADEMICS, RESEARCH, MARKETING, RECRUITMENT, AND RETENTION**

- Increased enrollment at UTB/TSC by 72% in 6 years and credit hours by 44%
- Implemented program for veterans that was rated best in the nation by “Military Times” at EKU
- Redesigned EKU website which received the national eduStyle People’s Choice Award in 2011
- Supervised dual enrollment program at UTB/TSC that grew 8000% in four years to 6,195 students in fall 2008 partnering with 23 high schools; dual program recognized as a finalist in the Examples of Excellencia Award Program in 2008 and given Directors’ Award in 2009 by National Consortium for Student Retention Data Exchange
- Assisted to implement an Early College High School in partnership with Brownsville Independent School District at UTB/TSC and Middle College at EKU
- Implemented community based Return to Learn Workshops and Faith Based Outreach Programs at UTB/TSC to promote access for adult learners
- Increased outreach and recruitment of students from Mexico at UTB/TSC
- Implemented innovative middle school career planning program, “Kids to College,” at UTB/TSC including classroom instruction and college campus visits for Brownsville middle school students
- Supervised the San Juan Center, Human Development, International, and Women’s Programs curricula and faculty at Skagit Valley College
- Supervised Human Development, Senior and Women’s Programs curricula and faculty at Lane
- Worked closely with instructional vice presidents at Skagit Valley College, Lane Community College, EKU, and UTB/TSC to plan, implement and evaluate instructional programs
- Served as a member of Education Reform Team for Oregon Student Services Administrators
- Taught Orientation, Study Skills, Human Development and Respectful Environment classes
- Developed transfer articulation agreements with Washington universities, University of Oregon, and community and technical colleges in Texas
- Served as a member of the Human Development Investment Partnership Task Force at Lane Community College that developed shared orientation and team-building curricula for thirty businesses in Lane County
- Designed and implemented a Transitions Bridge class, jointly taught by the University of Oregon and Lane Community College, for transfer students

## **MAINTAINING AND EXPANDING A CULTURE OF STUDENT-CENTERED LEARNING**

- Designed and implemented a dual enrollment summer bridge program at UTB/TSC for 400 students who had an average GPA of 3.4 with 97% retention
- Implemented a learning community for veterans at EKU and an academic minor in Veterans Studies
- Assisted in developing Washington State University Learning Centers on the Mount Vernon and San Juan Center campuses of Skagit Valley College
- Assisted in implementing collaborative education via linked classes and learning communities at Skagit Valley College
- Assisted in building and staffing Community Learning Centers in ten high schools throughout Lane County in order to provide college classes and services at public schools

- Produced a video about education reform with community college staff in Oregon
- Served as a grant reader for Oregon State Education Reform Legislative Grants
- Promoted Excellence In Teaching awards at Skagit Valley College
- Taught English, history, art and physical education for six years at the junior high school and high school levels and coached basketball, volleyball and track
- Promoted expansion of Phi Theta Kappa Student Honorary Society at Lane Community College
- Expanded extramural/intramural athletics at Skagit Valley College and Lane Community College
- Served as an advisor to a variety of diverse student groups

## **EMPHASIZING EXCELLENCE IN ALL PROCESSES OF THE UNIVERSITY**

- Restructured Enrollment Management at UTB/TSC and EKU to focus on student success
- Assisted in implementing an institution-wide process redesign project at Lane Community College
- Participated in strategic planning processes at Lane Community College, Skagit Valley College, EKU, and UTB/TSC that included data driven decision making and goal setting, marketing, technology driven recruitment practices, and holistic institutional assessment
- Restructured the Student Services Branch using Process Redesign, High Performance Work Organizations, Total Quality Management and Continuous Quality Improvement tools and principles at Lane Community College, and Skagit Valley College
- Improved the student intake and support systems by using student satisfaction surveys, focus groups, graffiti forums and TQM processing at Skagit Valley College, Lane Community College, EKU, and UTB/TSC
- Developed learning outcomes for programs at Skagit Valley College, UTB/TSC, and EKU

## **PROVIDING FISCALLY RESPONSIBLE AND RESOURCEFUL LEADERSHIP, INCLUDING LEADERSHIP IN FOUNDATION EFFORT**

- Administered a \$57 million institutional budget and \$5 million Student Services budget at Lane Community College, a \$19 million institutional budget and \$2.3 million Student Services budget at Skagit Valley College, a \$120 million institutional budget and a \$3 million Enrollment Management budget at UTB/TSC, and a \$310 million institutional budget and a \$28 million Enrollment Management budget at EKU
- Assisted to develop a building master plan and promoted passage of a \$42.8 million bond levy at Lane Community College and a \$68 million bond project at UTB/TSC
- Assisted to create expanded student work programs and scholarship programs at UTB/TSC
- Facilitated the writing of a comprehensive Business Plan for the San Juan Center at Skagit Valley College that resulted in a 6% increase in enrollment and 115% increase in revenue
- Chaired the following at Lane Community College: Housing Task Force, Budget Committee, College Council, Student Success Committee, Transitions Task Force and Tuition Committee
- Wrote successful grants for TRIO Student Support Services Program, Foreign Student Cultural Enhancement, Cooperative Education, Multicultural Curriculum Enhancement, Human Development Services Program and Minority Student Support Services Programs
- Served as Chapter President and Chair of Major Gifts Campaign for the Lane County Chapter of the American Red Cross

## **PROMOTING PROFESSIONAL DEVELOPMENT OF ALL PERSONS WITHIN THE UNIVERSITY**

- Developed customer service professional development program for staff at UTB/TSC
- Assisted to implement faculty professional development programs at Lane Community College, Skagit Valley College, and UTB/TSC
- Commissioned a Wellness Task Force at Lane Community College to develop and implement a plan to promote staff wellness
- Assisted in developing and implementing an organizational development training program at Lane Community College, which focused on team development, customer service, continuous improvement and quality enhancement
- Assisted in designing and implementing a faculty Technology Think Tank to foster and create innovation in student services and instruction at Lane Community College
- Chaired round table on “Transitions: Implementing the Human Side of Change” at the Student Success Strategies Conference in Portland, Oregon

## **IDENTIFYING AND PROVIDING FOR THE CHANGING NEEDS OF A DIVERSE COMMUNITY**

- Improved retention of students at UTB/TSC who are 97% Hispanic, 80% low income and 75% first generation
- Developed the SOTO Transition Center at EKU to improve the recruitment and retention of nontraditional students
- Wrote and administered grants for student mentor programs, dual enrollment summer bridge programs, and Science, Math, and Technology programs at UTB/TSC
- Expanded Datatel centralized computer system to include electronic access for students to all enrollment processes; implemented a “Gone Green” campaign in financial aid, admissions, and registration
- Created Enrollment Management labs at UTB/TSC to give students access and assistance for enrollment processes
- Implemented a case management approach to advising that included Early Alert and intervention for UTB/TSC students Developed and implemented a diversity plan at Lane Community College and Skagit Valley College
- Administered two TRIO Student Support Services Projects for first generation, economically disadvantaged students
- Served as college liaison to the Wind River Reservation at Central Wyoming College
- Wrote and implemented Multicultural Development grant at Central Wyoming College
- Served as a member of WICHE Diversity Planning Task Force at Lane Community College
- Served as a member of the International Multicultural Task Force at Lane charged with internationalizing curricula
- Increased scholarships for students involved in multicultural development at Skagit Valley College
- Enhanced diversity with the addition of Native American and African American counselors at Lane Community College
- Improved disability services at Skagit Valley College by adding staff and budget commitment
- Organized and implemented an ombuds-based student assistance program to help students resolve their concerns at Lane

- Attended Diversity Planning and Leadership seminars with local school district administrators, City of Eugene administrators and Lane County commissioners
- Served as a member of the Interagency Gang Awareness Task Force at Lane Community College
- Developed Parent Guides at UTB/TSC in both English and Spanish

## **PROVIDING LEADERSHIP TO ASSURE THE UNIVERSITY REMAINS ON THE LEADING EDGE IN TECHNOLOGY UTILIZING DATA DRIVEN DECISION MAKING**

- Improved the student information systems at Lane Community College, Skagit Valley College, UTB/TSC (Datatel), and EKU (Banner) by upgrading the systems
- Facilitated the development of Skagit Valley College, UTB/TSC, and EKU web pages
- Designed and implemented a college-wide communication management system utilizing “Talisma” at UTB/TSC for student recruitment and retention that saved \$100,000 in postage in the first year
- Implemented Hobsons Communications Management System at EKU
- Developed electronic data exchange capabilities between the Eugene 4J Public Schools, the University of Oregon and Lane Community College
- Implemented electronic transfer of transcripts at UTB/TSC with local high schools and colleges
- Assisted to implement electronic imaging of records at UTB/TSC
- Developed degree audit system for student advising at UTB/TSC
- Implemented KIOSKS that enabled students to access unofficial transcripts, grades, degree audits, financial aid, and class schedules at Skagit Valley College, Lane Community College, and UTB/TSC
- Created Go Centers/Info Shops at malls, high schools, and community and technical colleges in Texas to expand access for potential and current students and their families to UTB/TSC
- Facilitated development of online advising and orientation at Lane Community College and online tutoring, registration, advising, admissions, orientation, financial aid processing and class delivery at Skagit Valley College using the internet and Blackboard software

## **PROVIDING EFFECTIVE INTERPERSONAL AND FORMAL COMMUNICATION**

- Presented workshops on “Dual Enrollment: On Ramp to College” at P-16 Council meeting in Brownsville, Texas, at the Tech Prep Conference at South Padre Island, and at the Career and Technology Association of Texas Open Source Conference at Austin, Texas in 2008
- Presented workshops on “Throw Me A Financial Line, I’m Drowning” at Costa Mesa, California and at the Teaching Academic Survival Skills Annual Conference in Palm Beach, Florida in 2006
- Presented a workshop on “First Year Experience” at the International Conference on Teaching and Learning” in Ponte Verde Beach, Florida in 2006
- Served as primary media spokesperson for Lane Community College
- Delivered keynote address for the Looking Glass Youth Community Service Forum at Lane Community College
- Presented a workshop at Mt. Hood Community College titled, “Planning, Organizing and Leading a Successful Accreditation Review Process” and co-presented a workshop at the Washington Higher Education Assessment Conference titled, “Accreditation: A View From Three Perspectives”

## **ADVOCATING TO PRESENT THE NEEDS OF THE UNIVERSITY AT LOCAL, STATE AND FEDERAL LEVELS**

- Designed presentations for Skagit Valley College Board of Trustees members to present at national trustee conferences on partnership building, diversity and student services
- Supported cultural awareness and fund-raising activities for Lane Community College by the National Association for the Advancement of Colored People and the Centro Latino-American organization
- Presented a workshop on “High Performance Work Organization” for Oregon Council of Student Service Administrators
- Served as a public school board trustee in Montana, vice president of Soroptimists in Montana, secretary of the Mount Vernon Rotary in Washington, Executive Committee Board member of Tech Prep of the Lower Rio Grande Valley in Texas, and Executive Committee Board member of the Zonta International Club in Brownsville, Texas.
- Made presentations to local Chambers of Commerce and service organizations regarding Lane Community College’s bond levy in Oregon and promoted UTB/TSC’s bond levy in Texas.
- Presented at the Learning Paradigm National Conference on “*Students First!* Process Redesign”
- Served on the Legislative Action Teams at Lane Community College and Skagit Valley College
- Served as the primary media spokesperson for Lane Community College

Thank you for your consideration of my application. I look forward to visiting with you about my qualifications for the position of Vice Provost for Enrollment Management at Radford University.

Sincerely yours,



Linda Fossen