

## **EMPLOYMENT**

### **Lake Washington Institute of Technology, 2015-Present**

#### *Vice President of Instruction (2019-Current)*

Implemented morale-building strategies among instructional leadership team to empower Deans and provide greater support for Faculty. Listened to Nursing faculty and staff to identify areas of team challenges, and implemented strategies to support the team.

- Continued to train and support Faculty in preparation for the college-wide implementation of the Collaborative Advising Model.
- Served as Co-PI on National Science Foundation Information Technology Skills Standards grant to identify knowledge, skills and abilities necessary for entry-level IT employees.
- Represented Washington's community & technical college system as a member of the Washington State Achievement Council team at the national Lumina Foundation Adult Promise Convening.
- Selected as state's Instruction Commission representative to the Baccalaureate Leadership Council.
- Convened biomedical device industry panel to identify skills and abilities for a potential new instructional program.
- Convened a hospitality industry panel to identify potential cooperative learning models with Culinary Faculty and Dean.
- Secured resources for an Instructional Support Technician position for the Funeral Services Education program to create a sustainable program and gain long-term accreditation approval.
- Supported the development of a grant to redesign developmental math.
- Continued support of Community of Belonging efforts through the Equity, Diversity, and Inclusion Council.

#### *Associate Vice President of Instruction (2017-2019)*

Successfully established a role as the college's first Associate Vice President. Served as the Instruction liaison to Student Services, Marketing, Grants and Institutional Research. Designed and implemented a mandatory advising model for students in collaboration with the Director of Student Engagement. Supervised the Dean of International Education, doubling enrollments in one year. Supervised the Dean of Engagement & Learning & Early Childhood Education, launching an applied baccalaureate degree in ECE.

- Designed and implemented a comprehensive Program Review system for all Instructional Programs in partnership with the Institutional Research Office.
- Successfully served as co-PI on National Science Foundation Advanced Technological Education grant coordinating applied bachelor's degrees in software development across five community colleges.
- Created the Community of Belonging college-wide professional development activity with Equity, Diversity, & Inclusion Council colleagues.
- Served in a leadership role with faculty and staff planning the college's future building and writing the competitive application for state consideration – ranking third in the SBCTC system.
- Collaborated with the President, Vice President of Instruction, and Faculty to build meaningful relationships with British Columbia Institute of Technology and Oregon Institute of Technology to foster the Cascade Corridor of public institutes of technology.
- Developed an applied baccalaureate early admittance policy and procedures with Student Services, Deans and Department Chairs, resulting in 81 pre-admitted students in seven Instructional programs in the first year.
- Served on the statewide Career Connect Washington IT Planning Committee

#### *Dean of Design, IT, Business and Engineering (2016-2017)*

Served as the lead instructional administrator supporting Bachelor's programs in: Design, Computing & Software Development, and Digital Gaming & Interactive Media; and Associate's programs in: Digital Gaming & Interactive Media, Design, Computer Security and Network Technology, Computing & Software Development, Business, Business Technology, Accounting, and Engineering.

- Launched two new applied bachelor's degrees in Software Development and Digital Gaming & Interactive Media.
- Created an Associate of Science in Engineering program

## *Dean of Design, IT and Baccalaureate Development (2015-2016)*

Served as the lead instructional administrator supporting the Design Bachelor's degree and Associate's programs in: Digital Gaming & Interactive Media, Design, Computer Security & Network Technology, and Computing & Software Development. Successfully increased faculty morale and student satisfaction, supported faculty in significant instructional initiatives.

- Supported Engineering Graphics faculty in curriculum redesign to implement a cohort model serving Mechanical & Civil Design, and Architectural Technology students; reinstated Civil Design degree; developed an articulation agreement with Washington State University's Architectural program.
- Led National Science Foundation S-STEM grant to award students with scholarships and exposure to industry

## **Skagit Valley College, 2013-2015**

### *Director of Institutional Planning and Effectiveness*

Successfully established the first Institutional Planning and Effectiveness Office for the multi-campus district. Provided leadership for the collaborative strategic planning efforts for the district; oversaw assessment and research activities to improve teaching and learning; managed the production of grants to raise funds to fulfill the College's Strategic Plan; served as the college's Accreditation Liaison Officer.

- Implemented a data-informed, district-wide annual planning process to achieve the Strategic Plan.
- Supported a re-design of the assessment of district-wide general education learning outcomes.

## **Pierce College, 2008-2013**

### *Vice President for Advancement/Executive Director of the Foundation*

Successfully created the first Advancement Office for the multi-college district. Developed and cultivated external partnerships with donors, private corporations, non-profit organizations, and lawmakers to support innovative instruction and support for students; developed and implemented successful marketing plans to recruit students.

- Developed, sustained and leveraged partnerships and programs with external organizations to infuse millions of dollars into innovative education and scholarships, and increase prominence of the college in the community.
- Developed and implemented successful marketing plans to recruit students into low-enrolled professional-technical programs, and built a prominent brand for the district to promote high quality instructional programs and faculty.

## **The State Board for Community and Technical Colleges, 2004-2008**

### *Director of Communications*

Led statewide communications efforts for the community and technical college system. Created succinct messaging strategies for system leaders; trained college leaders statewide on effective communications strategies, which resulted in a greater understanding of two-year colleges amongst the media, and state and national leaders.

- Developed communication strategies to foster legislative support for innovative instructional programs (I-BEST and applied baccalaureate degrees), and comprehensive wraparound services for students (Opportunity Grants).
- Led a committee of college presidents, trustees, State Board members, State Board staff and public information officers in the creation and execution of a statewide strategic communications plan. This comprehensive effort resulted in an increase in state funding and increased advocacy from lawmakers.

## **Cascadia Community College, 2000-2004**

### *Director of Communications and Marketing*

Established and assessed strategic marketing and communications efforts to recruit students, promote innovative educational programs and introduce the new college to the community. Led government relations efforts to secure targeted funding for student success.

- Led Strategic Enrollment Management to develop effective instructional programs and creative marketing campaigns.
- Provided leadership for the college's accreditation process over five years as it progressed from candidacy status to receiving full accreditation.

## **The Herald Newspaper, Everett, 1995-2000**

### *Public Journalism Editor/Assistant Editorial Page Editor/Editorial Writer*

## **INSTRUCTION**

### **Instructor, Business Management Department, Skagit Valley College, 2013-2016**

Designed and taught online courses: Integrated Marketing Communications, Social Media Marketing, Business Capstone

### **Course Developer, Business Management Department, Renton Technical College, 2005**

Designed Employee Communications Course

## **EDUCATION**

### **Doctorate in Educational Leadership for Change, Fielding Graduate University, 2015**

Doctoral Dissertation: Developmental Stages of Community Colleges and Their Employees that Emerge as a Result of Offering an Applied Baccalaureate Degree

### **Master of Business Administration in Marketing, City University, 2005**

### **Bachelor of Arts, University of Washington, 1995**

Double major in Communications and Political Science

## **PRESENTATIONS & PUBLICATIONS**

### **Presentations**

How Innovative Programs Can Allow Students Opportunities to Continue Past the AAS, January 2019, Western Academy Support and Training Center, San Jose, CA.

Capitalize on Collaboration – Improving BAS Programs Through Cross-College Faculty Engagement, November 2018, Washington State Applied Baccalaureate Conference, Spokane, WA.

Best Practices for Guided Pathways Implementation, October 2017, Oregon Guided Pathways Symposium, Portland, OR.

Implications of Starting an Applied Baccalaureate Degree, November 2016, Washington State Applied Baccalaureate Conference, Seattle, WA.

How Community Colleges and their Stakeholders Change as a Result of Implementing a Baccalaureate Degree, October 2016, Workforce Development Association Conference, Atlanta, GA.

The Effects of Applied Baccalaureate Degrees on Employees and Community Colleges, July 2015, Fielding Graduate University Community College Doctoral Cohort, Santa Barbara, Calif.

A Study of the Potential Developmental Stages in Employees and Community Colleges that Emerge Through the Process of Offering an Applied Baccalaureate Degree, March 2015, Community College Baccalaureate Association International Conference, Boston, Mass;

Creating Opportunities: The Power of Effective Messaging in a Statewide Campaign, October 2007, National Council for Marketing and Public Relations, San Diego, CA

Focusing the Message: Expanding Support for Adult Basic Education, April 2007, National Commission on Adult Basic Education Conference, Philadelphia, PA.

Increase Public Support for Adult Basic Education by Reframing the Message, March 2006, National Adult Education Professional Development Consortium, Denver, CO.

### **Publications**

Fulfilling the Mission: A Case Study of Four Community College Presidents, March 2017, League for Innovation in the Community College Abstract Vol. 30, No. 3.

## **PROFESSIONAL DEVELOPMENT**

**Executive Leadership Institute, League for Innovation, 2016**

**Washington Executive Leadership Association, 2015-2016**

**Interest-Based Bargaining Training, Washington Public Employment Relations Commission, 2013, 2015**

## **COMMUNITY INVOLVEMENT/MEMBERSHIPS**

**Northwest Commission on Colleges and Universities , 2014-current**

Evaluator

Presenter, NWCCU Evaluator Training

Accreditation Liaison Officer

Consultant to colleges in preparation for evaluator visits

**Washington Technology Industry Alliance, 2017-current**

Full ConnTech Advisory Member

**National Council for Instructional Administrators, 2018-current**

Secretary

**Washington Student Achievement Council Adult Re-Engagement Taskforce, 2019-current**

Community and technical college representative

**Instruction Commission, 2019-current**

Liaison to Baccalaureate Leadership Council

**Community Foundation of Snohomish County, 1999-2001 & 2016-2018**

Founding Board Member, Development Committee Member

**United Way of Skagit County , 2014-2015**

Board of Directors

**Rotary International, 2010-2013**

Member

**Public Information Commission, Washington Association of Community and Technical Colleges, 2001-2004**

President, Vice President, Secretary

**Greater Kirkland Chamber of Commerce, 2001-2004**

Legislative Committee Member

**American Cancer Society Relay for Life, 1994-2001**

Co-Chair, Volunteer

## **AWARDS**

**United Way of Skagit County, 2015**

Extra Mile Award

**National Council for Marketing and Communications, 2005**

Communicator of the Year

## **SELECTED CAMPUS INVOLVEMENT**

### **President's Cabinet, 2000-Current**

Lake Washington Institute of Technology, Skagit Valley College, Pierce College, Cascadia Community College

### **Faculty/Administration Bargaining Team & Labor Management Committee, 2015-Current**

Lake Washington Institute of Technology

### **Instruction Council Co-Chair, 2017-Current**

Lake Washington Institute of Technology

### **College Council Ex-Officio, 2017-Current**

Lake Washington Institute of Technology

### **Equity, Diversity, Inclusion Council, 2017-Current**

Lake Washington Institute of Technology

### **Institutional Effectiveness Planning Committee, 2017-Current**

Lake Washington Institute of Technology

### **Accreditation Committee, 2017-Current**

Lake Washington Institute of Technology

### **Bias Response Team, 2018 – Current**

Lake Washington Institute of Technology

### **Student Achievement Committee Subcommittee Chair, 2019-Current**

Lake Washington Institute of Technology

### **Strategic Enrollment Management Committee, 2016-2018**

Lake Washington Institute of Technology

### **Research Advisory Team, Chair, 2013-2016**

Skagit Valley College

### **College Governance Committee, 2014**

Skagit Valley College

### **LEAN Process Improvement Team, Chair, 2010-2013**

Pierce College

### **Presidential Search Committee, Chair, 2012**

Pierce College

### **Strategic Planning Committee, 2012**

Pierce College

## **REFERENCES**

Dr. Thomas Keegan, President (Direct Supervisor)  
Skagit Valley College

[REDACTED]

Dr. Amy Goings, President (Direct Supervisor)  
Lake Washington Institute of Technology  
425-739-8200  
Amy.goings@lwtech.edu

Dr. Michele Johnson, Chancellor (Direct Supervisor)  
Pierce College District

[REDACTED]

Bob Mandy, Professor (Direct Report)  
Lake Washington Institute of Technology

[REDACTED]

Jorge Camacho (Former Student as Dean)  
Lake Washington Institute of Technology

[REDACTED]

Debra Lancaster, Executive Director  
United Way Skagit County

[REDACTED]

## **Catherine (Cathy) Copeland, MPA**

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Experienced and collaborative community college leader with extensive experience in resource development and strategic planning. Expansive background in development of faculty research skills, , post-award management, and on-going relationship cultivation with funders.

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### **Lake Washington Institute of Technology, Kirkland, WA**

**Director of Research and Grants (July 2014 – Present)**

**Manager of Research and Reporting (January 2013 – July 2014)**

#### ***Grant Experience***

Secures funds as lead grant writer to support college activities, including over \$7.1 million in new and on-going funding. Includes the first-ever grants from the *National Science Foundation* (ATE 1502032, DUE 1458583, and DUE 1700629) to support program development and new awards from the *Department of Education* (P116G115011) to open a veteran's center. Obtained private foundation funding from *College Spark Washington* to launch guided self-placement for students and *Achieving the Dream's Open Educational Resources Initiative* to launch zero-textbook-cost programs. Serves as external evaluator on Department of Education and National Science Foundation proposals.

#### ***Strategic Planning and Analysis***

Leads research activities on campus to support data-driven decision making, institutional effectiveness, and strategic planning, including the development of Tableau Community Dashboards for 130+ users. Chairs the Institutional Planning and Effectiveness Committee (IPEC) to monitor performance on the current strategic plan. Leads all-campus forums, presentations, and regularly-scheduled presentations to the Board of Trustees. Serves as one of three lead writers on the college's accreditation work to ensure alignment with strategic planning.

#### ***Communications and Legislative Partnerships***

Writes internal and external-facing materials, including the research and grants report for the college's annual report of accomplishments; the annual strategic plan update; and, the campus grants manual. Provided unifying voice for the *Equity, Diversity, and Inclusion Plan (EDIP)* and wrote all applications to join the *Achieving the Dream National Reform Network*. Works with local congressional offices to write letters of support and to coordinate grant announcements. Served as lead writer for the college's application for the *2019 Aspen Prize for Community College Excellence* following LWTech's recognition as one of the top 150 community colleges in the country.

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### **University of Washington Health Promotion Research Center, Seattle, WA**

**Research Scientist (October 2010 – January 2013)**

Developed database abstraction methodology for project funded by Centers for Disease Control and Prevention (CDC) with an annual budget of \$200,000 (Award # SIP-37); grant renewed at the same amount in the following years. Trained outside research faculty on research procedures and policies. Presented with faculty at outside meetings, including annual grantee meeting at the Atlanta headquarters of the CDC.

### **National MS Society, Greater Northwest Chapter, Seattle, WA**

**Budget and Outcome Analyst (November 2011 – June 2012)**

Wrote budget assessment of cuts to safety-net programs in Washington. Independently produced marketing materials for distribution to legislative members and the greater public on behalf of the National Multiple Sclerosis Society.

**Washington Economic Development Commission (WEDC), Seattle, WA**  
**Graduate Research Intern (January 2012 – May 2012)**

Produced report relating to research and development on behalf of the Washington Economic Development Commission (WEDC). Worked directly with the non-profit Pacific NorthWest Economic Region (PNWER) to grow regional partnerships with over 80 private and public sector partners. (Final report available at <http://www.commerce.wa.gov>.)

**Allen Institute for Brain Science, Seattle, WA**  
**Research Associate (February 2007 – September 2010)**

Created, developed and streamlined Standard Operating Procedures for the Human Brain Atlas as part of research team. Worked as part of research team to track metrics for successful application to a National Institutes of Health (NIH) grant of over \$7.8M.

**Thermo Fisher Scientific, Fremont, CA**  
**Research Associate (October 2005 – November 2006)**

Expedited and led day-to-day testing of tissue samples and diagnostic equipment such as autostainers in compliance with state, federal, and international regulations including the Food and Drug Administration (FDA). Provided timely answers to customer inquiries regarding orders and samples.

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**EDUCATION**

- Certificate of Completion, Washington Executive Leadership Academy (WELA), Pending
- Master's Degree in Public Administration (MPA), University of Washington, June 2012
- BS in Biology and BA in French & Francophone Studies, Santa Clara University, June 2005

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**MEMBERSHIPS**

- Association of Institution Research (AIR), January 2013 – Present
- Pacific Northwest Association of Institutional Research (PNAIRP), January 2013 – Present
- Council for Advancement and Support of Education (CASE), June 2014 – Present
- Washington State Research and Planning Commission, January 2013 – Present  
(Served as Treasurer from 2016 to 2018)

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**PUBLICATIONS**

Co-author on the following papers:

- Snowden, M. B., D. C. Atkins, L. E. Steinman, J. F. Bell, L. L. Bryant, C. Copeland and A. L. Fitzpatrick (2014). "Longitudinal Association of Dementia and Depression." *Am J Geriatr Psychiatry*
- Bell et al. (2014). "Existing Datasets to Support Studies of Dementia or Cognitive Impairment and Comorbid Chronic Conditions." *Alzheimers & Dementia*.
- Snowden et al (2014). "Dementia and Co-Occurring Chronic Conditions: A Systematic Literature Review and Implications for Public Health." *American Journal of Preventive Medicine*. et al. "Divergent and nonuniform gene expression patterns in mouse brain." *Proceedings of the National Academy of Sciences*, 18 October 2010.
- Amy Bernard et al. "Transcriptional Architecture of the Primate Neocortex." *Neuron*, 22 March 2012 (Vol. 73, Issue 6, pp. 1083-1099).

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**Statistical Packages and other Software**

Experienced user of Tableau, SPSS, STATA, SQL Server and Esri's ArcGIS suite. Proficient in Adobe Photoshop, Adobe InDesign, and basic HTML. Adept in Windows and Mac operating systems. Advanced user of MS Office including, Word, Outlook, Microsoft Excel, PowerPoint, SharePoint, and Access.

**Languages**

Fluent in English and French.



# Ruby A. Hayden, Ph.D.

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*[Contact Information Redacted]*

## KEY SKILLS AND ABILITIES

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**Leadership:** Experienced educational leader who builds consensus, recognizes the need for clear communication, values cross departmental initiatives, focuses on clearing 'roadblocks' so staff and faculty can serve students, and has a demonstrated background guiding a college through Accreditation and Strategic Planning.

**Collaboration:** Dedicated supporter of the shared governance process and the need to involve multiple areas of the college community not just for buy-in but also a superior outcome.

**Student Learning:** Skilled educator who recognizes the potential for learning at all moments of a student's journey – in the classroom, while receiving support services, during peer interactions, and in co-curricular activities – and takes initiative to lead others in creating intentional outcomes for these moments.

**Student Success:** Committed advocate for early, intensive intervention to facilitate student success, especially for under resourced students, and for the tools and training that allow staff and faculty to engage in student success efforts.

## EDUCATION

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- Certificate, Washington Executive Leadership Academy, State Board for Community and Technical Colleges, 2010
- Ph.D., Educational Leadership & Policy Studies, University of Washington, 2009  
Dissertation: *Working in Poverty for the Academe: Household Income and Job Satisfaction of Full-Time and Part-Time College and University Faculty*
- M.Ed., Student Personnel Administration, Western Washington University, 2002  
Research: *Probation Prevention at Whatcom Community College*
- B.A., English and Spanish, Summa Cum Laude, Humboldt State University, CA, 2001
- Study Abroad in Santiago, Chile, Foothill College, CA, 1998

## STUDENT SERVICES LEADERSHIP

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### **Vice President of Student Services**

**April 2015 – Present**

#### **Lake Washington Institute of Technology, WA**

- Provide vision and student centered leadership for staff and faculty in Admissions & Outreach, Early Learning Center, Enrollment Services, Financial Aid, Student Development, Student Programs, TRiO, and Workforce Development
- Serve as Accreditation Liaison Officer; coordinate and submit all accreditation reports
- Manage and balance multiple budgets (both state support and grants); total funds in excess of \$2.5 million
- Hired and evaluated student services leadership team; developed and monitored annual growth/ professional development plans for leadership team
- Engage the LWTech campus via committee work: co-chair of accreditation, sexual misconduct, completion; chair of strategic enrollment management; member of instructional council, institutional effectiveness & planning; administrative team member for Interest Based Bargaining of the 2016 faculty CBA, the 2017 classified CBA and labor management committee for both

#### *Key Accomplishments:*

- Lead writer for multiple successful grants including: Center of Excellence for Veteran Student Success (received 2015); WSAC Suicide Prevention (received 2019)
- Implemented new Case Managed Advising approach aligned with instructional departments and guided pathways best practices
- Implemented New Student Welcome and Admission Coaching as access and retention methods

### **Dean of Students/Director of Student Services**

**December 2012 – March 2015**

#### **Lake Washington Institute of Technology, WA**

- Provided vision and student centered leadership for staff in Admissions, Advising, AmeriCorps, Assessment, Counseling, Disability Support, Outreach, Records, Registration
- Managed and balanced five budgets (one grant based) with funds in excess of \$750,000
- Ensured campus wide compliance with federal and state laws as well as college policies and procedures as Registrar
- Provided development focused judicial guidance as the student conduct officer
- Engaged the LWTech campus via committee work: co-chair of accreditation; chair of strategic enrollment management; member of policies and procedures, instructional council, strategic planning; administrative team member for Interest Based Bargaining of the 2013 faculty collective bargained agreement and 2014 classified collective bargained agreement

**Key Accomplishments:**

- Led cross campus team in creating an open house in Winter 2013 (repeated annually thereafter) with an average attendance of 500+ and long term yield of 30%
- Collaborated with Instruction, Administrative Services, and Human Resources to redesign Prior Learning Assessment process
- Coordinated writing and submission of Year Three Accreditation report; including responses to four recommendations by the NWCCU
- Mentored faculty through the curriculum planning and review process for two new classes: Mental Health First Aid and Multicultural America
- Implemented mandatory New Student Orientation and option for Skype advising

**Interim Dean of Students**

**September 2011 – November 2012**

**Lake Washington Institute of Technology, WA**

- Provided executive level vision and guidance to student services leadership team including Enrollment Services, Financial Aid, Student Development, Student Programs, TRiO, and Workforce Development
- Managed all student services budgets (funds in excess of \$2.4 million annually)
- Provided development focused judicial guidance as the student conduct officer
- Engaged the LWIT campus via committee work: co-chair of accreditation; chair of strategic enrollment management; member of policies and procedures, program alignment and planning, college council
- Evaluated student services leadership team; developed and monitored annual growth/professional development plans for leadership team
- Coordinated student data gathering efforts; ensured timely data reporting to the SBCTC, the college community, and the Board of Trustees

**Key Accomplishments:**

- Served college as Chief Student Services officer for two months during emergency staffing changes upon unexpected death of college president
- Collaborated with instruction to create and publically post academic plans for all instructional programs
- Coordinated writing and submission of Year One Accreditation report; including responses to two recommendations by the NWCCU
- Led all Perkins reporting and grant submission duties
- Participated in statewide Mentoring Taskforce with Washington Campus Compact
- Collaborated with facilities to create unisex restrooms, ensuring a welcoming environment for all students

**Director, Student Development & Retention**

**September 2007 – August 2011**

**Lake Washington Technical College, WA**

- Supervised all staff and faculty in Advising, AmeriCorps, Assessment, Counseling, Disability Support Services, Front Desk, Sign Language Interpreters, and Worker Retraining
- Interviewed, hired, trained, and evaluated staff to ensure superior service delivery to students
- Managed and balanced four budgets (one grant based) with annual funds in excess of \$500,000
- Ensured timely submission of Worker Retraining and AmeriCorps grants
- Guided revisions and participated in decisions regarding competitive admission process for Nursing, Physical Therapist Assistant and Bachelor of Technology in Applied Design from advising, assessment, and disability support perspective
- Served on College Council, accreditation edit team, curriculum review committee, and 2009/10 Interest Based Bargaining process

**Key Accomplishments:**

- Assumed duties of Vice President of Student Services in his absence, including discipline hearings and campus emergency response
- Partnered with office of instruction to offer college success classes to new and academically at-risk students, adding over ten annualized FTES each academic year
- Wrote student services sections of successful proposal for LWIT to participate in a statewide pilot program to offer a Bachelor of Technology in Applied Design (BTAD) and prepared testimony for the Higher Education Coordinating Board
- Wrote successful Washington Campus Compact grant, the AmeriCorps Retention Project, which provided two full-time staff, received annually 2009-2013

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**EXPERIENCE PROVIDING DIRECT SERVICE TO STUDENTS**

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**Coordinator: Advising & Retention**

**September 2004 – August 2007**

**Lake Washington Technical College, WA**

- Coordinated and redesigned delivery of advising services
- Led Council of Academic Standards assessment; implemented student evaluation of office
- Trained all new student services staff and instructional faculty on advising standards, advising methods, and college process
- Worked closely with instructional staff to resolve complex interdepartmental problems, identified catalog errors, and wrote sections of the instructional accreditation standard

- Trained and supervised student interns within the advising office, allowing professional staff to focus on more complex student concerns
- Wrote two successful federal grants: TRiO \$1.1 million over five years, received 2005 (renewed 2010 and 2015) and Title III, \$1.9 million over five years, received 2007
- Developed and taught online “Master Advising” class for new staff and faculty to ensure consistent training in advising process
- Developed and implemented new online service to share advising information with staff and faculty across campus to ensure consistent and accurate delivery of information

**Career Specialist, Advising & College Transfer  
Lake Washington Technical College, WA**

**September 2002 – August 2004**

- Advised prospective and enrolled students regarding vocational and academic courses/requirements, admission procedures, financial aid options, and career outlook
- Provided targeted advising and wrap around services to all transfer focused students
- Formed three new and renewed five transfer agreements with regional baccalaureate institutions; more than doubled successful transfer rates
- Revised educational planning folder to reflect emphasis on student development and save significant time in advising sessions with centralized information
- Served as lead advisor to Phi Theta Kappa; doubled new membership in six months

**Academic Advisor (Graduate Internship)  
Whatcom Community College, WA**

**September 2001 – June 2002**

- Advised students in degree planning, transfer options, career paths, and course selection
- Co-coordinated and evaluated early warning, student success program that used faculty referrals to better address student needs and retention goals
- Assisted with development of training materials for new part time advisors
- Co-coordinated majors fair and transfer sessions to inform students about transfer options

**Assistant Resident Director, Western Washington University, WA**

**August 2001 – June 2002**

**Assistant Coordinator, Humboldt State University, CA**

**June 2000 – May 2001**

**Resident Advisor, Humboldt State University, CA**

**August 1998 – May 2000**

- Conducted selection and training of student staff; supervised up to 24 student staff
- Served on professional duty rotation as first responder in emergency situations
- Created safe learning environment for between 45 and 500 students living on campus
- Held judicial hearings with students that utilized appropriate referral, counseling, and crisis management skills to address problems with alcohol, drugs, and other policy violations
- Advised multiple community councils on innovative programming ideas, responsible use of funds (up to \$4000 budgets), and leadership skills

## TEACHING EXPERIENCE

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### Western Washington University

- SAA 592: Internship in Student Affairs January 2012 - June 2012
- SAA 691: Assessment in Student Affairs January 2012 - June 2012
- Served as faculty advisor for five M.Ed. culminating projects January 2012 - June 2012

### University of Washington

- EDLPS 589: History of the Community College January 2010 - March 2010

### Lake Washington Institute of Technology

- SPAN 101: Beginning First Year Spanish April 2006 - June 2006
- VTTR 115/EDUC 135/ATL 135: Master Advising September 2004 - Present

### Whatcom Community College

- EDPL 102: Academic Connections October 2001 - May 2002

## COMMUNITY ENGAGEMENT

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- Member, Scholarship Steering Committee, Greater Seattle Business Association (the largest LGBTQ and allied chamber of commerce in North America), 2018 to Present
- Evaluator for the Northwest Commission on Colleges and Universities, 2014 to present
- Peer Reviewer for nationally distributed academic journal, *Journal of College Student Retention: Research, Theory, and Practice*, 2011-Present
- Mentor, Big Brothers & Big Sisters of King/Pierce County, 2004-2005
- Scholarship Advisor, Northern California Scholarship Federation, 2002-Present
- English Tutor (Hmong & Latino families), Youth Educational Services, 1997-1998
- Actor, The Shoestring Players (traveling drama troupe), 1996-1997

## PUBLICATIONS

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- Linville, J., Antony, J., & Hayden, R. (2011). The Collective Good: Unionization, Perceived Control, and Overall Job Satisfaction Among Community College Faculty. *Community College Journal of Research and Practice*, 35(5), pp. 359-382.
- Antony, J. & Hayden, R., (2011). Job Satisfaction of American Part-time College Faculty: Results from a National Study a Decade Later. *Community College Journal of Research and Practice*, 35 (9), pp. 689-709.
- Antony, J. & Hayden, R. (2009). Contrary to popular wisdom, tenure does not create academic deadwood. *Academic Matters*, 4(3).
- Hayden, R. (2005). Book Review [Review of the book *Rethinking Student Affairs Practice*, by P. G. Love & S. M. Estanek]. *NACADA Journal*, 25(2).

## PROFESSIONAL CONFERENCE PRESENTATIONS

- Assessment of Mentoring Programs, *Annual Consortiums of Service conference (Presentation preparation)* April 2012
- A Comparative Analysis of Tenure and Faculty Productivity at Doctoral Institutions, *Paper Session, Canadian Society for the Study of Higher Education* July 2008
- Integrating Student Development Theory into Daily Practice, *Washington Academic Advising Coalition regional conference* May 2006
- The Perfect Advisor is a Myth: Advisor Training  
    *Washington State Student Services Commission conference* April 2005  
    *National Academic Advising Association national conference* October 2005
- Technical Transfer in an Academic World, *National Academic Advising Association regional conference* April 2004

# CHRIS MCLAIN

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## ACCOMPLISHED DIRECTOR | KNOWLEDGEABLE PROJECT MANAGER | INNOVATIVE LEADER

Results-focused powerhouse with over 12 years of experience supporting information technology and project management functions for multi-million dollar contracts. Proven record for delivering world-class information technology oversight including IT forecasting and cost effectiveness initiatives that identify opportunities and shape the strategic direction of the organization.

### *Professional Strengths Include:*

Business Acumen | Process Improvement Initiatives | Team Development | Project Delegation | Solution Oriented | Budget Management | Resource Allocation | Contract Negotiation | Excellent Cross-functional Communication | Technological Integration

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## PROFESSIONAL HIGHLIGHTS

- Career record of **identifying** future leaders and **transforming** transactional organizations to cultures of motivated, empowered, and high-performing teams through championing and promoting an engaged and positive environment.
- **Spearheaded multiple on-going large Cap-X Projects** including a current \$1.1M project to replace elevators at OCU.
- **Established** OCU's campus security software solution program from design to implementation in 2013.
- **Achieved 20% overall reduction** in budget for \$22M renovation project in 2013-2015.
  - **Technology and security committee lead** with an overhead project budget of \$2.1M.
  - **Represented** as a key member in the FF&E committee with an overhead budget of \$1.9M.

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## CORE COMPETENCIES

**Project Management:** Successfully managed and organized multiple complex technical projects, handling everything from the planning phase to execution while acting in accordance to deadlines and budget restrictions.

**Executive Leadership:** Long-standing track record of successfully fostering & mentoring employees to achieve career goals. Provided day-to-day guidance and coaching to ensure accountability, responsibility and employee satisfaction for ground-level to executive employees.

**Technical Oversight:** Demonstrated track record of strong analysis and consulting skills with adept experience in bridging the gap between technology and business operations to successfully enable organizations to make effective decisions.

**Budget Administration:** Oversaw and consolidated multiple large cap budgets as well as delivered subsequent annual reviews and revisions.

**Relationship Building:** Skilled communicator who can foster positive working relations across diverse teams and drive strong collaboration with business representatives at all levels to effectively comprehend and translate business needs into actionable plans. Proactively grow several strategic IT partnerships and served as the primary liaison between IT and Operations leadership teams at OCU.

**Change Management:** Proven ability to proactively manage changes and challenges in project scopes, identify potential crises, and devising effective contingency plans for success.

**Operational Forecasting:** Formulated and estimated technical deliverables along with managed overall status reporting to ensure leader line-of-sight on progress towards objectives.

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## CAREER HISTORY



**LAKE WASHINGTON INSTITUTE OF TECHNOLOGY**, Kirkland, WA  
*Chief Information Officer* (JUNE 2019 – PRESENT)

**JUN 2019 – PRESENT**

**OKLAHOMA CITY UNIVERSITY**, Oklahoma City, OK

**JAN 2006 – JUN 2019**

*Director of Information Technology & Building Administration* (JULY 2013 – June 2019)

Facilitate the planning and execution of IT infrastructure for OCU Law and oversee all facilities related projects including: Full oversight of both the Information Technology and Facilities Management departments within OCU Law, including the administration of annual budgets totaling over \$1M. Direct several external contracts for OCU Law, including those in IT and operations. Continuously create and maintain strategic relationships with both main campus IT and Law School IT to successfully develop enterprise level technology solutions for our students, faculty and staff. Act as administrator for OCU's Genetec campus security system and digital signage. Active voting member for campus safety board, law school budget and campus administration board.

*Information Technology Manager* (JAN 2006 – JULY 2013)

Provided strategic guidance and support within all facets of technology for OCU Law; identified, evaluated and analyzed critical priorities for improvement. Facilitated and negotiated cellular contracts and vendor relations for entire technology department at OCU. Participated in T-Mobile hardware beta testing and directed support for wireless devices. Assisted with website development and troubleshooting. Established and implemented IT related employee training methods to all faculty and staff through classroom presentations and hands-on coaching. Researched and purchased IT related products services; deployed and installed new networking infrastructure. Assisted with classroom and lab IT issues as needed. Supported beta testing and for new and emerging technology.

**UNIVERSITY OF OKLAHOMA**, Norman, OK

**2004 – JAN 2006**

*IT Support Specialist*

Acted as super-user for campus wide IT and troubleshooted imaging hardware and software issues. Prepared documentation of issues and corresponding resolutions. Effectively translated technical issues so that non-technical personnel could comprehend. Presented multimedia and technology training to faculty, staff, and administrators. Supported and trained over 200 clients. Provided research and development for enterprise IT solutions.

**OMEGA TECHNOLOGY CENTER**, Duncan, OK

**2002 - 2003**

*PC Engineer / Production manager*

Offered IT support to customers as well as developed customized IT solutions. Oversaw the setup, ordering, and pricing for large orders of computers. Provided sales and support to local secondary school systems along with additional services for internet related issues.

**HALLIBURTON ENERGY SERVICES**, Duncan, OK

**MAY 2001 & AUG 2003**

*Desktop Support Analyst*

Supported IT troubleshooting and installation at the manufacturing facility. Assisted in the installation and setup of over 400 computers including hardware setup, software transfers, backups, and profile setup. Assisted in the implementation of a companywide operating system upgrade. Designed and deployed a customized media solution for a digital information board.

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## **CERTIFICATIONS & EDUCATION**

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**FEMA EMERGENCY MANAGEMENT INSTITUTE CERTIFIED** – Received NOV 2016

Emergency Management Institute

**GLACIER GX 1000 CERTIFIED TRAINER** – Received FEB 2006

Keane Data Skills, Boston, MA

**BACHELOR OF ARTS IN ECONOMICS**

University Of Oklahoma, Norman, OK

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## ADDITIONAL SKILLS

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Practical Understanding of ITIL | Microsoft Project and Visio | Microsoft O365 | ERP with Banner Systems | HTML / JAVA Experience |

# Andrea I. Olson, JD

P: [REDACTED] | E: [REDACTED]

## Profile

Experienced leader of operations, projects, and staff in multiple industries including law, real estate, health insurance, higher education, and economic development. Excel at synthesizing information and leading initiatives and projects requiring relationship/partnership development and communications strategy. High degree of emotional intelligence with significant professional coaching and mentoring experience.

## Skills & Expertise

- Strategic Planning
- Communications Strategy
- Strategic Initiative Management
- Partnership Development
- Economic Development
- External Relations
- Writing
- Coaching & Mentoring

## Experience

LAKE WASHINGTON INSTITUTE OF TECHNOLOGY

2012-Present

### Special Assistant to the President

Report to president, serve on senior administrative team (Executive Cabinet), serve as acting president as needed, and provide specialized assistance to president on varied matters related to operations and advancement of the college.

- Rebuilt communications and marketing department as well as grants and research resulting in increased grant revenues from \$250K to \$7M and development of new brand strategy.
- Led creation of internal leadership development program for college employees (now in its fifth year); provide individualized professional coaching and mentoring to program participants.
- Led development and monitoring of college's strategic plan; created process that ensured opportunities for input from internal and external constituencies.

LAKE WASHINGTON TECHNICAL COLLEGE

2008-2010

### Executive Director, College Relations & New Initiatives

Reported to president, served as part of senior administrative team and as acting president as needed; led external relations and strategic initiatives, including transitioning the college from a 2-year public college to a 4-year degree granting institution; worked collaboratively with internal stakeholders and developed relationships with key community, business, labor, and legislative leaders.

- Led new program development; identified baccalaureate degrees for development by researching economic development initiatives as well as labor market and industry trends.
- Partnered with community and legislative leaders to build awareness of college and achieve legislative objectives including appropriations and federal earmarks; secured \$28.6M from legislature to build 83,000 square foot Allied Health Building.
- Assisted in development of two branch campuses by analyzing labor market and economic development trends, identifying programs, and facility expansion opportunities.

**Vice President for Economic Development; Executive Dean, Workforce Development; Director of Workforce Development; Director of Community Relations; Government & Community Relations Coordinator**

Reported to president, served as part of the senior administrative team and as acting president as needed; led college division with 15+ employees and 75+ contracted faculty dedicated to workforce and economic development, continuing education, online, and international training programs.

- Linked the college's new program development to economic development initiatives by working on industry cluster development with local and regional economic development boards and organizations; created a Center for Business Development housing 15+ business and economic development-related agencies including local Chamber of Commerce.
- Cultivated relationships with business and community leaders, including legislators and congressional representatives; developed strategies to achieve legislative and funding objectives successfully securing \$1.5M for equipment needs.
- Supervised growth of the college's satellite campus by crafting promotional strategies to create awareness and increasing offerings aligned with community and economic development needs.
- Participated in development of a public-private partnership with the City of Lakewood and college to fund a \$12M student center thereby creating the community's only event center; created and managed events to promote the college, including a street fair featuring more than 70 vendors.
- Doubled college's international program by recruiting students in Japan, Korea, and Taiwan.

**Business Recruitment & Retention Manager**

Led business recruitment efforts by identifying target industries, developing and executing marketing strategies, attending trade association and business events, and responding to inquiries from site selectors and company representatives.

- Conducted site visits to assess employer needs and provide resources; developed relationships with local government, workforce, and college representatives to support business recruitment and retention.
- Created and managed events for the business community including educational conferences and seminars; developed relationships with media representatives, responded to media inquiries, and prepared press releases.

**Other Experience**

- Windermere Real Estate, Realtor
- KPS Health Plans, General Counsel & Secretary
- Kitsap Superior Court, Judicial Law Clerk
- Carney, Buckley, Kasameyer, and Hays, Labor & Employment Law Attorney

\*details available upon request\*

**Education**

- JD, University of Puget Sound School of Law
- BA, University of Puget Sound
- Integral Coaching Certification, New Ventures West

# Meena Park, SHRM-CP

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## PROFESSIONAL EXPERIENCE

*Lake Washington Institute of Technology, Kirkland, WA*  
2014 – Present

**Executive Director of Human Resources:** As a member of the president's executive cabinet, provide strategic leadership by articulating Human Resources needs and plans.

- Design, implement, and monitor HR policies and processes that enables the college to achieve its strategic vision and goals by aligning HR practices with the college's mission, strategic plan, core themes, goals and initiatives, and accreditation requirements.
- Leads initiatives to foster and drive an equitable environment that creates equity, diversity and inclusion.
- Provides guidance to executive cabinet regarding issues related to exempt, administrative, faculty, classified, and student employment positions including employment, compensation, evaluation, performance management and disciplinary action.
- Serves as a member of the management negotiations team and labor management committees; monitors and enforces labor contract compliance and advises administration and supervisors on the interpretation and application of negotiated agreements.

**Assistant Director of Human Resources:** Assist in the daily management of the Human Resources function for the college.

- Planned, organized, and facilitated training initiatives as well as other HR sponsored events including assisting in management of customer service initiatives for the college, participating in the design and implementation of customer service training and other initiatives.
- Assisted the Executive Director in employee relations matters including the investigation and resolution of ongoing employee relations issues and employee complaints.
- Assisted in the development and implementation of personnel policies and procedures as well as maintaining knowledge of existing and proposed legislation affecting human resources and proposing necessary policy and procedural changes as needed.

**Senior HR Technician:** Successfully assist the Executive Director of Human Resources in all areas of human resource management.

- Manage the NEOGOV employee recruitment and selection process. Screen applications for required qualifications; provide guidance to screening committee regarding compliance with selection criteria and applicable rules and regulations.
- Responsible for the processing of HR actions such as New Hire paperwork, job offers, reference checks, status changes, separations, as well as interpreting college bargained agreements.

*ZOO COFFEE, A DESSERT CAFE, Seoul, South Korea*  
2009–2012

**Assistant Manager:** Successfully managed a franchise restaurant by incorporating western style management techniques which stressed cultural diversity, teamwork, and customer service.

- Responsible for daily activities of the restaurant including recruitment, selection, orientation, training, and scheduling of employees to ensure adherence to company's quality and customer service standards.
- Maintained expenses below budget through accurate planning, inventory control, purchasing, cost-effective operating practices, and implementing corrective actions where necessary.
- Accountable for budgeting, cost control, payroll, general accounting, and generation of full profit and loss reports.

*SUNSET KLONDIKE CASINO*, Las Vegas, Nevada  
2006–2009

**Human Resources Administrator:** Staffed 50 vacancies for a newly opened casino within four weeks by conducting needs analyses, writing job descriptions, utilizing temporary workers, and hosting a weekend Open House to recruit staff.

- Consulted with the CEO on various human resources issues by reviewing, interpreting, and ensuring consistent application of company policies and procedures.
- Managed the daily activities of the department including full-cycle recruitment, processing of personnel actions, bi-weekly payroll, in addition to the administration of the workers' compensation program.
- Investigated grievances, mediated disputes, and coached management on issues pertaining to labor and employee relations and recruitment.

*UNIHOSEY CO., INC.*, Los Angeles, CA  
2005–2006

**Human Resources Administrator:** Spearheaded the annual worker's compensation audit by analyzing payroll reports and making recommendations to the CEO resulting in company savings of \$20,000.

- Managed the full-cycle recruitment process including but not limited to conducting job analyses, writing ads, scheduling and holding interviews, performing background checks, pre-employment drug tests, extending offers, and coordinating employee orientation.
- Implemented a more cost-effective and beneficial employee health plan by surveying employees' needs and tailoring the new plan to accommodate both the employees' needs and the company's budget.
- Served as the primary contact for the company HRIS; processed all entries, generated queries and reports, and validated data accuracy.

*JP AUTO BODY, INC.*, Las Vegas, Nevada  
1997–1999

**Human Resources Manager:** Achieved favorable verdict in a workers' compensation case by demonstrating the company's full legal compliance through application of effective policies and thorough documentation.

- Directed the daily activities of the department; administered a bi-weekly payroll for exempt and non-exempt staff as well as the workers' compensation and grievance programs.
- Handled all aspects of the recruitment process from advertising positions and screening candidates to arranging pre-employment drug tests and facilitating new employee orientations.

*ASCENTRA*, Las, Vegas  
1995–1997

**Associate Human Resources Manager:** Prevented an employee walkout by meeting with management and staff and recommending a viable solution that was approved by senior management and agreeable to all parties.

- Advised division managers regarding employee relations issues, recruiting, and personnel actions.
- Managed the full-cycle recruitment process including but not limited to conducting job analyses, writing ads, scheduling and holding interviews, performing background checks, and extending offers.
- Served as the primary contact for the company HRIS, processed all entries, generated queries and reports, and validated data accuracy.

*ACTION TAKERS, INC.*, Las Vegas, Nevada  
1994–1995

**HR Consultant:** Researched and contributed to the development of a seminar series, “TQM in the Workplace,” to educate local government employees regarding the continuous quality improvement philosophy.

- Supported the Chairman of the Employee Labor Relations Committee of the Society for Human Resource Management by drafting proposals and researching special topics.
- Audited Personnel Policy Manuals of various companies to determine compliance with state and federal regulations; made corrections and recommendations that were ultimately adopted.

*U.S. ENVIRONMENTAL PROTECTION AGENCY*, Las Vegas, Nevada  
1988–1994

**Personnel Management Specialist:** Recognized as the Support Employee of the Year for demonstrating exceptional administrative and multi-tasking capabilities.

- Filled senior level vacancies for a multi-state territory by assessing hiring needs and job requirements, writing and posting vacancy announcements, screening applicants, and conducting background checks.
- Performed various administrative tasks such as coding and processing personnel actions, calculating retirement benefits, and updating Personnel documentation.

## **EDUCATION & SPECIALIZED TRAINING**

WASHINGTON GOVERNORS UNIVERSITY – Salt Lake City, Utah  
***Master of Science, Management and Leadership***, 2019

UNIVERSITY OF NEVADA–LAS VEGAS, Las Vegas, Nevada  
***Bachelor of Science in Business Administration/Personnel Management***, 1995

Professional in Human Resources Certification (PHR), 1995  
Society of Human Resources Certified Profession certification (SHRM-CP), 2014

Association of Title IX Administrators (ATIXA) - Level 1 & Level 2 Training  
Oregon State University (OSU) - Search Advocacy Training

# Leslie Shattuck

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## Summary of Qualifications

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- Proven ability to develop and execute campaign strategies that achieve program objectives. Expertise in branding and re-positioning communications through effective advertising, social media, digital media, direct marketing, media relations, promotions and special events.
- Success in developing and maintaining budgets, key strategy documents, timelines, expectations and other tools needed to meet strict deadlines while maintaining a productive team environment.
- Success managing internal work flows.
- Articulate communicator who collaborates effectively with people from all backgrounds including targeted publics, clients, co-workers, senior managers and governing boards.
- Natural problem-solver, consistently noted for generating creative solutions that get the job done right. Recognized as being highly motivated, innovative, results oriented, and for having outstanding multi-tasking abilities.

## Areas of Expertise

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Account Management  
Advertising  
Bias Response  
Branding  
Budget and Expense Control  
Business Development  
Client Services  
Community Relations  
Copyediting  
Copywriting

Corporate Communications  
Creative Problem Solving  
Crisis Communications  
Data-Driven Decision Making  
Deadline Management  
Direct Marketing  
Equity, Diversity, Inclusion Comm.  
Leading Cross-Functional Teams  
Media Relations/Training  
Partnership Development

Product Development  
Project Management  
Promotions  
Public Relations  
Public Speaking  
Social Media Strategy/  
Implementation  
Special Events  
Strategic Planning and Execution  
Team Building and Mentoring

## Selected Accomplishments

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- Created award-winning media relations campaigns, including stories placed in most major U.S. media (print, television, online, and radio). Managed public awareness special events and promotions throughout the U.S.
- Coordinated high profile appearances on national news programs, such as, *The Today Show*, *The CBS Early Show*, and have placed stories in the *New York Times*. Escorted clients to Washington D.C., and managed media events, press conferences and interviews at the White House.
- Cultivated and maintained longtime relationships with local and national media influencers.
- Designed, developed and produced dozens of award-winning print, television and radio advertising campaigns. Wrote and produced highly successful long-form videos, VNRs and PSAs for a variety of clients.
- Created unique partnerships on behalf of clients which include, but are not limited to, City University of Seattle/Seattle Seahawks, professional organizers/Home Depot, Lowes and the EPA's ENERGY STAR program, Puget Sound Energy/The Northwest Energy Efficiency Alliance/John L. Scott.
- Researched, created and managed the Green Marketing Coalition which includes, American Recycling, AT&T, BECU, Carnival Cruise Lines, Cascade Land Conservancy, Central Marquardt, Data-Mail, EmblemHealth, Hacker Group, Hyatt Vacations, Kawasaki, KP Corporation, MSP, Nahan Printing Inc. and Optima Health.
- Directed all media activities surrounding Archbishop Desmond Tutu's five-day visit to Seattle.
- Managed the largest PSA campaign in history (KnowHIV/AIDS) with over \$120 million dollars of donated advertising space.



# Leslie Shattuck

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## Professional Experience

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### **LAKE WASHINGTON INSTITUTE OF TECHNOLOGY    Kirkland, WA    2015-present** **Director of Communications and Marketing/Public Information Officer**

Department lead for Communications and Marketing.

- Created comprehensive and integrated communications, marketing, advertising, and public relations programs, resulting in increased enrollment and head count during a time when other colleges experienced enrollment decreases.
- Created comprehensive and integrated communications, social media, and marketing strategy.
- Led the redesign of the college website, adding SEO capabilities and UX, resulting in increased engagement and lead generation.
- Responsible for all communications on behalf of the president including speeches, OpEds, bylined articles, and presentations.
- Responsible for all public-facing media communications as the Public Information Officer.
- Appointed to President's Executive Cabinet senior leadership team in October 2016.
- Function as acting President, as needed and requested, by the President.

### **EXCLAIM    Seattle, WA    2010-2015** **Director of Public Relations/Account Director, Advertising**

Created a PR division for advertising and design agency.

- Brought in and managed PR/social media clients (strategy through to implementation).
- Responsible for account management of 90% of agency advertising clients, and 100% of PR clients.
- Responsible for all internal and external agency communications.
- Provide senior level strategy to agency and its clients.
- Responsible for new business development communications.

### **City University of Seattle    Bellevue, WA    2009-2010** **Associate Director of Communications/PR**

Brought in to create a new department/division for this longtime client of Cohan Communications Group.

- Responsible for the day-to-day management of division and staff.
- Provide senior level strategy.
- Directed, produced, managed aspects of advertising, communications, public relations and marketing campaigns.
- Responsible for strategy and implementation of all internal and external communications

### **Cohan Communications Group    Seattle, WA    2006-2010** **Principal**

Manage the day-to-day operations of a boutique advertising and public relations agency.\*

- Doubled revenue and grew agency client roster year after year through new business development and client growth through 2009.
- Provided senior level strategy and account management.
- Managed client budgets and expectations.
- Responsible for staff hiring, mentorship and growth.

\*Specific services are listed at <http://www.cohangroup.com/services.htm>

### **Hodgson/Meyers    Kirkland, WA    2005-2006** **Senior Account Manager**

Supervised and directed the agency's two largest accounts focusing on B2B high-tech, and financial.

- Corporate and Association clients include: F5 Networks, Fair Isaac, First Savings Bank, Allied Telesis.
- Provided senior level strategy and account management.

### **Dave Syferd & Partners    Seattle, WA    2003-2005** **Account Supervisor**

Supervised and directed the agency's three largest PR accounts focusing on biotech, financial, and education.

- Corporate and Association clients include: Corus Pharma, Banner Bank, City University, Petster.com.
- Not-for-profit clients include: Special Olympics Washington.
- Provided media training and coaching for clients in preparation for press interviews and tours.

# Leslie Shattuck

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## **DDB Worldwide Communications Group, Inc. Account Supervisor, Issues & Advocacy Group**

**Seattle, WA**

**1999 - 2003**

Managed key elements of successful local and national advertising, public relations, communications plans and marketing strategies for corporate clients, not-for-profit organizations and foundations. Created and implemented advertising, direct mail, promotional and PSA campaigns. Developed and maintained budgets, key strategy documents, timelines and other tools for successful advertising and public relations campaigns.

- Corporate and Association clients include: Classmates.com, RealNetworks, Lasik Vision, U.S. Environmental Protection Agency (EPA), The United States Industry Coalition (USIC), New York State Energy Research Development Authority (NYSERDA), and Northwest EnviroExpo.
- Not-for-profit and Foundation clients include: The Desmond Tutu Peace Foundation, Henry J. Kaiser Family Foundation, Alliance for Aging Research, Save the Children, The Samuel and Althea Stroum Jewish Community Center, The David and Lucile Packard Foundation, Lifelong AIDS Alliance, Youth AIDS, Northwest Energy Efficiency Alliance, and Alliance to Save Energy. Created five award-winning print, television and radio advertising campaigns, delighting clients.
- Managed productive relationships with internal and external disciplines, clients, and vendors.
- Provided media training and coaching for clients in preparation for press interviews and tours.

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## **Volunteering/Board Experience/Education**

### **Everett Animal Shelter**

Board Member  
2018-Present

### **Washington State Board for Community and Technical Colleges (SBCTC)**

President, Public Information Commission  
2019-2020

### **SBCTC**

Long-Term Advocacy Task Force  
Member  
2019-

### **SBCTC**

ctcLink Communications Committee  
Lead  
2019-

### **SBCTC**

Guided Pathways Task Force  
Member  
2019-

### **Washington State Community and Technical College Leadership Development Association**

Executive Board member  
2018-

### **Cancer Pathways**

Communications and PR strategist and volunteer  
Member of "Surviving with Style" fashion show planning committee, 2004-present

### **School of Visual Concepts**

Guest Lecturer  
Regular guest lecturer for "Writing for Public Relations" course, 2010-present

### **Western and Central Washington Chapter of the Alzheimer's Association**

Board Member  
Member of the Board of Directors, 2005-2006

## Sampling of Client History

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- ABC Special Event Rentals
- Allied Telesis
- Argosy Cruises
- Banner Bank
- Cobalt Mortgage
- Corus Pharma
- City University of Seattle
- Clipper Vacations
- David and Lucile Packard Foundation
- Downtown Seattle Association
- Lisa Dupar & Co.
- Economic Development Council
- EXCLAIM!
- F5 Networks
- Fair Isaac
- First Savings Bank
- Gilda's Club Seattle
- GoMobile
- Hacker Group, Inc.
- Hands of the World/Something Seattle™
- Intego
- John Howie Restaurant Group
- Jones Radio Networks (The Delilah" and "Lia" radio programs)
- Landmark on the Sound
- Lasik Vision
- Lifelong AIDS Alliance
- Northwest Energy Efficiency Alliance
- New York State Energy Research and Development Authority (NYSERDA)
- Pioneer Square Advisors
- Rare Finds
- Reunion at Redmond Ridge
- Savvy Solutions
- Seattle Animal Shelter
- Seattle FastFrame
- Seattle Goodwill
- Spa Scotta
- Special Olympics Washington
- The Desmond Tutu Peace Foundation
- The Henry J. Kaiser Family Foundation
- The Sweet Spot
- Tillicum Village
- U.S. Environmental Protection Agency's ENERGY STAR Program
- Wexley School for Girls

## Education

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Bachelor of Arts - Mass Communications	Central Washington University	Ellensburg, WA	1990
Recipient of Central Washington University Broadcast Journalism Student of the Year Award			1990

# Elisabeth Wahlers Sorensen

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## *Summary of Qualifications*

Dynamic and strategic development professional with over 19 years' experience spearheading successful public affairs and fundraising initiatives, managing high-profile projects and cultivating relationships with donors, stakeholders, corporations, foundations and elected officials. Additional competencies include: public speaking, volunteer board relations and recruitment, speechwriting, government relations and organizational image management.

## *Professional Experience*

### **Lake Washington Institute of Technology (LWTech)**

*Executive Director, LWTech Foundation and Community Relations*

**Kirkland, WA**

*2013 – Present*

Provide vision, strategic direction and day-to-day management for all LWIT Foundation and Institute development activities. Responsible for planning, organizing and directing strategic and comprehensive fundraising initiatives for the benefit of Lake Washington Institute of Technology. Key responsibilities include:

- Leading the LWIT Foundation's 16 member board of directors in developing and implementing short and long-term resource development plans, objectives and activities
- Managing LWIT Foundation's \$2.3 million budget, maintaining financial records and reports and monitoring expenditures and revenues in accordance with Institute policies
- Serving on the LWIT's Executive Cabinet, an advisory body that assists the President and the Board of Trustees in providing leadership in all Institute activities
- Securing monetary support for the LWIT via major gift and capital campaigns, special events, annual fund drives, planned and deferred giving, endowment development, special business partnerships and grants acquisition
- Identifying and cultivating potential benefactors from the business, foundation, philanthropic, alumni and college staff communities
- Directing the involvement of LWIT and community leaders and other advocates in enhancing the image and visibility of the Institute
- Interpreting and communicating the goals and needs of LWIT to internal and external audiences including LWIT Foundation Board of Directors, donors, the business community, media and the greater community
- Representing LWIT on community boards and at events and activities that promote the college, its programs and achievements
- Advising LWIT President, Board of Trustees, LWIT Foundation Board of Directors and Institute leadership on LWIT Foundation goals and progress
- Overseeing donor stewardship and data management efforts including donor recognition programs, donor and prospect records and donor database

**Habitat for Humanity Seattle-King County (SKC)***Director, Corporate Relations and Major Gifts*

Renton, WA

2009 – 2013

Led corporate, foundation and major gift fundraising for Habitat for Humanity SKC, raising \$3.5 million annually. Key responsibilities and achievements included:

- Developed and provided strategic direction on overall fund development activities for Habitat for Humanity SKC
- Communicated fundraising goals, strategy and progress to Habitat for Humanity SKC CEO, Board of Directors, Advisory Board and resource development committee members
- Counseled Habitat for Humanity SKC volunteer board members on specific fundraising tactics
- Researched and initiated new relationships resulting in additional funding of \$500,000 for Habitat for Humanity SKC's mission
- Increased Annual Spring Breakfast Event sponsorships from \$30,000 to \$202,000
- Collaborated with Habitat for Humanity International on key programs and initiatives
- Worked in concert with Habitat SKC's construction, family services, land development and finance departments to develop funding proposals and comply with reporting requirements

**Bellevue Arts Museum***Corporate and Community Affairs, Bellevue Arts Museum*

Bellevue, WA

2006 – 2009

Directed all aspects of corporate and community affairs program, including two high-profile fundraising events, raising \$1.5 million annually for Bellevue Arts Museum.

- Rebuilt a robust, strategic corporate and community affairs program following several highly publicized organizational challenges.
- Produced Bellevue Arts Museum ArtsFair, an annual community event and professional art show attended by over 350,000 people and grossing \$1.7 million in art sales
- Revitalized a patron event into a successful auction and gala attended by over 400 community leaders and art collectors, raising over \$600,000
- Counseled Bellevue Arts Museum Executive Director, Trustees and Advisory Council on fundraising strategy and tactics

**Elisabeth Wahlers Consulting***Principal*

Redmond, WA

2005 – 2006

Owned and operated a community relations consulting business specializing in fundraising, event management and public relations. Clients included Bellevue Arts Museum and City of Seattle Department of Transportation.

- Produced 59<sup>th</sup> Annual Bellevue Arts Museum ArtsFair, a large community event and professional art show attended by over 350,000 people and grossing \$1.7 million in art sales
- Developed and implemented a strategic plan for special events fundraising for Bellevue Arts Museum

- Directed fundraising, planning, and operations for the 2005 IMPACTS North America Conference hosted by the City of Seattle Department of Transportation

**2004 National Governors Association (NGA) Annual Meeting in Seattle**

*Executive Director*

Seattle, WA

2003 – 2005

Appointed by Governor Gary Locke to direct overall planning and operations for a high visibility national conference with a budget of \$2.3 million and attendance of 1,000 people, including forty governors and dignitaries. Key responsibilities included:

- Advised Governor Locke on overall conference strategy, themes and key progress
- Supervised fundraising strategy and tactics to successfully raise \$2.3 million (cash and in-kind)
- Created five large-scale social events including a private event at the home of Bill and Melinda Gates and a waterfront concert with the Temptations Review
- Led host state media strategy and tactics resulting in key national and local placements
- Negotiated major contracts with hotels, venues, special event and transportation companies, security organizations and other vendors
- Built and supervised an 18-person professional staff
- Developed all conference infrastructure (i.e., marketing collateral, timeline, budget)
- Supervised NGA spouse and youth programming activities
- Managed relationships with NGA senior staff and NGA Chair Staff and NGA Vice Chair Staff
- Established a host committee comprised of business and community leaders and maintained regular communication on key activities

**Waggener Edstrom Strategic Communications**

*Account Executive – Microsoft Corporate Account*

Bellevue, WA

2001 – 2003

Led proactive and reactive media relations for events, tradeshow and daily account activity; directed all communications activity for the Hutch Holiday Gala (pro-bono account); developed and implemented strategic communication plans; oversaw day-to-day client management and provided strategic public relations counsel; participated in key new business pitches resulting in three new key clients; managed junior account team members.

**Office of Governor Gary Locke**

*Special Assistant to the Governor for Community Relations*

Olympia, WA

1999 – 2001

Designed and executed high profile message events in statewide media markets on a variety of statewide issues; developed quarterly and specific issue-related Gubernatorial outreach plans; planned and coordinated “Capital for a Day” executive cabinet outreach program; briefed Governor Locke on key events; managed the development of all event materials including speeches, brochures, posters, banners, talking points, press releases, media alerts, event flyers and invitations; supervised a four-person community relations staff team.

Planned Gubernatorial events in Southwest and Central Washington; initiated and maintained relationships with area media and community leaders; represented Governor Locke at meetings and events; managed regional office; advised Governor Locke on Southwest and Central Washington area issues.

**U.S. Senator Patty Murray**

Vancouver, WA

*Staff Assistant*

1995 – 1997

Prepared daily media alerts; monitored press coverage; represented Senator Murray at meetings and events.

*Education*

**University of Washington** – Seattle, WA

Executive Masters of Public Administration

**Central Washington University** - Ellensburg, WA

Bachelor of Arts Degree in Speech  
Communication and Psychology

**University of Plymouth** - Plymouth, England

Year-long study abroad program

*Professional Associations*

Member, Council for Resource Development

*Community Involvement*

Board of Directors, Greater Kirkland Chamber of Commerce

Board of Directors, Central Washington University Alumni Association

Parent Volunteer, Crossfire Premier Youth Soccer

YWCA of Clark County Big Sister/Little Sister Friendship Program

**QUALIFICATIONS:**

Self-motivated, results oriented finance and business professional with 37 years of successful experience in the public sector, primarily in higher education. Outstanding organizational, management, and leadership skills with expertise in financial management, budget management and development, accounting, and business operations to include facilities management, and capital projects. Supervisory and labor relations experience. Excellent analytical and problem solving skills. Recognized for work ethic, dependability, honesty, and integrity.

**PROFESSIONAL ADMINISTRATIVE EXPERIENCE:**

LAKE WASHINGTON INSTITUTE OF TECHNOLOGY; Kirkland, WA

**Vice President, Administrative Services;** September 2008 to present

**Chief Financial Officer;** January 2008 to August 2008

**Special Assistant – Administrative Services;** November 2007 to December 2007

Facilitate, supervise, and administer administrative services functions (accounting, budget, bookstore, capital projects, facilities, food services, general services, information technology, payroll, safety and security, contract administration, risk management) for the college. Serve as the chief financial officer with responsibility for all fiscal functions including budget development and financial reporting. Provide and report financial information to the Board of Trustees. Involved in college-wide strategic planning, policy and procedure development, college governance, and accreditation. Responsible for the direction, planning, and organizing of the facilities operations and capital funding requests. Advise college administrators in the development, implementation, and enforcement of administrative procedures in accordance with college and state regulations, policies, and procedures. Active with the College's Foundation. Supervise seven administrative staff; provide support, guidance, and leadership.

BATES TECHNICAL COLLEGE; Tacoma, WA

**Vice President of Administrative Services;** February 2001 to November 2007

**Executive Director of Finance;** March 2000 to February 2001

**Director of Finance;** March 1993 to February 2000

**Manager of Finance;** September 1991 to February 1993

Facilitated, supervised, and administered the administrative services functions (accounting, budget, bookstore, campus public safety, capital projects, general services, facilities, information technology, contract administration, risk management) for the college. Served as the chief financial officer with responsibility for all fiscal functions including budget development and financial reporting. Provided and reported financial information to the Board of Trustees. Involved in college-wide strategic planning, policy, and procedure development, college governance, and accreditation. Member of the management team in labor negotiations utilizing interest based bargaining. Served as the college ethics officer. Responsible for the direction, planning, and organizing of the facilities operations including the development of the Facilities Master Plan and capital funding requests. Advised college administrators in the development, implementation, and enforcement of administrative procedures in accordance with college and state regulations, policies, and procedures. Served as a member of the Foundation Board of Directors. Supervised eight administrative staff; provide support, guidance, and leadership.



## STATE BOARD FOR COMMUNITY AND TECHNICAL COLLEGES

**Budget Program Specialist;** December 1988 to September 1991

Assisted in the development of the community college system biennial operating budget; Determine procedures, reporting requirements and timelines for budget preparation; Analyze expenditure and revenue data; distribute state appropriations to college districts; Recommend allocation procedures and methodology; Develop tuition and fee revenue forecast; Develop and coordinate system faculty salary study; Design and implement spreadsheet applications; Determine financial impact of legislation; Liaison to higher education institutions, state, and federal agencies; Conduct training sessions on budget allocations, financial reporting requirements.

## CITY OF TACOMA EMPLOYEES' RETIREMENT SYSTEM

**Senior Financial Analyst;** May 1985 to December 1988

Responsible for fiscal operations; Analyze, review and prepare complex financial statements; Prepare Comprehensive Annual Financial Report; Prepare and monitor annual budget of \$26 million; Monitor investments of \$185 million; Prepare investment reports and forecasts; Analyze and reconcile fund charges; Prepare fund transfers; Assure compliance with governmental accounting laws, codes and regulations (GASB & FASB); Responsible for cash management; Supervise participant recordkeeping clerk; Authorize benefit payments and system expenditures; Develop audit guidelines and procedures; Liaison to State Auditor's Office; Prepare tax filings; Knowledge of Internal Revenue Code and regulations, and current rulings.

## HIGHLINE COMMUNITY COLLEGE

**Assistant to Dean of Instruction;** February 1980 to May 1985**Accountant;** March 1978 to February 1980

Prepare and monitor instructional and library budgets of \$7 million. Analyze and reconcile accounting transactions; Prepare accounting transfers and entries; Prepare quarterly and annual faculty cost estimates and reports; Monitor payroll and operation expenditures; Prepare instructional enrollment (FTE) management reports, analyses, and projections; Prepare cost studies; Liaison to various campus departments; also the following duties at the college as an accountant. Prepare and monitor federal, state, and local grants and contracts budgets; Accounting for financial aid programs; Analyze and reconcile grants and contracts accounting transactions; Prepare accounting transfers and entries; Prepare grants and contracts fiscal reports and invoices; Prepare federal grants cash flow requirements.

## PUGET SOUND BANK

**Consumer Credit Management Program;** June 1977 to March 1978

Monitor consumer credit loans (secured); Initiate and monitor necessary collection activity; Settle delinquent loan accounts; Conduct and reconcile inventory of financed automobile dealerships.

**EDUCATION:**

Washington State University  
Bachelor of Arts  
Business Administration – Accounting & Finance

**PROFESSIONAL ORGANIZATIONS, AFFILIATIONS, AWARDS:**

Community College Business Officers (CCBO)  
Outstanding Chief Business Officer, Region I, 2000

Western Association of College and University Business Officers (WACUBO)

National Association of College Auxiliary Services (NACAS)

Washington Community and Technical College Business Affairs Commission  
Chair 1998-1999  
Served on WACTC (Presidents) Operating Budget Committee 1999-2000  
Chair – Operating Budget Committee 1999-2000  
Chair – Operations Committee 2003-04; 2004-05  
Chair – Security and Safety Committee 2013-2014  
Served on WACTC (Presidents) Allocation and Accountability Task Force 2013-2014  
Served on WACTC Allocation High Cost Committee 2014-2015  
Served on WACTC Strategic Enrollment Task Force 2017-19

The Association (Community and Technical College Administrators)  
Executive Board – Treasurer 2000-2001

Washington Community and Technical College Budget, Accounting & Reporting Council  
Chair 1993 to 1995

Lake Washington College Foundation – Board of Directors

Bates Technical College Foundation – Board of Directors

Washington Finance Officer's Association – Professional Finance Officer 1985-1987

Government Finance Officer's Association  
Certificate of Achievement for Excellence in Financial Reporting 1984-1987

National Conference on Public Employee Retirement Systems 1985-1987

State of Washington Vocational Technical Certificate - Supervision