

DARRELL WILLIAM KRUEGER

FORMAL EDUCATION

Ph. D., University of Arizona–Tucson, 1971, Government

Specialization: Comparative Politics (American Indians, Political Development and Political Integration)

Supporting areas: American Politics, International Relations, and Political Theory

M. A., University of Arizona–Tucson, 1969, Government

Major: Government with specialization in Comparative Politics

Minor: International Politics

B. A., Summa Cum Laude, Southern Utah State College, Cedar City, 1967

Major: Political Science

Minor: History

SCHOLARSHIPS, AWARDS, AND HONORS

Collegiate

Phi Beta Kappa, University of Arizona, Class of 1971

Woodrow Wilson National Fellowship Foundation Dissertation Fellow (1970-71)

Special University of Arizona Dissertation Fellowship, Graduate School, University of Arizona (Summer 1970)

National Defense Education Act Title IV Fellow, University of Arizona (1967-70)

Co-valedictorian, Class of 1967, Southern Utah State College

Outstanding Alumnus Award, Southern Utah University, 1992

Other

1st Annual Franklin Covey True North Award

Silver Beaver Award–Boy Scouts of America

Who's Who in Society

Who's Who of Emerging Leaders in America

Southern Utah University Outstanding Alumnus Award

University of Arizona Distinguished Leadership Award

Men of Achievement

International Who's Who of Intellectuals

Who's Who in the Midwest

Outstanding Educator in America

Who's Who in America

Who's Who Registry, Platinum Edition

PROFESSIONAL DUTIES AND ACHIEVEMENTS

President Emeritus and Professor Emeritus of Political Science - Winona State University
(current)

President, Winona State University (June 1989 to July 2005)

Winona State University was founded on September 3, 1860, as the first college in the present system of state universities and the first teacher preparation institution west of the Mississippi River. Its mission is to serve the broad educational needs of the people of the region and others who are attracted to its complement of high-quality programs. The University is committed to preserving, extending, and disseminating knowledge.

MAJOR ACHIEVEMENTS AT WINONA STATE UNIVERSITY

Academic Leadership

- helped develop and implement Leadership Emphases across campus focusing on WSU's mission, core values and principles
- helped develop a strategic work plan for the university to review all critical areas and help strengthen them where needed
- helped secure approval for a "Special Emphasis" accreditation self study focusing on the Seven Principles for Good Practice in Undergraduate Education
- helped establish the Maxwell Leadership Center and Teleconference Center
- helped initiate and implement a universal laptop program for students and faculty
- helped develop a student answer center to better serve students
- helped develop the Maxwell Childcare Center, an on-campus nursery school and childcare center
- helped develop a university Wellness Center
- helped secure a \$369,000 Federal Grant to upgrade WSU's technology, including security, information network, server infrastructure and classroom support, funded 2001
- helped secure university designation as the MnSCU pilot site to be legislatively freed from all mandates and reports imposed by state agencies and with the increased flexibility deliver more high quality education opportunities to students with less state subsidy
- helped develop a quality assurance plan with university-wide indicators
- helped develop and update the mission of the university
- helped initiate and develop a long range vision and plan for the university
- helped develop a new academic calendar that better serves the students and faculty
- helped develop a shared governance culture on campus
- helped increase the practice of the Seven Principles of Good Practice in Undergraduate

Education on campus, in the Winona community, and in the MnSCU System

- helped develop new Liberal Studies requirements
- helped develop programs in composite materials engineering, management information systems, women's studies, international studies, honors and the residential college
- helped increase the amount of studying and usage of the library by students

- helped secure a \$250,000 anonymous gift to license and implement a state-of-the-art interactive multimedia system for electronic interactive resumes and portfolios
- helped secure a \$6,700 gift from First Bank System and First Bank, Rochester Office for hardware needs for the electronic resume and portfolio project
- helped implement a fiber optic system across campus for students' computer needs
- helped develop an undergraduate student research program
- helped develop and fund a Lyceum program
- helped develop a new faculty orientation program and a program of workshops for returning faculty
- helped develop and fund faculty grant and quality improvement programs
- helped lead the continued development of the Rochester Center that enrolls over 600 students
- taught Orientation course to first year students Spring 1999-01
- taught Intro to Political Science course during spring 1994, fall 1994 and fall 1995

External Fund Raising

- helped secure over \$250,000 in gifts from donors to fund campus beautification projects including fountains, meditation ponds, clock, parks, etc.
- helped increase the value of the WSU Foundation from \$935,000 to over \$9,800,000
- helped the WSU Foundation increase gift income from \$336,000 in 1985 to over \$2,000,000 in 2000
- helped increase academic scholarships from 27 to over 300
- helped develop the Lyceum fund from \$8,000 to over \$20,000 annually

Capital Improvements

- helped secure funding for a new science facility of \$30,000,000
- helped secure funding for a new library and related projects of \$20,000,000
- helped purchase and remodel a residential college facility for \$7,186,569
- helped oversee construction of a \$11,810,000 composite materials engineering building
- helped remodel the student union and numerous academic and support services at over \$7,148,451
- helped secure funding for the Rochester building of \$17,900,000
- helped secure funding for new generators \$3,000,000 and boilers \$6,000,000
- helped implement upgrade of electrical services with Northern States Power that will be paid back to the university in NSP savings of \$1,975,165

Community Leadership

- attended Franklin Covey Annual International Symposium and accepted, on behalf of Winona State, the Community Service Award for outstanding effectiveness in the workplace and community
- helped bring community members together to attain leadership skills through Franklin Covey Leadership workshops and the Annual Franklin Covey Leadership Week
- helped develop a community-wide cultural diversity program and committee
- helped develop a community-wide Violence Against Women Task Force
- helped develop and secure funding for the community quality council
- helped develop a community-wide fiber optic backbone that connects to the information super highway the university, the hospital, the private university and technical college, the private and public high schools and the city hall
- helped stimulate thinking that led to an international residential math and science high school in Winona
- helped implement a program to bring the Seven Habits of Highly Effective People to people living in low cost housing and acted as facilitator at many training sessions

State and System Leadership

- helped develop a quality-orientated program for the system
- helped change the funding formulae to a base plus with a 1 percent performance incentive from the enrollment driven formulae
- served on the Governor's task force for innovation in government
- chaired the future funding task force for the state

National and International Leadership

- helped sponsor a Seven Principles of Good Practice Wingspread Conference for select liberal arts colleges
- helped sponsor a Seven Principles of Good Practice and Total Quality Wingspread conference for selected leaders in business, industry and education
- helped Winona State become the national distribution center for the Seven Principles of Good Practice in Undergraduate Education
- helped organize a national consortium on total quality in post secondary education
- made numerous national and international presentations on quality, funding and good practice in education

Support Services Leadership

- maintained 98-102 percent occupancy in the residence halls
- helped develop a fiber optic computer and video network across the campus and community
- helped increase the retention rate of freshmen to sophomore to the highest in recent history of the university
- helped maintain the enrollment in the university while increasing the quality of the incoming student and student retention
- helped implement a marketing campaign to enhance university's image as a high quality, public, four-year degree granting institution
- helped implement quality orientated programs in maintenance, the business office, and other offices across the campus
- helped initiate a telephone registration system
- helped develop a new student class and orientation program

Athletics

- helped focus athletic programs on scholar athletes
- helped quadruple the scholarship program for athletes
- helped programs become successful

Financial Stewardship

- helped restructure while downsizing the administration of the university
- helped reduce the size of the teaching and support staff without laying off people
- helped maintain university's financial and educational well-being during the financial recession through cooperative leadership skills, open communication and teamwork
- helped manage an annual budget of over \$92,000,000

VICE PRESIDENT FOR ACADEMIC AFFAIRS/ DEAN OF INSTRUCTION

Northeast Missouri State University (July 1973 to May 1989)

Northeast Missouri State University was founded in 1867 and today is a statewide university whose continued excellence led the Missouri General Assembly to designate it as Missouri's premier liberal arts and sciences institution in 1985. Its mission is to offer an exemplary public undergraduate education grounded in the liberal arts and sciences.

MAJOR ACHIEVEMENTS AT NORTHEAST MISSOURI STATE UNIVERSITY:

- implemented the university-wide undergraduate research program of \$400,000 annual expenditure
- gained support, designed and coordinated the plan for the Residential Colleges of the university
- initiated the Commuter College concept and engaged university support
- established the Freshman Week experience
- administered and coordinated the reconfiguration of the university as presented in the Five-Year Planning Document (1987), working with university faculty and staff and external constituents to implement the university's liberal arts and sciences mission which became effective January, 1986
- stimulated the growth of learning communities as a university-wide practice
- helped initiate the lecture series idea and provided support
- promoted and supported the automation of the library
- helped upgrade equipment to a contemporary state-of-the-art level and provided strategic input on changes in instructional facilities
- established the three-week summer residential bona fide academic experiences for talented young students: The Joseph Baldwin Academy of Eminent Young Scholars (rising eighth and ninth graders) and the John R. Kirk Honors Institute (rising high school juniors and seniors)
- established the Greenwood Preparatory College for academically able rising juniors and seniors whose high school curricula are deficient in course offerings
- helped establish, develop and monitor the nationally known assessment program
- helped recruit talented students, faculty and staff to the university
- helped the institution maintain and enhance the university's regional accreditation
- helped develop trust between faculty and administration and created a cooperative decision-making culture at the university
- helped revise the entire curriculum of the university around an expanded general education package
- helped develop and implement a fifth-year teaching program and a fifth-year accounting program

ASSISTANT PROFESSOR OF POLITICAL SCIENCE

Northeast Missouri State University (1971-1973)

- Representative on University Pass/Fail Committee
- Representative on General Education Committee
- Alternative representative to Faculty Senate
- Faculty representative to the Institutional Committee for the Report of the Commission on Institutional Goals and Priorities for the Seventies
- Revised the political science curriculum completely to prepare students for professional and graduate school

CONTRIBUTIONS IN THE AREA OF INSTITUTIONAL IMPROVEMENT

Winona State University

- Implemented an all-university assessment day for students and staff to assess effectiveness of university programs
- Implemented a university plan for quality assured and quality enhanced graduate and undergraduate degrees based on Seven Principles for Good Practice in Undergraduate Education
- Stimulated the growth of learning communities as a university-wide practice
- Renewed the focus on study habits through increase in the number and size of public lounges and expanded library holdings and the number of hours weekly that the library is open for student use
- Implemented a five-year plan to increase computer availability to students and to upgrade computer equipment to state-of-the-art
- Established a Residential College, which encourages student-faculty contact, cooperation among students, active learning, prompt feedback, time on task, high expectations and respect for diverse talents and methods for learning
- Enhanced Winona State University's image in Winona, Rochester, in all of Southeastern Minnesota and beyond
- Renewed collegiality across the campus
- Tripled non-System dollars available for programs and scholarship (through effective faculty/staff, alumni and friends fund drives conducted by WSU Foundation)
- Developed and implemented a plan for an academically centered freshman orientation experience
- Initiated a Lyceum series and developed funding sources for the program of lecture and fine arts activities
- Implemented the university-wide Undergraduate Research Program
- Initiated a Challenge Grants Program designed to help faculty and staff implement quality enhanced initiatives
- Formalized undergraduate research opportunities with the Mayo Clinic and the Rochester Division of IBM
- Supported the Minnesota State University System's Cultural Diversity initiative through implementation of:
 - 1) enhanced minority student recruitment efforts
 - 2) scholarship assistance
 - 3) student/faculty peer mentoring/tutoring system for minority students
- Improved University analysis of its budget and budget procedures
- Initiated thorough study of and suggested modification in the average cost funding formula by which budgets for post-secondary institutions in Minnesota are funded

CONTRIBUTIONS IN THE AREA OF INSTITUTIONAL IMPROVEMENT

Northeast Missouri State University

- Implemented the university-wide Undergraduate Research Program
- Served as Interim Head of the Science Division, while simultaneously serving as the chief academic officer, to effect participatory involvement of all faculty
- Gained support, designed, and coordinated the plan for the Residential Colleges of the university
- Initiated the Commuter College concept and engaged personnel support
- Gained university-wide support for and established the Freshman Week experience

- Administered and coordinated the reconfiguration of the university as presented in the Five-Year Planning Document (1987), working with university faculty and staff and external constituents to implement the university's liberal arts and sciences mission which became effective January, 1986
- Stimulated the growth of learning communities as a university-wide practice
- Helped initiate the lecture series idea and provided support
- Promoted and supported the automation of the library
- Helped upgrade equipment to a contemporary state-of-the-art level and provided strategic input on changes in instructional facilities
- Established the three-week summer residential bona fide academic experiences for talented young students: The Joseph Baldwin Academy for Eminent Young Scholars (rising eighth and ninth graders) and The John R. Kirk Honors Institute (rising high school juniors and seniors)
- Established the Greenwood Preparatory College for academically able rising juniors and seniors whose high school curricula are deficient in course offerings

RECENT WRITINGS, PUBLICATIONS AND PRESENTATIONS

- Luncheon Keynote Speaker at New Mexico Higher Education Assessment and Retention Conference, Albuquerque, NM, February, 26, 2004
- Presenter, "Creating a Culture of Principle Centered Leadership" at Conference entitled, "Achieving and Sustaining Excellence in Higher Education," sponsored by University of Wisconsin-Stout in partnership with the National Consortium for Continuous Improvement in Higher Education, Minneapolis, MN, November 22, 2002.
- Author, "Campus Case: Creating and Communicating a New Culture of Cooperation at Winona State University" a chapter in CASE Books "Public Relations and the Presidency • Strategies and Tactics for Effective Communications by John E. Ross and Carol Halstead.
- Co-Presenter, "Electronic Portfolios and Multimedia Technology-Shaping the Future of Educational Assessment" at the AAHE Assessment Conference, Denver, CO on June 13-19, 1999.
- Co-Presenter, "Using the Electronic Resume/Portfolio for Improving Education" AAHE National Conference on Higher Education, "Learning, Technology, and The Way We Work," Washington, DC, March 15-19, 1997.
- Co-Presenter, "Leadership as a Function of Context" and Co-Presenter, "Using Seven-Principle-Based Assessment to Promote Optimal Learning," AAHE 11th Annual Assessment & Quality Conference, Washington, DC, June 9-12, 1996.
- Panelist, "Leaders for Quality: Quality Leaders," 10th AAHE Conference on Assessment & Quality, Boston, MA, June 11-14, 1995.
- Co-Presenter, "Start your Engines: Presidents as Coaches and Cheerleaders in 'Image Building' Within Strategic Enrollment," American Association of Collegiate Registrars and Admissions Officers 1995 Annual Meeting, Indianapolis, IN, April 17, 1995.
- Co-Presenter, "Use of Indicators in Performance-Based Funding," 1995 AAHE National Conference on Higher Education, Washington, D.C., March 19-22, 1995.
- Co-Presenter, "Indicator Development—Supporting and Improving Student Learning," "The Power of the Seven Habits and Principle Centered Leadership in Personal Transformation," "Implementing Quality Processes," "Understanding Learning Through the Use of the Seven Habits," AAHE 9th Annual Assessment & Quality Conference, Washington, D.C.

June 12-15, 1994

- Co-Presenter, “Implementing Customer Service Delivery: Case Studies from Maintenance to Improve Facilities in Higher Education Institutions,” Partners for Quality Third National Governors’ Conference, Minneapolis, MN, April 17-19, 1994.
- Co-Presenter, Symposium on Higher Education, China National Center for Higher Education Research, Harbin, China, August, 1993.
- Co-Presenter, “A Total Quality Community Initiative” and “Applying TQM in the Workplace: A Winona State Pilot Project,” Fourth Annual Total Quality Symposium, Kansas City, MO.

July, 1993

- Co-Presenter, “Do We Need New Standards and Assessments for Licensing Teachers?” Education Commission of States, Pittsburgh, PA, July, 1993.
- Co-Presenter, “What is Measured is What is Valued: What is Valued is What is Funded,” AAHE Conference on Assessment and Continuous Quality Improvement, Chicago, IL, June 1993.
- Co-Presenter, “The Baldrige Criteria: An Assessment Model for Higher Education,” North Central Association 98th Annual Meeting, Chicago, IL, April, 1993.
- Presentation, “Information Literacy: Developing Students as Independent Learners,” 1993 AAHE Conference on Higher Education – Reinventing Community, Washington, DC, March, 1993.
- Keynote Presentation, “What is Measured is What is Valued: How Outcome Indicators Enhance Educational Quality,” Montana Association of Colleges and Teacher Education Annual Conference, Helena, MT, January, 1993.
- Presentation, “Adapting to an Environment of Fiscal Austerity: The Minnesota TQM Model,” American Association of State Colleges and Universities, Preparing Academic Leaders for the Year 2000: Shaping the Academy in an Environment of Fiscal Austerity, Evergreen State College, Olympia, WA, July, 1992.
- Co-Presenter, “Assessing Quality in Higher Education Systems: How Can We Measure What We Really Value?,” American Association for Higher Education, Seventh AAHE Conference on Assessment in Higher Education, Miami, FL, June, 1992.
- Co-Presenter, “Ensuring the Use of Assessment for Continuous Improvement of Institutions,” American Association for Higher Education, Seventh AAHE Conference on Assessment in Higher Education, Miami, FL, June, 1992.
- Panel Member, “Using Assessment for Continuous Improvement,” The Seventh AAHE Conference on Assessment in Higher Education, Miami Beach, FL, June, 1992.
- Presentation, “Reclaiming the Public Trust: Costs, Quality, Commitments,” 1992 National Conference on Higher Education, American Association for Higher Education, Chicago, IL, April, 1992.
- Author, “Return to Excellence,” in Assessment Update, Vol. 4, No. 2, San Francisco, CA, Jossey-Bass, March-April 1992.
- Panel Member, “True or False: National Assessment Will Improve U.S. Education,” The College Board 1992 Midwest Regional Meeting, Chicago, IL, February, 1992.
- Presentation, “Finance of Higher Education in the ‘90’s,” 31st Annual Meeting of American Association of State Colleges and Universities, San Antonio, TX, November, 1991.
- Presentation, “Relationship between TQM and Assessment,” Winona State University National Conference on Quality in Higher Education, Winona, MN November, 1991.
- Presentation, “Using Indicators to Enhance Quality Based on the Seven Principles for Good Practice in Undergraduate Education and the Malcolm Baldrige National Quality Award Criteria,” Strategies for Assessing Outcomes 6th Annual Workshop, Assessment Research Center, University of Tennessee, Knoxville, TN, November, 1991.
- Presentation, “Evidence for What? Postsecondary Assessment Needs for Program Improvement, Performance Funding and Public Policy,” American Evaluation Association Annual Conference, Chicago, IL, October, 1991.

- Presentation, "Using Education Indicators in Assessment: Preview of a National Report," American Association for Higher Education, 6th AAHE Conference on Assessment in Higher Education, San Francisco, CA, June 1991.
- Co-Editor of a major scholarly book, currently in progress, on effective use of The Seven Principles for Good Practice in Undergraduate Education, 1991.
- Presentation, "Quality Enhancement through use of the Seven Principles for Good Practice in Undergraduate Education," Strategies for Assessing Outcomes 5th Annual Workshop, Assessment Research Center, University of Tennessee, Knoxville, TN, November, 1990.
- Commencement Speaker, Rochester Community College, Rochester, MN, June 1990.
- Author, "Quality Indicators and a Vision of the Future: Learning from Others-Reactions to/Responses from Virginia and Tennessee Presenters," published in the proceedings of the Q-7 Convocation Program of the Blue Ribbon Commission on Access and Quality in the Minnesota State University System, Plymouth, MN, April, 1990.
- Presentation, "Summer Session Quality Assessment," North Central Conference on Summer Schools, Chicago, IL, March, 1990.
- Panel Member, "Minnesota's Report Card – Will We Pass in the 90's," Minnesota ACT Council Annual Conference, Bloomington, MN, March, 1990.
- Panel Member, Outcome Based Education Conference, Rochester, MN, January 1990.
- Panel Member, "Effectiveness/Quality," Minnesota Higher Education Coordinating Board Annual Meeting, St. Paul, MN, December 1990.
- Co-author with Dr. Charles McClain and Dr. Donald Kangas, "Stages of Assessment: Cost and Benefits" published in ABG Reports, The Journal of the Association of Governing Boards of Universities & Colleges, July/August 1989.
- Panel Member, "Strategies for Assessing Outcomes" 4th Annual Workshop, Assessment Research Center, University of Tennessee, Knoxville, TN, November, 1989.
- Presentation, "Stages of the Assessment Process," Strategies for Assessing Outcomes Workshop, Assessment Resource Center, University of Tennessee, Knoxville, TN, November, 1988.
- Presentation, "The Four Stages of Assessment," Assessment Conference, Minnesota Higher Education Coordinating Board, Brainerd, MN, October, 1988.
- Presentation, "Stages of the Assessment Process: Costs and Benefits," Fifth Annual Conference on Advanced Management for Higher Education, Washington, DC.

October, 1988

- Presentation, "Long Range Planning: A Futures-Creating Guide," Academic Leadership Institute, American Association of State Colleges and Universities, Washington, DC, October, 1988.
- Presentation, "The Costs and Benefits of Assessment," Keeping the Promise: A National Conference on Improving the Quality in Undergraduate Education, Kansas City, MO, and September, 1988.
- Presentation, "The Costs and Benefits of Assessment," American Association for Higher Education Third National Conference on Assessment in Higher Education, Chicago, IL, June, 1988.
- Presentation, "Stages of the Assessment Experience," Public Liberal Arts Showcase Conference, University of North Carolina, Asheville, May, 1988.
- Presentation, "Using Data for Enrollment Management, Program Improvement, and Assessment," Creative Management in Higher Education Conference, New Orleans, LA, November, 1987.
- Presentation, "Planning Without a Professional Staff: Long-Range and Strategic Planning with the Use of Student Outcomes by the Entire University Community," The Society for College and University Planning Meeting: Planning for Uncertainty, Washington, DC, July, 1987.
- Co-author with Margarita Heisserer, "Assessment and Involvement: Investments to Enhance Learning," in Diane F. Halpern (Ed.) Student Outcomes Assessment: What Institutions Stand to Gain. New Directions for Higher Education, no. 59, San Francisco, Jossey-Bass, Fall, 1987.
- Presentation, "Using Outcome Measures to Clarify and Achieve Your Mission," Commission on Institutions of Higher Education Annual Meeting, Chicago, IL, April, 1987.

- Panel Member, Position Roundtable on Outcomes Assessment, American Association for Higher Education National Conference on Higher Education, Chicago, IL, March, 1987.
- Presentation, "Access and Excellence: Role and Future of State Colleges and Universities," Academic Leadership Conference, American Association of State Colleges and Universities, San Diego, CA, February, 1987.
- Testified before the Joint Interim Committee on Higher Education, Topeka, KS, September, 1986.
- Co-author with Dr. Charles McClain and Mr. Terry Taylor, "Northeast Missouri State University's Value-Added Assessment Program: A Model for Educational Accountability" published in the proceedings of the International Conference Programmed on Institutional Management in Higher Education, Paris, France, 1986.
- Presentation, "Role and Mission of the Liberal Arts University," Missouri Association for Community Junior Colleges, Tan-Tar-A, Osage Beach, MO, October, 1985.
- Co-author with Dr. Charles McClain, "Using Outcomes Assessment: A Case Study in Institutional Change," in P.T. Ewell (Ed.) *Assessing Educational Outcomes, New Directions for Institutional Research*, no. 47, San Francisco: Jossey-Bass, September, 1985, 33-46.
- Presentation, Education Commission of the States Meeting of State Policy and Testing/Assessment in Higher Education, Philadelphia, PA, July, 1985.
- Commencement Speaker, Moberly Area Community College, Moberly, MO, May, 1985.
- Contributions to *In Pursuit of Degrees with Integrity: A Value-Added Approach to Undergraduate Assessment*, American Association of State Colleges and Universities (AASCU), April, 1984.
- Program Improvements as a Part of Northeast Missouri State University's Funding, September, 1981.
- "The Effect of the Urban-Industrial Values on the Indian Life Style," *Chicanos and Native Americans: The Territorial Minorities*. Englewood Cliffs, New Jersey: Prentice-Hall, Inc.

Other Selected Presentations on Outcomes Assessment

- Learning Resource Center Assessment Workshop, University of Tennessee, November, 1987.
- Colorado State University, Fort Collins, CO, January, 1987.
- California State University, Pomona, CA, October, 1986.
- Planning and Assessment in Higher Education Conference, Southern Regional Board, Alexandria, LA, May, 1986.
- Program on Institutional Management in Higher Education, Paris, France, May, 1986.
- The State University and College System of Tennessee, Nashville, TN, April, 1986.
- Iowa ACT Council, Ames, IA, March, 1986.
- Association for the Study of Higher Education Annual Meeting, San Antonio, TX, February, 1986.
- Quality, Assessment and Accountability in Undergraduate Higher Education Conference, St. Louis, MO, December, 1985.
- Academic Affairs Resource Center Regional Meeting, Chicago, IL, November, 1985.
- National Conference on Assessment in Higher Education, Charlottesville, SC, October, 1985.
- New Mexico ACT Council, Albuquerque, NM, September, 1985. Southern Illinois University, Edwardsville, IL, May, 1985.
- American Association of State Colleges and Universities National Meeting, Nashville, TN, April, 1985.
- American Association of State Colleges and Universities National Meeting, New Orleans, LA, March, 1984.
- Missouri School-College Relations Committee, November, 1983.
- Missouri Coordinating Board for Higher Education, October, 1983.

RECENT PROFESSIONAL ACTIVITIES

- Accreditation Team Member - Comprehensive Visit to Franciscan University of Steubenville, OH, February 2005
- Member, American Association of State Colleges and Universities Executive Committee of the Commission on the Liberal Arts Agenda 1999 - present
- Trainer/Practitioner, The Seven Habits of Highly Effective People, 1993 - present
- Consultant on Assessment and TQM, University of Montana, Missoula, MT

March, 1993

- Member, Governor's Council on Government Innovation, 1993-94
- Consultant on Assessment and TQM, Weber State University, Ogden, UT, July, 1992
- Member, American Association of State College and Universities Steering Committee, Council of Liberal Arts Colleges and Universities
- Member, State of Minnesota Task Force on Post Secondary Funding Formula, 1991-1994
- Member, Minnesota State University System Academic Library of the Future Task Force, 1990-91
- Member, Governor's Task Force on Mathematics, Science, Technology, and International Studies, St. Paul, MN, 1989-91
- Consultant on Assessing Institutional Effectiveness, Liberty University, Lynchburg, VA, October 1990
- Evaluation Team Member, Commission of Higher Education, Ramapo College of New Jersey, Mahwah, NJ, March, 1990
- Member, American Association of State College and Universities Committee on Academic Affairs, 1990
- American Association of State Colleges and Universities Summer Meeting, Cambridge, MA, 1988
- American Association of State Colleges and Universities Summer Institute, Vail, CO, 1987
- Member, American Association of State Colleges and Universities Committee on Revision of the Futures Paradigm for Higher Education, 1986
- Coordinator, Institutional Self-Study for Implementation of Missouri House Bill 196, which changed the mission of Northeast Missouri State University from a state regional university to a statewide liberal arts and sciences university, 1985-86
- Chairman, Institutional Committee on Academics: Mission Change, 1986
- Consultant on Outcomes Assessment and Planning (1985, 1986, 1987, 1988):
 - Mary Washington College, Fredericksburg, VA
 - Lincoln University, Jefferson City, MO
 - Mesa College, Grand Junction, CO
 - Council of Independent Kentucky Colleges and Universities
 - South Dakota State University, Vermillion
 - Southern Illinois University, Edwardsville
 - Association of Independent Colleges and Universities in New Jersey, Madison, NJ
 - Metropolitan Community College, Kansas City, MO
 - Washburn University, Topeka, KS
 - University of Arkansas, Little Rock, AR
 - Pittsburg State University, Pittsburg, KS
 - Central Washington University, Ellensburg, WA
- Member, Steering Committee and Member, Institutional Planning Committee for the Institutional Self-Study for Reaccreditation by North Central Association of Colleges and Schools, 1984
- Chairman, General Transfer and Articulation Committee, Missouri Coordinating Board for Higher Education, 1984
- Member, Committee for Statewide Program Review for Agriculture, Missouri Coordinating Board for Higher Education, 1983

- Member, Committee for Statewide Program Review for Academic Deans, Missouri Coordinating Board for Higher Education, 1983
- Member, Committee on Certification Standards for Special Education, Department of Elementary and Secondary Education, 1980
- Member, Advisory Committee for Teacher Basic Literacy Test, Department of Elementary and Secondary Education, 1980
- Member, Committee for Statewide Program Review of Undergraduate Programs, 1987-89

PROFESSIONAL AND COMMUNITY ORGANIZATIONS

- Member, Winona Community Foundation Board
- Liaison Officer, National Center for Higher Education Management Systems
- Center Associate, American Association of State Colleges and Universities
- Member, Rotary International
- Member, US Bank Board of Rochester, MN
- Member, Gamehaven Council Board of Boy Scouts of America
- Member, Violence Against Women Task Force

GRANTS

- “Improving Undergraduate Education,” funded by The Johnson Foundation, January 1991, to examine how The Seven Principles for Good Practice in Undergraduate Education are employed by “model” U.S. colleges and universities and to establish the basis for a scholarly publication that underscores - importance of utilizing these principles to guide the undergraduate experience
- Proposal for College Assessment Program Evaluation (CAPE), “An Evaluation of the Value-Added Assessment Program of NMSU,” granted October 1985, funded May, 1986
- “A Strategic Plan to Improve the General Education Program in Science Through the Use of Outcomes Measures,” funded by the National Center for Higher Education Management Systems and the Kellogg Foundation, October, 1984
- Co-authored Federal Grant proposal for University Intern Program, funded 1973-75