

March 16, 2017

NSU Presidential Search
System Offices

Dear Search Liaison,

I am writing to express my interest in the Presidency of Northwestern State University. As a candidate, I offer more than two decades of successful executive leadership from my roles at the University of Texas at Arlington, San Diego State, Florida State and the University of Cincinnati. After reading the presidential prospectus and the opportunities and challenges presented by this position, my interest only increased. In fact, I marveled at how closely the qualities being sought parallel my own experiences, skills, and strengths. In this letter, I will address those points of convergence and share insight beyond what my curriculum vitae contains.

To begin, the President should be visionary, collaborative, energetic, communicative, and inspiring. He or she must model the mission of NSU by being exceptionally engaged in the life of the campus, a champion of academic freedom and intellectual inquiry, and student-centered. Integrity and transparency must be visibly evident leadership characteristics. She or he needs to own a long and proven record of success in guiding large, complex academic enterprises. The president should also be tireless in outreach to faculty, University “friends” and donors, alumni, legislators, corporate partners, and certainly, the System President. Perhaps most important of all, the President has to make the *success* of every student a personal mission. Though brief, this sketch gives a preview into my professional persona and how I continuously strive to be a transformational leader. Whether guiding a collaborative strategic planning process, advancing a student achievement agenda across the University, forging inclusive community on campus, supporting faculty in their creative endeavors, motivating my executive leadership team, or simply listening to the words of a troubled student, I start from a place of authentic caring.

I am committed to the practice of shared governance. As evidence, my prime career successes invariably arose from partnerships with academic deans, faculty senate, fellow vice presidents, student government, task forces, or other collective efforts. An illustration of this is one of my career legacy achievements: *Next Generation Initiatives (NGIs)*. This program launched a ‘culture of innovation’ by not simply seeking new educational designs but actually *funding* experimental approaches to student success. Although the concept began with me, a dedicated group of associates helped develop a program structure that made my vision a

reality. Widely acclaimed now and in its third year, a panel of fellow innovators on the Selection Committee will soon identify a new group of proposals that will continue to enhance students' lives.

Strategic planning is an area of special expertise for me. At virtually all the institutions where I have worked, I either led or co-led the process. To illustrate, I created a S.M.A.R.T. goal template at San Diego State in 2013 that ended up becoming the divisional gold standard for measurement and is still being used today. The power of this template derived from its reliance on detailed, calendar-prescribed "action tasks" to achieve each goal. Obviously, similarly robust metrics were also included to gauge progress. I believe there is no better exercise to fully engage a campus than institutional planning. Done properly, it draws stakeholders together to create a shared vision for excellence as well as a practical map on how to achieve it.

Financially, I have a history of exemplary stewardship. The majority of my career has coincided with trying economic times. To isolate one example, during the six years I worked in California, state appropriations dropped by 30+% and in two of those years we also absorbed additional 10% operating budget cuts, including staff furloughs from top to bottom. Consequently, I became acutely adept at maximizing finite resources, trimming nonessential costs, and ensuring that all spending aligned with core mission, critical services, and strategic aspirations. It was then that I also began searching for and securing alternative revenue streams. This is where fund-raising assumed a role of crucial importance. To my satisfaction, I have enjoyed significant success in development activities since being recruited to participate in them. In fact, I have cumulatively secured gifts approaching \$3 million during the course of my career despite never having held an appointment in development.

Possessing an in-depth knowledge of enrollment management, I can bring my knowledge to bear in a manner that enhances the recruitment, progression, and graduation of students at Northwestern State. As shown in my C/v, I delivered six consecutive semesters of near 10% enrollment increases in a prior position as chief enrollment officer. Working synergistically within the senior leadership team, I relish the chance to replicate this kind of success if growth is a priority in your strategic plan. The definition of "student success" has been expanded by state legislatures and public policy commentators, prompting a change in how it is evaluated. Today it is often assessed by employment in the student's major field after graduation or entry into graduate school, arguably more accurate indicators of achievement. Cognizant of these expectations, creating then attaining stretch goals across the student success continuum - from orientation to post-graduate placements - is an area where my teams produced strong results.

The ideal of campus community and its creation has long been a cherished pursuit. Nothing is a higher priority for me than fostering a culture of inclusivity. Conveying to every

individual that they *matter* and that our academic village is richer for their personhood has always been a centerpiece of my leadership agenda. Refer back to my resume for these examples: co-authoring of the *Principles of a Just Community* at the University of Cincinnati (1997), starting *FSUnited* at Florida State (2003-06), launching *SDSUnited* and *Aztec Unity Project* at San Diego State (2008-2014), and advocating for “Maverick Unity Project” at UT Arlington. In addition, I planned, opened, and secured funding for a permanent LGBTQ Center at San Diego State in 2013. My current campus, UT Arlington, has been ranked by US News and World Report as the “5th Most Diverse Campus in the US”. In addition to being a “majority-minority” campus, we hold Hispanic Serving Institution (HSI) status, and international students form 11% of our student body.

Throughout my career, I have played an active role in forging synergistic relationships between my university and the private sector. These collaborations have been built on academic program innovation to meet emerging business needs. A welcome byproduct of these relationships has been a surge of experiential, paraprofessional learning opportunities in the form of in/externships, field experiences, clinicals, and alumni mentoring. All of them are priceless in preparing students to excel in the world of work. Among the companies I have collaborated with in this manner are: Ford, General Motors, PhysAssist Medical Scribes, Bell Helicopter, Lockheed Martin, Goldman Sachs, Hilton Worldwide, and Fidelity Investments, to cite a few. Having managed career services at every institution in my career, I understand the nuances of what it takes to convince corporations to see mine as their University-of-Choice. Access to leading faculty, technology transfer possibilities, frequent campus visits with concierge-level treatment, and of course, contact with the most talented students, are all implicit expectations. Managed properly, their inclination to provide financial support rises dramatically.

Thank you for considering my credentials. To reiterate, I believe a strong match exists between my abilities and your aspirations. The opportunity to make a profound and positive impact as the leader of an institution the stature of the Northwestern State University is irresistible.

I look forward to hearing from you as the search progresses.

Sincerely,

Timothy William Quinnan, Ph.D.
University of Texas at Arlington

TIMOTHY QUINNAN, Ph.D.

CAREER HIGHLIGHTS

I founded the *Next Generation Initiatives* in 2015 at the University of Texas at Arlington to institutionalize a culture of innovation and support intellectual entrepreneurship (<http://www.uta.edu/studentaffairs/vpsa/ngi/index.php>). Through a rigorous selection process, cutting-edge proposals from across the University aimed at enhancing student success are chosen, a small number of proposals with the greatest potential to be *transformational* receive seed grants so they can be piloted. They are subsequently measured for impact and if they attain their original promise, become new, next-generation “best practices” at UTA.

I have spearheaded strategic planning and institutional evaluation efforts at all the universities where I served. Through a process-oriented methodology, ideation seminars, structured team retreats, SMART-goal setting, and a continuous quality improvement benchmarking and metrics gauging institutional effectiveness, I inspired collective purpose, alignment of work with resources, and attainment of University goals.

I have achieved significant fund-raising milestones over the course of my career cumulatively raised \$3 million in cash and in-kind gifts providing capital to support student learning. To illustrate, at San Diego State, I raised \$130,000 from public and private sources to underwrite programs and facilities for student leadership, diversity education, and learning support in 2012. In 2013, I secured gifts totaling \$274,000. In 2014, I personally secured a private gift of \$700,000 to name the Jeff Glazer Center for Leadership. In less than 3 years at UT-Arlington, I generated \$235,000+ from corporate donors alone.

I own a record of noteworthy achievements in enrollment management spanning recruitment, retention, progression toward degree, and completion stages. While acting as the chief enrollment officer at Stark State College, I delivered six consecutive semesters of approx. 10% enrollment growth. At San Diego State, I oversaw the creation of the *Casa Aztecas* “success pathways” for first-generation students that dramatically increased Hispanic student persistence. Currently, I manage the Freshman Year Experience program as well as post-class instructor retention initiative which yielded a 90.4% fall-to spring retention rate.

At the UT Arlington, I co-led several capital construction projects from a new residence hall complex to a massive facility remodeling. I guided the construction of a new \$5 million Career Development Center. It includes 5,000 sq. feet of space for expanded programming and staffing, enables a concierge-level experience for visiting employers, implemented a fresh Career Continuum model for students spanning freshman year through alumni status, and set the stage for new business development opportunities with Fortune 500 companies. This Center is the capstone phase of our student success formula in striving to deliver major-related *employment opportunities* to graduating students.

I sponsored the creation of an interdisciplinary Certificate of Cultural Competency at San Diego State. This Certificate helped students *experientially* explore issues of race, culture, values, ideology and faith and develop their capacities to negotiate human differences. It was so well-received that Associated Students Inc. passed a resolution in 2011 recommending all 23 campuses in the California State University System adopt the program.

EDUCATION

Ph.D. - The Union Institute, Cincinnati, OH. Received Doctor of Philosophy in Higher Education Administration, 1996.

Doctoral Fellow - University of Michigan, Ann Arbor, MI. Awarded Dean's Fellowship for pre-doctoral study in Higher Education, 1988-1989.

M.S. - Miami University, Oxford, OH. Received Master of Science in Educational Administration/ College Student Personnel, 1985.

B.A. - Miami University, Oxford, OH. Received Bachelor of Arts in English Literature, 1983.

PROFESSIONAL HISTORY

(2014 -) **Vice President for Student Affairs – *The University of Texas at Arlington.*** Arlington, TX. I serve as chief student affairs officer at the 42,000 student urban research flagship campus in the University of Texas system. Reporting to the President, I provide strategic leadership to 180 professional staff, 400 para-professional staff, and manage a Divisional budget of approximately \$20 million. I report directly to the University's President. I supervise the following departments: Apartment and Residence Life, Campus Recreation, Behavior Intervention Team, Career Development Center, Center for Students in Recovery, Counseling and Psychological Services, Health Center, Institutional Research, Freshman Year Experience, Center for Leadership and Service, Multicultural Affairs, Off-Campus Mavericks, Office for Students with Disabilities, New Student Orientation, Office of International Education, Parent and Family Center, Relationship Violence and Sexual Assault Prevention, Student Conduct, Student Publications, Student Life (Greek Life, Congress, Organizations, Activities, EXCEL Programming Board, etc.), and University Events. I advise the President on all issues related to student success and development. I champion fund-raising efforts for the Division of Student Affairs as well as select projects for the entire University. I oversee student the student critical incident response intervention team, and significant elements of Title IX compliance. I collaborate closely with vice presidents for academic affairs, facilities & operations, development, finance, communications/media relations, human resources, and information technology. I chair or serve on multiple University task forces and planning committees. I spearhead a team that creates business development partnerships with companies and nonprofits in the Dallas-Ft. Worth metroplex. I engage with the Arlington Latino Chamber of Commerce,

Heart of Arlington Neighborhood Association, as well as various alumni affinity groups.

- (2008- 2014) **Associate Vice President for Campus Life – *San Diego State University***. San Diego, CA. Led the subdivision dedicated to student engagement through co-curricular learning, campus involvement, leadership training, diversity education, community standards and service, judicial affairs, learning support. Supervised offices of Student Life & Leadership (activities, organizations, peer educators, commuter student support, Greeks, leadership and service programs), the Intercultural Relations/Cross Cultural Center (including LGBT Resource Area, Women’s Resource Area, African Diaspora, et.al.), Student Rights & Responsibilities, University Ombudsman, and several academic bridge program for Latino commuter students. Shaped student development programming in the Aztec Student Union. Chaired the council of (9) college-based Assistant Deans holding dual appointments in Academic Affairs and Student Affairs. Managed a subdivision budget of \$5 million. Coordinated emergency response through the Critical Incident Management Team. Led strategic planning and assessment efforts for the Campus Life subdivision. Represented the University on numerous non-profit and other corporate boards.
- (2006 – 2008) **Vice President for Student Services and Enrollment Management – *Stark State College***, North Canton, OH. Acted as chief student affairs and enrollment management officer reporting directly to President. Provided senior leadership on enrollment management and student service issues. Fostered 6 consecutive semesters of at or very near 10% enrollment growth for the College during my tenure. Managed Admissions, Advising, Placement Testing, Interfaith Ministry, Orientation, Registration & Records, Financial Aid, Career Services, Student Life, Dean of Students (including judicial affairs), Multicultural Student Affairs, Disability Services.
- (2002 – 2006) **Associate Vice President for Student Affairs – *Florida State University***, Tallahassee, FL. Provided senior support to the Vice President for Student Affairs. Responsible for co-curricular programming, strategic planning and assessment efforts, campus-community initiatives, and constituent relations. Supervised the Career Center, Center for Civic Education and Service, International Student Center, Center for Academic Retention and Enhancement (TRIO/EOP programs) and Research Office.
- (1994 – 2002) **Associate Dean of Student Affairs – *University of Cincinnati at Blue Ash***. Supervised Counseling, Multicultural Affairs, Career Development, Student Health Clinic, Orientation, Student Activities, Admissions, Financial Aid.
- (1990 - 1994) **Registrar - *The Union Institute & University***, Cincinnati, OH.
- (1989 - 1990) **Program Coordinator - *Wayne State University***, Detroit, MI.
- (1988 - 1989) **Doctoral Fellow - *University of Michigan***. Ann Arbor, MI.
- (1985 - 1988) **Admissions Counselor - *Xavier University***. Cincinnati, OH.

UNIVERSITY TEACHING

Undergraduate courses:

Exploring Leadership
Enacting Leadership
Freshman Year Experience
Ethics & Decision Making

Graduate courses:

History of Higher Education
Introduction to Student Affairs
Qualitative Research Methods

Doctoral Committes:

Chaired and/or served

AUTHORSHIP/CREATIVE ENDEAVORS (selected works)

Books:

Generations Lost: Popular Culture and Youth in Crisis. Published by Puff Adder Books: Colchester, Essex (United Kingdom). May, 2001. Reprinted, by arrangement, in the United States by WCP: Lincoln, NE. March, 2002.

Adult Students 'At-Risk': Culture Bias in Higher Education. Critical Studies in Education Series. Westport (CT): Bergin & Garvey. August, 1997.

Articles:

A Universe of Leadership Opportunities. @*State*. San Diego State University magazine. January/February issue, 2010.

My Fabulous Freshmen. *Journal of College and Character*. June issue, 2004.

The Conscientious Fraternity. *Journal of College and Character*. January, 2004.

Academic Honesty and the Millennials. *Academic Leadership*. Peer-reviewed, on-line higher education journal. v. 2, n. 1, Spring 2002.

Colleges Could See Increased Violence. *The Community Press of Greater Cincinnati*. Wards Corner (OH). August 18, 1999. A4.

Preparing for the Moment When a Student's Rage Turns to Violence. *The Chronicle of Higher Education*. August 13, 1999. V. xlv, n. 49. B7.

Students Run Risk with Credit Card Debt. *The Cincinnati Post*. Guest Editorial. November 20, 1997. p.19a.

Culture, Theory, and Leadership. *Black Issues in Higher Education*. v. 12, n.2, March 23, 1995. p. 108.

Mass Opportunity and the GI Bill. *Proceedings: The End of the Second World War and Its Aftermath*. Los Alamos Historical Society: Los Alamos, NM. August, 1995. 68-94.

The State of our College Student Personnel Programs. *EDL Quarterly*. School of Education; Miami University, Oxford, OH. Winter, 1984. 27-29.

Editing:

Associate Editor – Invited to serve as associate editor on the *Journal of College and Character*, the peer-reviewed online magazine of the Institute for College Student Values. College of Education, Florida State University, 2003 - 2005.

Media:

In 2015-16, I launched the first-ever “UT Arlington Student Affairs Channel” on *YouTube* to promote awareness of student engagement and successes. (See the following site): <https://www.youtube.com/channel/UCNbnX8VeuOwOAqobDvgwEmA>.

Scripted the following film shorts:

“Next Generation Initiatives- Call to Action”

“Expressions in Leadership”

“Welcome Back to Spring 2016 ”

“The Maverick Student Experience – Trailer”

Film (screenwriting):

The Stranger. Film short. San Diego State University, Television/Film/Media Studies. Directed by David Ledwith. May, 2013.

To Die...and Live Again. Film short. San Diego State University, Television/Film/Media Studies. Directed by Amber Neukum. April, 2012.

PROFESSIONAL PRESENTATIONS

Creativity and Leadership – Closing keynote at the 1st annual “*Expressions in Leadership*” conference sponsored by the University of Texas at Arlington. March 26, 2016.

The Changing of the Guard: The Generational Transition of the Chief Student Affairs Officer. One of three panelists featured in a profiling of leadership differences among different cohorts of CSAOs. National Association of Student Personnel Administrators (NASPA) annual conference. New Orleans, LA. March 19, 2015.

Conversation with Global Journalist, Kaushal Patel – Moderated a session for former CNN Asia Bureau chief, documentary filmmaker, and ABC Channel 10 San Diego news anchor, Kaushal Patel, 4th Annual Leadership Summit at San Diego State University. February 13, 2013.

Leaders of a Different Kind: The 4th Annual Leadership Summit at San Diego State University, February 13, 2013.

Campus Culture and Making an Impact – Keynote speaker at the 3rd annual Cultural Competency Graduation ceremony at San Diego State. April 26, 2012.

Leading with Soul – Keynote speaker at the 11th annual Revolution Leadership Retreat. Altamonte Springs, Florida. April 21, 2012.

The ‘Spirit’ of Leadership – keynote speaker at the *Leadership & Diversity Summit*. San Diego State University. February 18, 2012.

Cultural Competency for Generation “Y” – *Western Regional National Association of Student Personnel Administrators Conference*. San Diego, California. October 24, 2011.

Leadership & Cultural Competency – *Leadership Educators’ Institute*. National Association of Student Personnel Administrators. Orlando, Florida. December 6, 2010.

Leading with Values in Trying Times – 2nd *annual Leadership Summit*. San Diego State University. November 12-13, 2010.

‘Good’ Leaders Wanted – 1st *annual Leadership Summit*. San Diego State University. February 27, 2010.

Finding Your Place on Campus: FSUnited & Community – 16th *Annual Institute on College Student Values*. Tallahassee, FL. February 3, 2006.

College Student Spirituality and Campus Trends: A Senior Student Affairs Officer Roundtable – 14th *Annual Institute on College Student Values*. Tallahassee, FL. February 6, 2004.

‘Teens In Crisis’ Interview – Interviewed live on “19 in the Morning Show” (Fox Network affiliate in Cincinnati, OH) as expert author on how teens and parents can resist the negative influences of popular culture. Discussed latest research in field as covered in my book, *Generations Lost*. October 22, 2002.

Publishing Your Professional Writings: Ideas and Insights - Ohio College Personnel Association (OCPA) conference in Columbus, OH. October, 1998.

National Conference on ‘Community’ - Panelist presenter on a live satellite conference sponsored by the National Endowment for the Humanities titled “Exploring America’s Communities: In Quest of Common Ground.” October, 1995.

Social History of Higher Education - Presented paper entitled “Mass Opportunity and the GI Bill” at the *End of the Second World War and It’s Aftermath* conference. Los Alamos, New Mexico. August, 1995.

FUND-RAISING MILESTONES

Sealed a \$10,000 gift from Wells Fargo Bank to sponsor annual Parent Weekend at UT-Arlington. September, 2016.

Co-secured a \$75,000 gift from Bell Helicopter Inc. for Career Development Center at the University of Texas at Arlington, May, 2016.

Co-negotiated a \$100,000 gift from Texas Trust Credit Union to name an interview room suite in the Career Development Center at the UT- Arlington. April 2016.

Wrote proposal that received a \$25,000 award from Wells Fargo Bank to support the student Emergency Assistance Fund that I established at the University of Texas at Arlington. December 2015.

Partnered with Arlington Independent School District on a “Six Flags Over Texas” fund-raising event that generated close to \$10,000 in revenue for the UTA student Emergency Assistance Fund during the first two years of existence (2015, 2016).

Secured a \$700,000 naming-rights gift for the Jeff Glazer Center for Leadership and Community Service at San Diego State University.

Brokered a perpetual, escalating revenue-sharing stream from the autonomous Associated Students, Inc. at San Diego State to cover the costs of three salary lines of staff in my Office of Student Life & Leadership at San Diego State. The first two years of this agreement brought in \$310,000. (2012, 2013, 2014).

Negotiated an in-kind gift of \$1,012,000 from Associated Students Inc. in securing build-out costs, furnishing and equipment for 7,200 square feet of dedicated student space for a Leadership & Service Center and Cross Cultural Center in the Conrad Prebyz Aztec Student Union at San Diego State. 2011.

Partnered with Pepsi Cola Corporation to support the *Quest for the Best Student Excellence* awards at San Diego State. Pepsi committed to a five-year, \$60,000 level of support for this prestigious event. 2009-2014.

Received a \$15,000 year gift from Aramark Corporation to sponsor food services for the 16th annual *2006 Institute on College Student Values* at Florida State University. February 2006.

While serving on the Advisory Board of the Career Center at FSU, I co-led a team that secured a \$700,000 gift from Anheuser-Busch that provided base funds for a Student Success Center.

Strategic Enrollment Management Grant – University of Cincinnati Foundation, Fall, 1997. \$25,000.

BOARDS/SERVICE/HONORS/

Texas Council of Chief Student Affairs Officers (TCCSAO). Member. Chief student affairs officers’ board for the larger University of Texas System. 2014 - present.

President, Board of Directors for *Break the Silence*, a 503c nonprofit corporation based in San Diego, CA. BTS is committed to fighting domestic abuse and promoting healthy relationships through community education programming. March, 2013 to June 2014.

2012 Excellence in Student Development Award. San Diego State University for the *Leadership & Diversity Summit*.

2010 Excellence in Student Development Award. San Diego State University, Division of Student Affairs. Recognized for the 1st Annual *Leadership Summit*.

2010 “Professor of the Year” Award from united Greek Council, San Diego State.

President’s Business Council – I served as the senior representative from Stark State College on the Alliance (OH) Area Community Advisory Board to help business leaders identify workforce development education and training for employees. 2006-2008.

Director. 16th Annual *Institute on College Student Values*. Tallahassee, FL. 2005-06.

Quality Enhancement Plan Executive Committee. Nominated by the University President to be the senior Student Affairs representative on this Cabinet-level task force prior to the 10-year re-accreditation cycle by the Southern Association of Colleges and Schools. Florida State University, 2004-05.

Omicron Delta Kappa Leadership Honorary Society – Honorary inductee, Florida State University, March, 2006.

Mortarboard Honor Society – Honorary inductee, Florida State University, March, 2005.

Golden Key International Honor Society – Honorary inductee. Florida State University chapter, October, 2003.

Just Community Initiative – Invited by founder of the “Just Community” movement, Dr. Mitchel Livingston, to chair a University of Cincinnati team that authored the organizing principles/core values for a “just” learning community, 1997.

National Association of Student Personnel Administrators. 1985 – present.

REFERENCES

Furnished upon requested