

Dr. William J. Ehmann

Hanover, NH

EDUCATION

University of Notre Dame Mendoza College of Business

Executive Certificate (2016) Transformational Non-Profit Leadership

Shared governance, finance, fundraising, board relations, social media

Utah State University Ph.D. in Biology (1994)

Major in Ecology; Phi Kappa Phi

“The organization of shrub-steppe spider assemblages: a hierarchical evaluation of deterministic and stochastic influences”

Brown University Sc.M. in Geological Sciences

Major in Planetary Geology; NASA Research Assistantship

University of Notre Dame B.S. in Earth Sciences

Major in Geology; Rev. Alexander M. Kirsch, C.S.C. Award

ACADEMIC MILESTONES

2009 Professor of Biology, Mercy College (NY)

2000 Associate Professor of Biology (first tenure), Drake University (IA)

1994 Assistant Professor of Environmental Science, Trinity Washington University (DC)

LEADERSHIP DEVELOPMENT

American Conference of Academic Deans

American Council on Education

American Management Association

CASE Advancement for Academic Leaders

Chronicle of Higher Education Executive Leadership Forum, 2008

Ignatian Colleagues Program (18-month national program, Cohort 8)

Magis National Retreat, 2016

National Science Foundation Faculty Institutes for Reforming Science Teaching (FIRST-2)

Project Kaleidoscope, Class of 1996, Faculty for the 21st Century (now “AAC&U LEAP”)

Robert Wood Johnson Foundation Leadership Network

Witt Kieffer Executive Leadership Development (Hogan Assessment and mentoring)

EXPERIENCE

Higher Education Consultant

September 2021 – present

Working with Interim President and Provost on improving shared governance at well-established private Midwestern university, including preparations for an HLC accreditation report and revisions of the faculty manual. Serving college-bound students and their families, I also offer my enrollment management experience as a mentor through a national, private network “Linkstory.” Manuscript reviewer for an online education journal.

Steward, Go America Go Beverages, Quechee, VT

September 2021 – present

Helped launch and co-manage a start-up business for a national beverage company in an historic neighborhood. In just four months, a team that I helped manage doubled annual state-wide bottle sales and exceeded revenue targets several-fold, helping the company become the category leader in ultra-premium rye. Cited as a top employee for adaptability, positive communication, and demonstrating an entrepreneurial spirit. Hands-on appreciation for licensing, the customer experience, B2B partnerships, and geo-marketing.

Provost and Vice President for Academic Affairs, Hartwick College, Oneonta, NY

July 2019 - October 2020

Chief Academic Officer supervising five leadership staff, supporting 103 FT faculty and approximately 45 part-time faculty, and 41 divisional staff. Responsible for managing \$17M base budget and building a \$9M project budget for institutional innovation, approved from the quasi-endowment.

Shared Governance

Collaborated with the Chair of the Faculty Senate and Faculty Council on a top-to-bottom review of the Faculty Manual. Advocated for clearer understandings about how advising and mentoring are recognized in performance reviews. Supported temporary transfer of some chair responsibilities to my staff (by faculty request) during faculty transitions. Negotiated many COVID related issues with faculty leadership.

Academic Excellence and Assessment

Supported faculty initiatives to revise general education with new learning outcomes and then built out pathways to achieve them (approved in just four meetings). Working with a faculty champion, implemented new guided pathways software showcasing over 500 student journeys to inform advising and mentoring work. Used faculty and department chair planning documents to drive new resource allocations supporting undergraduate research, “nesting” spaces for students and clubs, and more administrative, lab, and studio support. Supported faculty initiative to explore virtual international education experiences. Funded travel of team of department chairs for professional development inclusive of fostering excellence among pre-tenure and adjunct faculty. Took student evaluations paperless with options for customized questions to improve our assessments of student learning.

Diversity, Equity & Inclusion

Revised tenure-track faculty search process including use of implicit bias training - all 12 of our top candidates accepted offers and 9 likely identify as underrepresented on our campus. Recognized long standing inequities in staff work environments and prioritized funding for refreshed and expanded spaces to assure performance, confidentiality, and dignity. My team members completed research on stipends, releases, adjunct pay, and overloads and worked closely with faculty leaders to create simpler, more equitable compensation schedules.

Enrollment Management

Hired to lead a campus-wide enrollment initiative based on student and market data with a theme of “belonging.” Faculty collaborators completely revised our general education program and we created a new division focused on student success via alumni engagement. Advanced a “three people who love you” campaign to foster inclusion and belonging for first year students. Working with department chairs, raised fall-to-spring retention to highest levels in 4 years, and even with COVID, the College achieved 99% of our enrollment goals for fall 2020.

Applied Learning, Career Focus, and Collaboration

Responsible for collaborations with donors, faculty, and off-campus partners specific to a Center for Innovation (hired founding director), a campus maker space, a 2-D and 3-D fabrication lab for the arts, and an advanced nursing simulation lab expansion. Supported development of an on-campus Food & Beverage start-up, engaging students in a successful quality assurance lab that gained national customers and led to a downtown expansion with seed money from the Mayor’s Office. Redesigned our Career Center to leverage alumni collaborations for internships, summer job placements, and mentoring. Partnered with Kaya global learning platform to offer innovative online international experiences during and after COVID. Established collaboration for strategic marketing of online courses that provided a new revenue stream.

Development and Communications

Lead contact for 5- and 6-figure annual fund and major gift donor relationships that funded design and maker spaces and simulation labs, including oversight of construction. Secured funding to expand the Writing Center and create a parallel Quantitative Literacy Center including professional staff and peer tutors. Prepared a \$9M case statement for college overhaul approved by president and board, which became the basis for a new \$35M capital campaign. Worked with individual faculty to chart their engagement with externally sponsored research. Adopted a shared services model for administrative staff and adopted a decentralized, project management approach for several IT solutions as part of continuous improvement.

Provost and Vice President for Academic Affairs and Enrollment Management, Professor of Biology, Marymount University, Arlington, VA

May 2017-September 2018

Managed Academic Affairs, Enrollment Management, Information Technology; eight senior staff including CIO and Registrar, 150 staff, 4 deans and a University Librarian, 170 FT faculty and approximately 125 part-time faculty, opened a new academic building housing new cybersecurity center, art gallery, and business programs, oversaw \$35M budget. Supervised the AVP for Institutional Effectiveness, the Chief Information Officer, and the AVP for Enrollment Management in ways that broke down former silos.

Worked closely with faculty on securing Council for Interior Design Accreditation (CIDA) for both undergraduate and graduate degree programs. Hired 15 new tenure-track faculty, two new school deans, and a new University Librarian. Commissioned team to map resources and improvement opportunities among the Center for Teaching and Learning, IT, and Library and Learning Services. To expand transfer enrollment and reduce the effects of income disparities, launched an online student planner tool and a guaranteed transfer agreement with Northern Virginia Community College (NVCC) the 15th largest and 9th most diverse community college in the U.S., saving each student 13-15 credits. Oversaw rebalancing of financial aid packaging with Ruffalo Noel Levitz. Reshaped graduate enrollment team, promoted talent within the organization, and secured premium space in a new academic building, beating enrollment targets.

Expanded international partnerships to accommodate increased student demand for experiential education. Supported a P3 residential development for graduate students, adjacent to our new academic center and a suite of program-aligned employers. Launched first-to-market Cybersecurity doctoral program in Ballston Tech Corridor near the Pentagon, featuring seamless high school to Ph.D. pathway. Led SACSCOC accreditation report including implementation of Quality Improvement Plan (QIP) “Empowering Students for Service” that strengthened co-curricular learning. Supported initiatives to transcript co-curricular and extra-curricular student work (and expand stackable micro-credentials) to enhance employability.

Associate Provost for Programs and Planning and Professor of Biology (later invited to return as Interim Associate Provost for Faculty Affairs), Mercy College, Dobbs Ferry, NY 2009-2012 and 2016-2017

In first service, led university-level strategic planning for quality academics to serve first-generation, minority student success, liaised with New York State Education Department, and assisted with globalization initiatives including a successful Luce/ACE “At Home in the World” application. Served as lead for professional standards and institutional effectiveness. Responsible for Middle States decennial accreditation review; co-chaired teams for mission, integrity and institutional assessment standards. Assessed undergraduate, graduate, and online program mix with 10-year horizon. Close work with the provost and deans on faculty hiring and promotion and tenure reviews. Supervised the Center for Academic Excellence, the director for the Office of Teaching Excellence and Engaged Learning. Cultivated learning technology partnership with IBM-Watson based on early assessments of improved learning among ALANA and other student groups. Secured program accreditations from ACOTE, ARC-PA, CAPTE, CSWE, CCNE, and CAEP. Built new programs in International Relations and Diplomacy, Communication Studies/Public Relations, Exercise Science, Music Industry and Technology, Computer Arts & Design, Entrepreneurship, and BA/MBA dual degree.

Assisted in the development of “PACT” mentorship program recognized by The White House. Responsible for all College Opportunity Programs (Upward Bound, SSSP, McNair, STEP, CSTEP, HEOP), Testing Center, Disabilities Services, Transfer Students. Teams I worked with reversed enrollment declines to record highs (adding 1152 total students in 2 years) and identified operational efficiencies to average \$30M in annual additions to unrestricted reserves from \$90M in revenues. PI for \$2.6M U.S. Department of Education Title V “Promoting Post-baccalaureate Opportunities for Hispanic Americans” grant advancing Hispanic graduate students in health and education, raising persistence from 79% to 88% in two years and completion to 99% of credits attempted.

Associate Provost for Research and Graduate Education, Seattle University, Seattle, WA

2012-2016

Directly supported program directors, chairs, and deans, who advanced an agenda for academic excellence including launch of seven new graduate programs, most involving hybrid and online pedagogies (Business Analytics, Social Work, Systems Engineering, Educating Non-native English Speakers, Literacy, Relationship and Pastoral Therapy, and D. Min.) and over a dozen certificates including Internal Audit, Health Care Management, and Acute Care Nurse Practitioner. Worked closely with senior faculty on our first research doctorate proposal in Criminal Justice, our Psy.D., and market research for three new satellite campuses. Co-PI for \$2.2M NSF ADVANCE grant with Dr. Jodi O'Brien (Increasing the Participation and Advancement of Women in Academic Science and Engineering Careers Program (since renewed). Helped increase new graduate headcounts 23% in one year, and achieve a 93% fall-to-fall undergraduate retention rate. Led Ashoka U. "changemaker" consortium application process for teaching resilience and social innovation. Coordinated all university wide centers and institutes including signature programs in diversity and inclusive excellence, environmental sustainability, social justice, community engagement, and career education.

Associate Dean, Center for Distance Learning, Empire State College (SUNY); initially hired as Executive Assistant to the President, Saratoga Springs, NY

2006-2009

Oversight of course and program development in STEM, health and business for the college's largest unit, delivering over 125,000 online credits annually to adult learners and rising to the 4th largest SUNY. Led experiential and connective learning initiatives in citizen science, service learning and community engagement. Mentored center faculty and staff professional development in a CAEL best practice and military-friendly division. As a direct report to the president, led strategic plan implementation across 35 satellite campuses and for 37 objectives including creation of a public accountability website for \$5M of budget allocations. Negotiated partnerships with labor, corrections professionals, SUNY community colleges, and high needs school districts.

Executive Director, Sigurd Olson Environmental Institute (SOEI), Associate Professor of Ecology, Northland College, Ashland, WI

2004-2005

Served the President as one of two lead academic officers for 700 students and 50 FTE faculty, lead for five advisory boards and close work with trustees on Marketing Committee. Supervised high-impact practices supporting liberal arts, all-ages outreach and technical expertise on regional and bi-national environmental issues. Stewarded over 40 funded community, tribal and governmental partnerships, successfully solicited six-figure major gifts, support for annual fund, and planned giving including travel to donors with the President. Created new, experiential service learning program supported by establishment of the College's first endowed chair. Co-chair of national VP Advancement search. Contributed to HLC accreditation projects. National Co-sponsor for the 40th Anniversary of the Wilderness Act celebration at the National Press Club.

Assistant to the Provost & Vice-President for Academic Affairs, Associate Professor of Biology, Plattsburgh State University (SUNY), Plattsburgh, NY

2000-2004

With others, advanced a new place-based educational ethos that raised our market position – we became the fastest-growing SUNY in 2005. Supported Technology Assistance Center for growing small businesses and improved the campus climate as inaugural member of Provost's Task Force as we launched the Center for Diversity, Pluralism, and Inclusion. As Director of the Center for Earth and Environmental Science, supervised the second-largest unit in Arts & Sciences including undergraduate departments of environmental science, geology, urban/natural resources planning, a SeaGrant-funded research institute on Lake Champlain, a residential program focused on agricultural and watershed science, a 3+2 engineering program, and select master's programs.

Founding Director, Environmental Science and Policy Program, Associate Professor of Biology, Drake University, Des Moines, IA

1997-2000

Building on successful women's studies models, achieved unanimous approval of Chairs for a novel undergraduate liberal arts environmental program (28 new courses) emphasizing interdisciplinary connections between science,

policy, place, and ethics. Recruited 65 new undergraduate students for the program in 18 months, tripling university goals. Assisted with the formation of some of the first learning communities nationally and early learning outcomes assessment. Developed co-curricular research partnership with U.S. Fish and Wildlife Service.

Founding Program Chair, Environmental Science, Assistant Professor of Environmental Science, Trinity Washington University (formerly Trinity College), Washington, DC 1994-1997

Established a niche environmental science program (15 new courses) for a diverse audience of urban women, defined by student-centered advising and high-impact educational practices. Led regional and cross-country STEM experiential learning communities, participated in women and minorities mentoring programs including Keck Foundation workshop. Part of NSF-funded “FIRST II” national cohort using mixed-methods assessments of high-impact learning practices. Chosen as Junior “Blue” Class advisor.

REPRESENTATIVE PROFESSIONAL ENGAGEMENTS

American Arachnological Society (published in society journal, manuscript reviewer)
American Association of University Women (grant reviewer for degree attainment)
Center for the Study of Canada (affiliate)
Ecological Society of America (presenter, author, list contributor, paper and poster judge)
Educational Advisory Board (interviewee for multiple custom research reports)
Faculty Senator, Plattsburgh State University (elected)
Lake Champlain Research Institute Executive Committee (board member, research affiliate)
National Council of University Research Administrators
National Science Foundation (PI on FMSL planning grant, reviewer Informal Science Education grants, ACERE conference on bio-complexity research, Keck Foundation Women and Minority Recruitment and Retention Study workshop, Women in Science workshop, reviewer Graduate Research Fellowship Program)
Phi Kappa Phi (Chapter #263 President, chaired graduate scholarship committee)
Sigma Xi (research grant awardee, advanced to full member)
Society for Applied Learning Technology

SELECTED GRANTS

\$2.3M awarded - NSF ADVANCE: Increasing the Participation and Advancement of Women in Academic Science and Engineering Careers “What Counts as Success? Recognizing and Rewarding Women Faculty’s Differential Contributions in a Comprehensive Liberal Arts University” (co-principal investigator with Dr. Jodi O’Brien, Seattle University).

\$3.7 awarded - U.S. Department of Education, Title V STEM FY12-16 “Step up to STEM” partnership program with Borough of Manhattan Community College and IBM (organized Mercy College team, led ideation).

\$2.6M awarded - U.S. Department of Education, Title V Part B Promoting Post-baccalaureate Opportunities for Hispanic Americans (PPOHA) FY09-14 “Graduate PACT” (PI, Mercy College).

\$2.9M awarded - U.S. Department of Education, Title V Part A Developing Hispanic-Serving Institutions program FY08-12 “Strengthening the Teaching Environment at Mercy College” (not involved in ideation or submission but was science lab renovation activity coordinator for \$500K project in final phase of grant).