

Laura L. Douglas
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Doctor of Philosophy in Higher Education, 2005, Center for the Study of Higher and Postsecondary Education, School of Education, University of Michigan, Ann Arbor, Michigan. Dissertation Title: A Grounded Theory of How Community College Trustees Mediate Between Internal and External Environments. Dissertation Chair: Dr. Richard Alfred.

Master of Arts in Higher Education, 2001, Center for the Study of Higher and Postsecondary Education, School of Education, University of Michigan, Ann Arbor, Michigan.

Master of Arts in International Administration, 1990, School for International Training, Brattleboro, Vermont.

Bachelor of Arts in Social Welfare, 1982, University of Southern Maine, Portland, Maine.

Semester Abroad, 1980, Mexico.

Languages: Conversant in Spanish and Japanese

Professional Experience

Provost, Des Moines Area Community College (DMACC)—Urban Campus, Des Moines, Iowa, November 2005 to June 2017. The Urban Campus serves the metropolitan area of Des Moines and is the second largest of six campuses of Des Moines Area Community College (5,500 students).

- Served as the Chief Administrative Officer of the campus and was responsible for meeting the needs of the community including the campus community of students, faculty and staff.
- Provided executive leadership for all aspects of the campus operation including instructional programs, learning resources, student services, continuing education, assessment, special accreditations, continuous improvement (including AQIP for the North Central Association), information technology, security, safety, staffing, advancement, three major grant programs (TRIO Student Support Services, TRIO Upward Bound, YouthBuild), community relations, marketing, plan and budget, fundraising, and the college's Center for Working Families. The Center for Working Families serves over 4,000 clients per year with job training, job coaching, financial literacy, computer training, youth employment programming, and a variety of additional employment services.
- Worked closely with community businesses and educational leaders to address community needs.
- Served as a member of the DMACC leadership team to develop and implement district-wide policies, procedures, and services to address the needs of the college.
- Administered personnel policies and procedures including collective bargaining agreements, EEO/AA plan, employee development, and the Quality Faculty Plan.
- Maintained active contact and serves as the college liaison with area educational administrators and teachers, Iowa universities and colleges, community members and local businesses and service organizations.
- Developed, recommended for approval, and managed the campus budget. Participated in college-wide strategic planning and led the Urban Campus in environmental scanning and developing campus and departmental plans that aligned with the college' strategic goals.
- Worked in conjunction with the DMACC Foundation, grants office, community partners, and other academic leaders to secure scholarships and grants that meet the needs of individual campuses and the institution.

Notable accomplishments included:

- ✓ Established new programs in Surgical Technology, Interpretation & Translation, Network Security Management, Heritage Spanish, Environmental Science, and Informatics.
- ✓ Expanded the campus' English as a Second Language (ESL) program to 7 levels of non-credit and 2 levels of credit ESL, transitioned high school equivalency program from GED to HSED. Partnered with the United Way of Central Iowa to provide career coaching to ESL and HSED students and currently working on a multi-million investment to expand HSED programming in Central Iowa. Partnered with Wells Fargo to expand ESL programming.
- ✓ Increased credit minority student enrollment from 23% in 2005 to 43% in 2015. Increased full-time minority employees to over 30%.
- ✓ Grew enrollment and retention by implementing a variety of high impact practices including family nights for special populations, FAFSA Fridays, new student orientations, college experience course, proactive academic and financial advising, learning communities, bridge programming, youth programs, expanded tutoring/peer tutoring, and internships.
- ✓ Grew the online, web-blended, and web-enhanced offerings at the Urban Campus.
- ✓ Selected as one of ten colleges in the U.S. to participate in the Building Community Partnerships to Serve Immigrant Workers in conjunction with Ethnic Minorities of Burma Advocacy and Resource Center (EMBARC), a refugee-serving organization in Iowa. This initiative provides grant funding from the Annie E. Casey Foundation and research support from the Aspen Institute's Workforce Strategies Initiative to address workforce development needs of immigrants and immigrant workers.
- ✓ Supported campus faculty in the start-up of Iowa's first and now annual Teaching and Learning Conference, launched at the Urban Campus in 2013 with 175 attendees.
- ✓ Partnered with the Iowa Division of Latino Affairs to offer the Iowa Interpreter Program and establish a list of qualified Spanish-English interpreters for Iowa.
- ✓ Established an articulation program between DMACC and Grinnell College which is Grinnell's first and only articulation agreement with a community college.
- ✓ Developed articulation agreements between DMACC and Iowa colleges and universities in general studies, business, environmental science, interpretation & translation, human services, and health care administration.
- ✓ Developed annual exchange program and agreement for additional student and faculty exchanges with Universidad Autónoma de Nuevo León.
- ✓ Expanded and/or remodeled campus instructional space and entire buildings including health science space, health science simulation center, classrooms, laboratories, computing space, the bookstore, student services, the library, a center for literacy, the Academic Achievement Center, testing center, social space, the campus café and landscaping.
- ✓ Implemented campus plan to reduce energy and water costs that included scheduling efficiencies, an automated building heating/cooling system, print management software, and a shift to a natural prairie planting landscape.
- ✓ Became the first Iowa community college campus to have a Subway Restaurant.
- ✓ Led the Urban Campus to win the college's first continuous improvement award for gains in institutional effectiveness.

Vice President for Instructional and Student Services, Randolph Community College (RCC), Asheboro, North Carolina, July 2001 to October 2005. RCC served 13,000 students annually and approximately 3,000 FTE in both credit and non-credit programs. The campus included one main campus, a branch campus, an Emergency Services Training Center, and provided classes at an additional 85 sites throughout the county of 130,000 residents.

- Provided executive leadership for the development, management, assessment, and quality improvement of the College's instructional programs and student services including credit and non-credit programs; basic skills/developmental education; workforce development; business and industry services, continuing education; student support services (TRIO); the virtual college; the library, the Center for Teaching Excellence, enrollment management, financial aid, student activities, and counseling.
- Directly supervised the Dean of Curriculum Programs, the Dean of Student Services, the Dean of Extension Programs, the Dean of Basic Skills, the Dean of Business and Industry, the Director of Library Services, the Director of Distance Education, the Director of the Archdale Campus, an internal auditor, and one administrative assistant.
- Oversaw instruction and services at one main campus, one branch campus, an off-campus center, and a full-service Emergency Services Training Center to train law enforcement officers, prison guards, firefighters, Emergency Medical Technicians, security personnel.
- In conjunction with faculty and staff developed the annual plan and \$8 million budget for instructional and student services.
- Established and maintained relationships with local K-12 school systems, the Economic Development Corporation for Randolph County, the Asheboro/Randolph Chamber of Commerce, local healthcare providers, workforce development agencies, social service agencies, and business and industry groups.
- Served as Chief Academic Officer of the Institution.
- Served as the College Liaison to the Southern Association of Colleges and Universities (SACS) and led the College's reaccreditation process.

Notable accomplishments included:

- ✓ Increased Full Time Equivalent (FTE) enrollment by 25% in three years.
- ✓ Established new programs in Radiologic Technology, Biotechnology, Global Logistics, Phlebotomy, Lateral Entry Teaching, Teaching Assistant, etc.
- ✓ Raised funds from the Kate B. Reynolds Charitable Trust to develop the facility, purchase equipment and supplies, and fund the first year of operation of the Radiologic Technology program; from the Duke Endowment Program to fund a new Business Development Center at the college; and from the Rural Internet Access Authority to fund digital literacy training to displaced workers.
- ✓ Fostered the development of online programs to account for over 10% of credit programs FTE, and over 35% of non-credit FTE, ranking the College in the top ten of online-generated FTE in the 58 North Carolina community college system.
- ✓ Led the College in achieving all performance measures set forth by the North Carolina Community College System (was one of 7 of the 58 North Carolina Community Colleges that earned this honor in 2004).
- ✓ Led the development of a Success Center to serve the various needs of students from pre-enrollment to goal achievement and beyond.
- ✓ Partnered with Asheboro Schools to design an early college program to help high school students stay in school and earn both a high school diploma and a college degree. Received \$500,000 grant from the Bill and Melinda Gates Foundation to launch and fund the program.

Adjunct Faculty, Ottawa University, Summer 2001, Kuala Lumpur, Malaysia. Taught two courses for Business Administration students. One class was *Proseminar*, an introductory course in liberal arts where emphasis is placed on critical thinking in adult development and self-assessment. The other class was *Business Communication*.

Planner for the Office of Planning and Governance, Washtenaw Community College, Ann Arbor, Michigan, September 1997 to August 1998 (part-time, 20 hours per week).

- Developed an annual plan and budget process for a team-based model of management with the College's plan and budget team.
- Developed an institutional model and year-long plan for faculty and staff professional development that was approved by trustees and awarded a \$2 million budget.
- Coordinated reports for the Board of Trustees on campus team activities, institutional projects, millage initiatives, and technology strategy.
- Assisted campus deans and college-wide teams develop a plan for the successful completion of the college's North Central Association (NCA) of Colleges and Schools re-accreditation.
- Served on the Plan & Budget Team, Assessment Team, Diversity Team, Accreditation Team, the Professional Development Team, and was a member of the college's Think Tank.

Consultant for the Executive MBA for Health Care Professionals Program, Barney School of Business, University of Hartford, Hartford, Connecticut, April to August 1997.

- Hired by the Dean of the Barney School of Business to recruit the program's first class within a five month time frame.
- Fostered external relations with advisory board members, hospitals, pharmaceutical companies, insurance companies, managed care organizations, etc.
- Successfully designed and coordinated the marketing plan, including materials, direct mail, web site design, recruitment events, advertising, and press coverage that brought in over 500 leads.
- Single-handedly recruited a full, incoming class of 20 students (physicians, dentists, insurance company executives, and pharmaceutical sales people) in four months.

Campus Dean and Head of Campus, Sullivan County Community College—Toyama, Japan Campus (State University of New York System), March 1994 to March 1997.

- Responsible for the administration of all aspects of the Sullivan County Community College, Japan Campus.
- Led the development and/or revision of the curriculum for the Intensive English Program, the Business Administration Program, the Liberal Arts Program, and the Japan Studies Program.
- Selected, supervised, and evaluated all full-time, part-time, instructional, and student service staff within a collective bargaining environment. Campus employees were diverse, representing the United States, Japan, Canada, New Zealand, and Australia.
- Supervised all campus facilities including student housing, the library, classrooms, labs, and recreational spaces.
- Actively participated in recruitment activities and supervised the admissions process to ensure that yearly enrollment goals were achieved. Was responsible for the retention of students and under my leadership attained an 80% graduation rate.
- Managed the financial aspect of the college including the instructional and administrative budget, financial planning, and employee salaries and benefits.
- Supervised campus assessment as it related to curriculum, instruction, retention, student affairs, student transfer, and accrediting agency (Middle States Association) reporting which led to re-accreditation.
- Taught interdisciplinary seminars to American students in the Japan Studies Program.
- Represented the campus to professional associations and national, prefectural and municipal government bodies. Actively participated in the Association of American Colleges and Universities in Japan (AACUJ) to promote the reputation and success of American institutions of higher education

in Japan. Was the liaison in the sister-city relationship between the town of Kosugi and Sullivan County of New York to foster economic development and cultural exchange.

- Co-authored and implemented a grant that was awarded by the Japanese Ministry of Education to promote innovative English teaching and learning methods in Toyama high schools.

International Coordinator, Teikyo Post University (now Post University), Waterbury, Connecticut. July 1990 to March 1994.

- Hired to lead the college through an international transition after the college affiliated with Teikyo University of Japan and committed to enrolling significant numbers of Japanese students.
- Coordinated with the president, vice-president and deans to ensure a successful relationship Teikyo University. Served as liaison to Teikyo University on issues related to recruitment, admissions, accreditation, student affairs, and academic advising.
- Worked directly with Admissions and Public Relations to put forth a consistent presentation of the institution's image throughout the University's marketing plan and all public relations campaigns.
- Identified university needs related to campus internationalization and successfully trained the campus community in international marketing, global service and intercultural communication.
- Developed and implemented programs to recruit, orient, and retain international students.
- Developed study abroad programs in Japan, England, The Netherlands and Germany that annually sent 30 to 40 students for one or two college semesters abroad.
- Was a member of the following committees: Strategic Planning, Diversity, Student Services, Professional Development, Accreditation (NEASC) and Study Abroad.

Project Manager, Lex America, Belmont Massachusetts. November 1986 to April 1990.

- Responsible for international program design, start-up and management of an organization that offered foreign language training and study abroad programs between Japan, Korea, and the United States.
- Supervised the marketing, advertising, financial and public relations functions of the organization.
- Served as liaison between sister organizations in Japan and Korea, the Japanese Consulate, public and private high schools, and national organizations that promote international exchange.
- Developed and implemented a systematic cultural orientation program for individuals who planned to live abroad, a cross-cultural leadership program for educators and intercultural workshops for people of all ages.

Project Consultant, Japan Sotoshu Relief Committee, Thailand. January 1986 to August 1986.

- Developed needs assessments, project designs and evaluations for international community projects, specifically a mobile library project to serve 270,000 Cambodian refugees living within Thailand.
- Provided community development and managerial training for Japanese, Thai and Cambodian Staff.
- Coordinated and communicated closely with the United Nations, the Ministry of the Interior, and the Royal Thai Supreme Command on issues of providing better educational services to refugees in border areas.
- Generated promotional materials and was a contributing journalist to local publications.
- Representative to the Education Committee of the U.N.H.C.R., 1986, Bangkok, Thailand.

Visiting Professor of English and American Culture, Niigata University and Niigata Junior Women's College, Niigata, Japan. April 1983 to March 1985. Instructed education students in English and American culture.