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EXPERIENCE

10TH PRESIDENT, NORTHWEST MISSOURI STATE UNIVERSITY (2009–PRESENT)

Northwest Missouri State University (Northwest), located in Maryville, Missouri, is a comprehensive public institution with a fall 2020 enrollment of about 7,300 students, nearly 700 employees, more than 75,000 alumni, and an annual operating budget of \$125 million. Founded in 1905 as a normal school, the University consists of five academic departments within the College of Arts and Sciences, six professional schools, the Graduate School, and Northwest Online. Academic programs include, for example, Agriculture, Business, Communication and Mass Media, Computer Science and Information Systems, Education, Health Sciences and Wellness, and various other STEM-based disciplines. Northwest competes athletically at the NCAA Division II level. Its 14 teams serve about 450 student-athletes, and Northwest has won five national championships since 2013. Student success serves as the foundation for all initiatives, and the institution focuses on profession-based learning and industry-based partnerships.

The president serves as the University's chief executive officer and reports to Northwest's Board of Regents. Northwest's team-based success over the last 11+ years is assessed through four key progress markers: (1) performance, (2) processes/programs, (3) relationships, and (4) current affiliations. Collectively, these markers illustrate Northwest's service and connectedness locally, regionally, statewide, and across the national landscape.

1. PERFORMANCE

Enrollment: Northwest's total headcount of 7,267 in the fall of 2020 represents the highest enrollment in the institution's 115-year history. Northwest's total enrollment increased 2.3 percent from fall 2019 to fall 2020; this is the third consecutive fall that Northwest recorded an increased headcount. It also is the fifth time Northwest has broken the 7,000-student enrollment mark since passing it for the first time in the fall of 2009. At a time when many Midwestern peers are reporting enrollment declines, enrollment increased 15 percent overall from fall 2017 to fall 2020.

Retention: Northwest outperforms statewide peers in retention and maintained a high retention rate with 76 percent of the fall 2019 freshman class choosing to return to Northwest in the fall of 2020. That mark is the second-highest in the University's history after Northwest logged a record 78 percent retention rate in 2018. Additionally, Northwest's sophomore retention rate (2nd fall to 3rd fall) for 2020 was 85 percent, the highest since tracking began in fall 2009.

General Education: At nearly 11 percent above the state benchmark, and the third-highest in Northwest history, 71.2 percent of students scored at or above the 50th percentile on the 2019 general education assessment.

Student Satisfaction: On all scales and questions, Northwest achieved higher student satisfaction rates than national and regional peer comparison groups for both freshmen and juniors (2019–20 Ruffalo Noel Levitz Student Satisfaction Survey). Further, 82 percent of all Northwest students report they would repeat their Northwest experience, compared to 76 percent of students at regional peers and 75 percent of students surveyed nationally at their respective institutions. Seventy-eight percent of freshmen said they were either satisfied or very satisfied with their Northwest experience, compared to 77 percent of freshmen surveyed at their respective regional peers and 75 percent at national peers. Eighty-three percent of Northwest juniors expressed satisfaction with their experience, compared to 77 percent at regional peers and 75 percent at national peers. This success repeats results from the 2017–18 survey distribution when Northwest achieved higher student satisfaction rates than national and regional comparison groups for first-year students and juniors, with freshman satisfaction increasing on 100 percent of the questions and junior satisfaction increasing on 93 percent of all questions since the previous survey in 2015–16.

Graduation: Northwest's graduation rate is in the 90th percentile among peers. In addition, 71 percent of its students graduate with a college degree, outperforming state peers, according to the national Student Achievement Measure. Further, Northwest has realized significant success in its completions-per-student FTE, a measure

weighted for STEM and health students and Pell recipients. Indeed, Northwest's 37.7 percent completion-per-student FTE rate is 12.7 percent above the state-established benchmark.

Career Placement: Northwest's placement rates indicate that 96 percent of bachelor's degree earners, compared to 81 percent of national peers, and 99 percent of master's degree earners, compared to 83 percent of national peers, secure employment or continue their education within six months of graduation, according to the most recent data; 75 percent is the state-established benchmark. Zippia, a career website, names Northwest the best college in Missouri for getting a job.

Accessibility: Northwest is committed to strengthening access. Forty-two percent of its fall 2020 freshman class identify as first-generation college students, compared to 29 percent in 2014, and Northwest realized 70 percent retention of fall 2019 first-generation students to fall 2020. Partnerships with community colleges (e.g., reverse transfer, Fasttracks, etc.) focus on access, as well as reducing time to degree and thus cost of degree.

Affordability: Northwest ranks below the state average of its top competitors in Missouri, Iowa, Nebraska, and Kansas in net price and is fourth-lowest among 17 peers. Northwest's tuition rates during the last decade have increased at a rate below Missouri's Higher Education Student Funding Act regulations. Ninety percent of Northwest undergraduates receive some form of financial aid, which has increased annually since 2007. Additionally, students save an estimated \$7,200 during their four years at Northwest via the University's rental textbook and laptop programs. Average student loan debt is about \$4,500 lower than national and state averages. Furthermore, to help students graduate in four years or less and accrue less debt, Northwest's "Complete 30" initiative encourages students to take a personalized approach to meeting their academic goals and complete 30 credit hours during the course of an academic year. Additionally, Northwest reduced the number of credits needed to earn a bachelor's degree from 124 to 120. Northwest also offers 1,200 student employment positions, allowing students to earn money while building professional skills through the internationally benchmarked program.

Diversity and inclusion: Northwest had its second highest underrepresented domestic first-time freshman class last fall. The 2019 Campus Climate Survey (7-point scale, 7 being high) showed overall satisfaction of underrepresented students at 5.7 – higher than the select six comparative institutions, Carnegie classification comparators, and all institutions overall. The greatest strength is campus accessibility, 6.71, which outpaces all three comparative segments; the greatest weakness is campus safety, 6.23, which is higher than all three comparative segments; and the top predictor of performance is perceptions of administration, 5.96, higher than all three comparative segments.

Meeting workforce demands: Northwest created several new advisory boards in the last two years and plans for three new ones in the coming year. Recent academic programming changes include adding degree programs mapped to state needs (e.g., cybersecurity and RN to BSN – which is now ranked 20th nationally for online degree programs). I led the Missouri Innovation Campus initiative through an educational consortium known as the Northland Center for Advanced Professional Studies (Northland CAPS), which consists of nine regional public school districts, Kansas City's Metropolitan Community College, Northwest, and 250+ businesses while providing high school students in the Northland with professional, innovative, and entrepreneurial education through full immersion in high-demand and high-skill career areas. Further, Northwest partnered with the region's largest employer – Kawasaki Motors – on an innovative workforce program.

Athletics: Northwest's Student-Athlete Success Rate of 79 percent compares favorably to the 73 percent national rate in NCAA Division II and 65 percent in Northwest's MIAA conference. Northwest has garnered six national championships since 2009 – five since 2013 – and is one of only two NCAA institutions to win a football and basketball championship in the same academic year (2016–17 for Northwest with the University of Florida being the other institution to do so).

Employee metrics: Focused on employment during the pandemic, Northwest is one of the few Missouri institutions to not invoke layoffs, furloughs, reductions in force, or salary cuts. Northwest met an 8 percent or less of regrettable turnover goal the last three years. The 2019 employee engagement survey showed 64 percent of employees were highly engaged; 80 percent believe they are part of a team, and 82 percent of Northwest employees believe the people they work with cooperate to get the job done. The 2017 employee satisfaction survey showed 72 percent of employees were fully satisfied or satisfied at Northwest.

Facility development: As critical elements of students' academic learning, Northwest has identified innovative methods to fund more than \$99 million of renovation and new construction since 2009, including invoking endowed deferred maintenance on new projects. Renovations include, for example, 20 campus buildings, numerous active learning classrooms and labs as well as faculty/staff offices, move of the School of Agricultural Sciences to the Dean L. Hubbard Center for Innovation, Student Success Center, Harr Athletic Success Center, Phyllis and Richard Leet Center for Children and Families at Horace Mann Laboratory School, Mozingo Outdoor Educational and Recreation Area in partnership with the Missouri National Guard, Valk Center Veterans Commons, Owens Library, residential hall upgrades – including a \$6 million makeover of Franken Hall and Roberta Hall – the first significant improvements since the 1970s, Robert and Virginia Foster Fitness Center, a variety of makeovers throughout campus dining, soccer pitch, Bearcat Stadium, Bearcat Arena, baseball and softball fields, Michael L. Faust Center for Alumni and Friends, Thomas Gaunt House – the 150-year-old University president's residence, central plant steam tunnel, electrical infrastructure upgrades, and various campus-wide deferred maintenance improvements. New construction includes the \$20 million Carl and Cheryl Hughes Fieldhouse – a 137,250-square-foot recreation and multipurpose facility (the largest public-private partnership in Northwest's history and one of the largest-ever in the region); Northwest-Kansas City – a 14,000-square-foot, 12-classroom, full-service learning center; Support Services Building and University Police Department headquarters; state-of-the-art outdoor classroom at the Horace Mann Laboratory School; farm manager's house in partnership with the local vo-tech; and Mooyah burger restaurant. Further, Northwest is opening an \$11.4 million Agricultural Learning Center in the spring of 2021.

Sustainability: Northwest completed Missouri's first university biomass steam plant in 1982 and rededicated it in the summer of 2019 as the John C. Redden Jr. Power Plant. Northwest has realized \$16 million in energy savings to date through alternative fuel energy production in comparison to the use of fossil fuels only. Eighty-five percent of all campus energy consumption is produced in the central plant in the form of steam using alternative fuels (wood chips, paper pellets). In 2010, annual recycling expenses reached \$4,200 per year. As of 2020, recycling revenue has exceeded \$180,000, saving close to \$125,000 in landfill costs.

Fundraising: I led the overall design of the current fundraising campaign's initiatives, and the design – built on inclusive input – was featured at a national fundraising conference. Northwest plans and tracks donor moves, and I am assigned the institution's top 25 donors for cultivation and fundraising purposes. The \$45 million Forever Green Campaign, Northwest's second-ever comprehensive campaign, has outpaced annual goals, and Northwest has exceeded the campaign's goal to date. The campaign formally ends in the spring of 2021 and will finish well above \$50 million. Northwest finalized a record \$14 million in gifts for the Hughes Fieldhouse, a \$20 million public-private partnership, and the \$11.4 million Agricultural Learning Center includes donor gifts and \$2.5 million from the state of Missouri. Recent gifts include a \$1 million cash gift from alumna Karen L. Daniel focused on diversity and inclusion, \$1.5 million for Fine Arts acoustical improvements and football locker room upgrades, a \$500,000 closing gift for the Agricultural Learning Center, and \$300,000 for undesignated use. Northwest also secured its first endowed professorship, the Dennis C. Dau Endowed Professorship in Instrumental Music. Northwest attained record levels of donor-funded scholarship support, with more than \$1 million distributed in FY20. Ten donors have given \$1 million or more toward the Forever Green Campaign, compared to six in the prior campaign, and more than 360 donors provided major gifts of \$10,000 or more versus 182 during the prior campaign. Naming opportunities since 2009 through donor generosity include the Anita Aldrich Human Performance Lab, D.C. Colt Athletic Training Room, Dennis C. Dau Instrumental Music Endowed Professorship, Michael L. Faust Center for Alumni and Friends, Michael L. Faust Media Lab, Kelly Ferguson Newsroom, Frank W. Grube Courts at the Mark Rosewell Tennis Center, Harr Athletic Success Center, Carl and Cheryl Hughes Fieldhouse (numerous spaces within, too), Phyllis and Richard Leet Center for Children and Families, Nodaway Valley Bank Videoboard, and the Veatch Executive Suite.

Economic impact/relationship with business and industry: Northwest provides \$617.5 million in economic impact and added regional income, equivalent to 9,465 jobs. Northwest created 20+ business partnerships in the last year alone and received philanthropic contributions from seven new business or industry sources in the last two years.

Overall fiscal stewardship: Amid the tumultuous economic environment and reduced funding for higher education since 2009, Northwest's percentage of total education and general expenditures expended on the core mission of instruction remains stable, as the most recent result of 62.5 percent is 2.4 percent higher than that of its Peer 36 66th percentile group. Northwest secured nearly \$4 million in funding by meeting state performance funding metrics, 29

of 31 overall, throughout the program's first six years of existence. Working effectively with legislators, Northwest yielded two separate \$1 million additional capital funding lines beyond peers in FY17 and FY19 and another separate funding line of \$2.5 million in FY20. Northwest garnered \$835,000 in Missouri Campus Collaborative grants in 2014, for which I served as a principal and co-principal investigator, \$450,000 for the Missouri Innovation Campus Grant, and \$385,000 for the Competency-based Education Grant, respectively. These programs continue today. Northwest obtained various resources through partnership development. Examples are those with AgriVision Equipment for training resources and with the Missouri National Guard and Nucor/LMP Steel for emergency disaster simulation infrastructure and supplies. Northwest generated \$87.7 million in cost containment and efficiencies between 2012 and 2020 (segmented across 12 categories) and cut institutional debt by more than half since 2009. Moody's Investors Service – a leading provider of credit ratings, research and risk analysis – reaffirmed in August 2018 Northwest's repeatedly strong credit rating: "A3 stable outlook." Northwest consistently receives unmodified opinions on financial audits from RubinBrown. Finally, Northwest has strengthened its financial position as evidenced through its Higher Learning Commission (HLC) Composite Financial Index (CFI) ending at 4.0 for FY18 and moving to 4.5 for FY19 – the second highest of state public institutions, ahead of the University of Missouri and behind Truman State University. Over the last six consecutive years, Northwest has exceeded the 3.0 target, indicating the University is relatively financially healthy based on values representative of industry-based experience – having been on the HLC's financial watch list in 2009.

Alternative revenues: During FY20, Northwest garnered \$8.4 million in alternative revenues – revenues not derived from state appropriations and traditional degree program tuition and fees. The alternative revenues come from the categories of new educational program revenues, academic entrepreneurship infrastructure, grants and other external funding, campus operations, and facilities and real estate. To exemplify, Northwest has garnered more than \$4 million in additional revenues from an online partnership invoked in 2016, and the U.S. Department of Education has recently renewed its funding award of \$1.68 million to continue Northwest's Student Support Services (SSS) program for another five years. Northwest recently received a \$300,000 highly-competitive Sexual Assault Nurse Examiner grant from the U.S. Department of Justice, "Grants to Reduce Domestic Violence, Dating Violence, Sexual Assault, and Stalking on Campus Program." Further, adding to the \$8.4 million is a new fully-funded \$1.6 million grant, "Improving Access and Availability to Early Child Care Education at Northwest Missouri State University" through the Missouri Department of Social Services.

National and State Distinctions:

- Northwest attained full reaccreditation from the Higher Learning Commission (HLC) with no follow-ups in 2018. Regarding the Federal Compliance Review, all HLC requirement components were met, and there were no follow-ups required.
- Northwest is one of five institutions nationally selected to join the American Association of State Colleges and Universities' (AASCU) pilot cohort focused on student success strategies, a grant-funded program through the Bill & Melinda Gates Foundation. The cohort began its work in 2019 and is validating a set of strategies aimed at accelerating institutions through transformation for equitable student success outcomes. The cohort's work has helped AASCU launch a Center for Student Success and has aided "its understanding of common barriers keeping institutions from deep, comprehensive transformation" and the refinement of an "approach to supporting regional comprehensive universities and the larger higher education ecosystem." Grant funding has been extended through July 2022 to continue designing and validating more effective transformation strategies in meeting the needs of the diverse student bodies AASCU institutions serve, including low-income students, first-generation students, and students of color. I serve on Northwest's 10-member internal Center for Student Success team and advise AASCU on the broader grant-funded initiative.
- Northwest was selected in 2019 to join the Dana Center Guided Pathways Math project – a Carnegie Foundation initiative. Additionally, Northwest is among several Missouri higher education institutions joining the Institute for Higher Education Policy (IHEP) Degrees When Due initiative. This is a completion and equity initiative to help states and colleges increase degree attainment among the "some college, no degree" population.

- Northwest is a recipient of four AASCU Excellence and Innovation Awards during the last six years: 2019 Excellence and Innovation Award for Student Success and College Completion, 2018 Christa McAuliffe Excellence in Teacher Education Award, 2017 Excellence and Innovation Award for Sustainability and Sustainable Development, and the 2015 Excellence and Innovation Award in International Education. Northwest, which also earned the Christa McAuliffe Excellence in Teacher Education Award in 2006, is just the third institution in the nation to earn the award two times since its inception in 2002.
- Northwest was named by Zippia, a career website, in 2017 as the best college in Missouri for getting a job.
- Northwest has been named a Military Friendly School by Victory Media for nine consecutive years, representing the top 20 percent of colleges, universities, and trade schools in the country delivering the best experience for military students.
- Northwest ranked as the top moderately selective regional university in Missouri on the U.S. News and World Report's list of "Best Colleges" for 2015, 2016, and 2018.
- Northwest was named among Missouri's best employers, according to a 2019 survey conducted by Forbes and Statista with the inaugural list of America's Best-in-State Employers placing Northwest third among higher education institutions, behind Saint Louis University and Saint Louis Community College. Northwest received the 2018 and 2019 Above and Beyond Award for Employer Support of the Guard and Reserve.
- Northwest was recognized in 2017 and 2018 by the Council for Advancement and Support of Education with its Educational Fundraising Award, an honor presented nationally to superior fundraising programs. Northwest was the only Missouri institution to receive the award in either year.
- Northwest was ranked as the safest college campus in Missouri in 2020 by Your Local Security, and the city of Maryville has been ranked by Safewise among the safest college towns for three consecutive years.
- Northwest received the 2016 Missouri Main Street Award for its partnership with the city of Maryville and the 4th Street Improvement Project.
- Northwest received the 2016 Excellence Award from the Design-Build Institute of America's Mid-America Region for the Northland Innovation Campus, which serves as the home of Northwest Missouri State University–Kansas City.
- The Administration Building was named to the National Historic Register of Places in 2010.
- Northwest's recycling program has been recognized three times by the Missouri State Recycling Program, and Northwest has received numerous energy-reducing and recycling awards.
- Northwest's Missouri Arboretum was awarded Level II accreditation – one of 92 arboretums in the world to earn this distinction from ArbNet and the Morton Arboretum. The Arboretum has 160 different species of trees in its collection, including three Missouri state champion trees. Northwest recently added an apiary where its student Bee Club installed honeybee hives. Northwest has also been named as one of the 50 most amazing university botanical gardens and arboretums in the U.S. by BestCollegesOnline.org.
- Northwest has garnered 60 national championships since 2009 across all academic and athletic teams, including two of the last three Division II Men's National Basketball Championships, four Division II Football National Championships since 2009 and, as mentioned, being one of only two institutions to win a football and basketball championship in the same year (2016-17 for Northwest with the University of Florida being the other institution ever to do so).

2. PROCESSES/PROGRAMS

Strategy: Northwest's strategic planning process (SPP) is ongoing and refreshed annually, inclusive in terms of participants, and has multiple strategy development steps. Northwest retired "Focus, Northwest's strategic plan," in May 2019 and introduced "Adventure 2030: Northwest's strategic plan." The plan has four strategic themes centered on learners, enrollment, people, and operations. It is grouped into three prioritized phasing areas, and strategy implementation includes cross-cutting action teams and alignment of plans with budget investments. Northwest's budget development process is tied to strategy and includes multi-year approaches. Much of Northwest's progress on performance, process/programs, and relationships has come via the SPP and a focus on culture. Northwest uses what is known as the three-box solution to ensure continuous investment in strategy and culture. Further, the SPP, campus master plan, and comprehensive fundraising campaign called Forever Green, highlight strategic and visionary leadership and planning skills, as well as the ability to articulate clear and coherent plans, implement these plans, and unify constituents behind the aligned plans. The SPP is currently being refined and updated in response to a desire for a strengthened focus on a "growth mindset" and line of sight actions throughout the University as well as real-time strategic analysis, updates, and decision-making.

Campus Master Plan: Launched formally in 2016, the campus master plan (CMP) guides strategic decisions to uplift active learning environments and campus holdings. The aforementioned facility development progress is part of the CMP. It includes all levels of the institution and addresses short- and longer-term plans as well as quarterly capital reviews.

Campaign Planning: Forever Green, the campaign for Northwest – discussed above in Fundraising – features academic excellence, student life, scholarships, and investment in Northwest platforms. The University's record of success in fundraising and garnering resources is another key focal area during my presidency. Experiencing a number of superlatives within the quiet phase of campaign planning, Northwest has built a sustainable infrastructure, strong processes, and a culture suited for ongoing comprehensive campaigns. Gonser Gerber, Northwest's campaign advancement counsel, featured the institution's inclusive campaign planning process at its 2013 annual national conference.

Enrollment Management: Access and success have been a part of Northwest's completion agenda since 2009 and well before. I directed the launch of an enrollment management kaizen in August 2017, resulting in team, structural, and process changes. Among other changes, the kaizen led to the initiation of an integrated institutional sales focus across University Advancement, Marketing and Communication, and Recruiting, as well as the combination of partnership services and career services. Northwest partnered with EAB, an enrollment marketing and management services firm, and Academic Partnerships, an online program management firm. Northwest designed an intentional move of enrollment diversification from a 95/5 percent traditional on-campus/off-campus mix in 2014 to a fall 2020 mix of about 80/20 percent. Since launching the online programming with Academic Partnerships in fall 2017, Northwest has grown headcount to about 1,350 and gained over \$4 million in new revenue.

Academic Programming:

- Recent academic programming changes include adding degree programs mapped to state needs (e.g., Cybersecurity and RN to BSN) and dropping programs (e.g., Philosophy and Sports Psychology). Northwest's competency-based education graduate program in strategic communication, which launched in the fall of 2018, is the state's first complete competency-based degree program. Northwest created an Academic Success and Retention Unit, and the strategies implemented include, for example, introducing a first-year advising/success coaching model; changing the last day to drop a course to week 12; increasing the past due balance to enable reregistration; enhancing additional faculty/staff adoption and the usage of Northwest Success 360, a student retention tool; offering optional success coaching for students needing additional assistance; partnering with EdSights AI retention chatbot for more frequent student check-ins; introducing a Complete 30 campaign; and increasing collaboration and partnerships throughout the campus, with a focus on success and retention. The Complete 30 initiative launched October 2018 to help students graduate in four years or less and reduce costs of degree. All new academic programs follow the 120-hour rule. Existing programs either have been converted, will be converted, or in some cases, will be exempted (per accrediting requirements, etc.). As of the fall of 2019, 79 percent of undergraduate programs decreased to 120 credit hours and 36 percent of graduate programs moved to 30 credit hours.

- The initiation of profession-based learning, now in version 3.0, effectively interprets Northwest's academic and co-curricular mission that is focused on student success. Profession-based learning is a set of real-life, hands-on, problem-solving experiences developed through industry and community collaborations and partnerships, preparing students for life-long learning in their careers and as citizens. Northwest's profession-based learning approach encompasses a profession-based curriculum, co-curricular integration, and exposure to varying profession-based experiences for students, faculty, and staff. Northwest developed a pilot Professional Inventory (since updated), which was a visual manifestation of a student's development contextualized through seven institutional learning outcomes and tied to the skills promoted by the National Association of Colleges and Employers. This inventory is now used by students to visualize and vocalize how their experience makes them career ready, starting on day one. The Kauffman Foundation, for one, recognizes Northwest's innovation. In accepting an invitation to represent the higher education sector and speak in June 2018 at an Age of Agility event, which was a part of a 14-state national tour accentuating education and business intersections, I shared Northwest's story of agility and responsiveness in delivering profession-based education.
- An appreciation for excellence in academic pursuits comes via Northwest's laser focus on student success, as is evident by the aforementioned results. Northwest provides students with meaningful learning opportunities through academic and other educational and co-curricular experiences, as well as a refined core curriculum known as the Northwest Core – 42 hours aligned with state standards. The Northwest Core provides students the knowledge and skills to lead productive and meaningful lives, practice life-long learning, engage intelligently and humanely with diverse and global populations, excel in their chosen careers, and act as leaders in their communities.
- Institutional learning outcomes, including communicating; critical thinking; managing information; valuing; diversity, equity, and inclusion; teamwork; and leadership, come to life through course outcomes and program outcomes. All institutional, program, and course outcomes map directly to course activities and are collected each term using the Canvas learning management system overseen by the Learning and Teaching Center. Aggregate data on the academic program review dashboard show individual outcome results, and the academic dashboard shows the aggregate proficiency for each academic unit. Co-curricular-based measures and indicators address learning that extends beyond the classroom to student involvement in inclusive campus community experiences. This includes engagement in committed action, personal development through continuous learning, and leadership in a comprehensive learning environment.
- Even with a tumultuous economic environment since 2009, Northwest took great strides to best protect/uplift the academic enterprise and to better promote the academic vision of profession-based learning. The following exemplify a commitment to academic excellence: restructuring academic affairs, introducing five new schools, enhancing interdisciplinary approaches, cultivating academic and co-curricular partnerships, adding new programs, enhancing the focus on active learning environments by introducing model classrooms and a Learning and Teaching Center, upgrading academic buildings, moving into the competency-based education space, addressing on-line learning more holistically – well before the pandemic, redesigning the already strong teacher education program, working with industry experts on cybersecurity growth, and implementing new professional advisory boards.
- Northwest champions a diverse, integrated, and inclusive environment through its personal commitment to treating all people with respect, which is exemplified through a strategic positioning of diversity and inclusion – moving from not only improving programming, but also addressing infrastructure with conviction. Northwest created an executive-level office in 2016 and continues to enhance the organizational structure and commitment, aligned with strategy and university goals, in addressing access and success, teaching and learning, and the campus/community climate. With much more work to do, Northwest's actions are designed to move the institution beyond compliance, to be intersectional and cross-cutting, and to involve all in being a part of the work instead of assigning the work to a few areas. Northwest promotes taking responsibility for educating one's self and focusing on inclusion, not simply tolerance. Listen, align, and act are Northwest's guideposts, and Northwest is currently implementing Inclusive Excellence as its framework and invoking a diversity and inclusion operational

plan. Northwest's work with the AASCU Center for Student Success helps it focus on social and economic mobility and has provided an enhanced alignment of diversity and inclusion work within the academic structure. Northwest has ensured diversity, equity, and inclusion is one of its institutional learning objectives, revamped its leadership structure, implemented training and development programs, funded diversity and inclusion positions, and introduced a Bearcat Equity Program – to name a few recent actions. Northwest is currently aligning its Office of Diversity and Inclusion with national standards set by the Council for the Advancement of Standards (CAS) in Higher Education.

- The Northwest Leadership Model, a compilation of four dimensions, 14 leadership competencies, and four executive leadership competencies, embodies the Northwest culture. It is used within the performance evaluation process.
- Exemplifying the importance of assessments and their value in quality education to various constituencies, the Northwest Performance System (NPS) encompasses an approach to performance measurement, performance analysis and review, and performance improvement. The NPS aligns with the strategic plan and annual university goals. It describes Northwest's approach to, and the deployment of, assessments at the organizational, department/unit, and course levels, as well as a review structure covering, for example, a Board of Regents dashboard, strategic and operational dashboards, and academic program reviews linked in part to institutional learning outcomes.

Various:

- Invoking listening and learning tours, ranging from “Java with Jazz” sessions to “CatTalks” sessions to “Future Talks” sessions – all with a focus on faculty/staff interaction and group conversations about issues facing higher education.
- Continuing use of the “Being a Bearcat” expectations statement: This commenced August 2016 and describes what it means to be a Northwest Bearcat – Bearcats Learn, Bearcats Care, Bearcats Connect, Bearcats Practice Civility, Bearcats Show Pride – complete with descriptive statements.
- Enacting a proactive Greek Life Visioning Process: Addressing a desired future state for Greek Life through consensus-building across various constituencies.
- Continuing enhancement of shared leadership and leadership team structures – including the use of a Leadership Advisement Team – with leaders from Faculty Senate, Staff Council, and Student Senate.
- Addressing Board of Regents' redesign of committees, as aligned with the strategic plan; forging comprehensive legal and legislative strategies; and following change management models (e.g., ADKAR).
- Continuing progress on Northwest's Policy Library – a library complete with all policy changes, updated and tracked regularly.
- Continuing refinement of crisis management and emergency management procedures, including ongoing after-action reviews, structural changes, and enhanced training materials and modules as well as addressing COVID-19 through initial response, recovery, and ongoing operations.

3. RELATIONSHIPS

Performance and culture at Northwest come about through effective processes/programs and strong and meaningful relationships. The nurturing of relationships at all levels is ongoing and spans from local to international.

The development of a **partnership-based culture** illustrates vision and innovation. As one example, the opening of the Northwest-Kansas City facility, which is part of Northwest's Missouri Innovation Campus initiative, helps reduce cost and time to degree through an educational consortium known as the Northland Center for Advanced Professional Studies (CAPS). Northland CAPS consists of nine regional public school districts, Kansas City's

Metropolitan Community College, Northwest, and 250+ businesses, and provides high school students in the Northland with professional, innovative, and entrepreneurial education through full immersion in high-demand and high-skill career areas.

Key partnership development addresses enrollment and completion initiatives, academic programming advancement, faculty and staff development, and economic impact – to name a few outputs. Some selected examples are as follows: Mosaic Life Care partnership on athletic training positions, Sexual Assault Nurse Examiner grant and a great deal more; the aforementioned Northland CAPS partnership; a FastTracks program partnership with Metropolitan Community College – the concurrent enrollment model is the first of its kind in the state; a reverse transfer program with North Central Missouri College – also the first of its kind in the state; a Grow Your Own program with North Kansas City Schools; military-friendly programming and infrastructure upgrades with the Missouri National Guard; executive-in-residence professional development programming; and a refined, defined relationship with northwest Missouri school counselors.

Key community engagement interactions include those with the cities of Maryville, St. Joseph, and Kansas City, as well as Northwest's 22 alumni chapters. Using the city of Maryville as an example of purposeful engagement, Northwest and the city partnered on transforming 4th Street, a link between downtown and the campus entrance. Northwest and the city worked together on developing a transient guest tax (the tax helps fund the new Hughes Fieldhouse and provides support for tourism and economic development), educating citizens on this tax, and ultimately gaining approval at the polls. Northwest invites community leaders to attend its all-employee meetings, groundbreaking/ribbon cuttings, and other events, and Northwest partnered on rebranding Mozingo Lake and Recreation Park and on championing the Tom Watson youth golf course. Likewise, Northwest collaborated successfully on a \$10.4 million Main Street grant proposal. Northwest attends and links to varying service and civic organizations, and involves community businesses in academic summits and joint ventures. For instance, Northwest recently announced a significant student employment program with Kawasaki Motors, the region's largest employer, which will hopefully serve as a template for other area businesses.

Key relationship building avenues come in the form of legislative outreach; government and education organizational collaborations; work with Northwest's Board of Regents, the Northwest Foundation Board (and thus donors, corporations, and foundations), and the Northwest Alumni Association Board; partner, employer, and community connections; and internal student, faculty, and staff interactions, to name a few. With descriptors sprinkled throughout this curriculum vitae, the presidency is all about engagement, relationships, and service in carrying out change and decision-making.

All of the above come to life through **Northwest's involvement process** that demonstrates an understanding of and respect for the University's commitment to a strong culture of shared governance that has evolved into a shared leadership model. The ongoing approach to the inclusion of faculty, staff, and student leaders articulates the roles of each group (e.g., Northwest Leadership Team, Senior Leadership Team, Extended Leadership Team, Leadership Forum, Student Senate, Faculty Senate, and Staff Council). Moreover, Northwest recently implemented "Green Teams" – cross-functional teams focused on an issue, short-term in nature, and empowered to decide and act.

Advancing the University's reputation is part of relationship building. Knowledge about key issues affecting institutions nationally is best illustrated through Title IX, hate speech, and Greek Life endeavors. AASCU asked me three times in the past four years to help represent presidents on Capitol Hill in addressing Title IX regulations and practices. The Kansas City Star ran my guest editorial on hate speech in August 2018. Northwest launched a Greek Life Visioning process in 2016, and a recent national presidents' legal summit featured Northwest's efforts and the institution's relationship with the Greek system.

My body of work with the Missouri Council on Public Higher Education, AASCU, and the Baldrige Performance Excellence Program – described throughout this curriculum vitae – exemplifies a **deep commitment to service and enhancing Northwest's reputation**.

Via relationship-building, Northwest is known throughout Missouri's capitol city as a well-trusted and respected institution based on its long-term performance, innovation, efficiency, and can-do spirit. Northwest is known in both business circles (e.g., Kansas City Area Development Council board membership; work with AlignED, a non-profit, non-partisan coalition of business leaders committed to improving education in Kansas and Missouri)

and foundation circles (e.g., ongoing interactions with the Kauffman Foundation, work with AASCU and the Bill & Melinda Gates Foundation, grant support from the Hawthorn Foundation, and capital project support from the likes of the Hughes Family Foundation, Scott Foundation, and Sunderland Foundation).

My duties as Northwest's 10th president allow me to be **external facing**; to address legislative and governance issues; to attend to Northwest events, leadership planning, representation, and interface opportunities; and to cultivate partnerships. The following is a small sampling of rhythm-of-the-year activities. My wife, Denise, and colleagues are integral in carrying out these duties.

External-Facing Matters

- Accrediting team visits, chambers of commerce meetings and participation, city council and county commission meetings, Northwest Foundation cultivation and fundraising visits, governmental agency visits, higher education partner visits, industry-based visits, K-12 visits, service organization meeting interactions (e.g., Rotary Club, Optimist Club, Maryville Host Lions Club), etc.

Legislative and Governance-Related Functions

- Legislative testimony; individual legislative visits; legislative inquiry responses; Northwest Board of Regents, Northwest Foundation Board, and Northwest Alumni Association meetings and functions, etc.

Northwest Event, Leadership Planning, Representation, and Interface Opportunities (Including Host Duties)

- Academic summits; admissions, alumni, and donor visits and events; August and January all-employee meetings; All That Jazz columns (about every other week from August to April and monthly from May to July); employee listening and learning sessions; employee appreciation and recognition ceremonies; visitations/funerals; numerous event-based functions; spring and winter commencement ceremonies; leadership-based meetings; legal strategy building/execution with the general counsel; legislative strategy building/execution with the legislative liaison; media interviews and social media postings; and Crisis Management Team issues.

Partnership Creation/Execution/Cultivation (sampling, per above)

- Academic Partnerships (online partnership)
- AgriVision Equipment (teacher academy, curriculum development)
- Birmingham City University (Birmingham, England for the student employment program—cited by the U.S. Department of Education as a best practice)
- Cerner Corporation (numerous programs and student opportunities, as well as an information technology services review)
- City of Maryville (Missouri Main Street-recognized the 4th Street Improvement Project, the passage of a transient guest tax to fund, in part, the Hughes Fieldhouse, COVID-19 actions, Main Street grant funding, and more)
- Daedalus Institute for Advanced Cyber Research, Inc. (computer science)
- Hillyard Technical School (academic programming)
- Independence School District (Fellows Program)
- Kawasaki Motors (innovative student employment program with the region's largest employer)
- Maryville R-II/Northwest Technical School (farm manager house build)

- Metropolitan Community College of Kansas City (FastTracks, a concurrent enrollment program and the first of its kind in the state)
- Missouri Broadcast Association (Midwest Radio Talent Institute)
- Missouri Hope (Northwest's Emergency Disaster Management Program partners with 20+ agencies and SEMA/FEMA in preparing students to address the world's changing challenges through a tornado simulation event)
- Missouri Instructional Coalition for Economics Instruction (co-teaching with Southeast Missouri State University and the University of Central Missouri)
- Missouri National Guard (enrollment-based GOLD program that is now the largest in the state and various programs and sponsorships – including infrastructure development)
- Mosaic Life Care (part of the Mayo Clinic Health Network, includes academic and co-curricular programming, partnership and positional support, behavioral health services, grant collaboration, sponsorships, COVID-19 actions, etc.)
- Mozingo Lake and Recreation Park (branding and other activities)
- Nodaway County Commission (COVID-19 funding and collaboration with Nodaway County Health Department on COVID-19 actions)
- North Central Missouri College (various programming, including the first reverse transfer agreement in the state)
- North Kansas City Schools (Grow Your Own Program)
- Northland CAPS (described above)
- International partners (joint recruitment and academic programming agreements with Indian, Chinese, and Korean counterparts)
- Various businesses and non-profits via Knacktive, a student-run full-service agency combining the students and faculty from the Booth School of Business, the School of Communication and Mass Media, the School of Computer Science and Information Systems, and the Department of Fine and Performing Arts
- Wounded Warrior Project/Project Odyssey (veterans' support program in tandem with the School of Health Science and Wellness)

4. CURRENT AFFILIATIONS

- Host, "All Things Northwest," a monthly hour-long program on Northwest's National Public Radio affiliate, KXCV-KRNW, 2013–Present (in hiatus, currently; undergoing revamp during pandemic)
- Member, American Association of State Colleges and Universities (AASCU) Board of Directors, 2018–Present (elected to three-year term)
- Member, AASCU's Committee on Student Success, 2019–Present (three-year term by invitation)
- Leadership mentor for two individuals, AASCU's Millennium Leadership Institute (leadership development program serving individuals traditionally underrepresented in the highest ranks of higher education) and AASCU's Executive Leadership Academy (leadership development program serving individuals seeking executive positions), 2020–Present

- Member, Baldrige Program for Performance Excellence Board of Overseers, 2016–Present (in second three year-term appointed by the U.S. Secretary of Commerce)
- Member, CEO Council, Council on Public Higher Education (COPHE), State of Missouri, 2009–Present (term pursuant to presidential position)
- Member, Mid-America Intercollegiate Athletics Association (MIAA) CEO Council, 2009–Present (term pursuant to presidential position)

EXECUTIVE VICE PRESIDENT, CHIEF ACADEMIC & OPERATING OFFICER, NORTHWOOD UNIVERSITY (2007-09)

Provided leadership in overseeing both academics and operations in three campuses across three states, graduate school offerings across three states, 34 satellite sites across eight states, and six international program centers. The position served as the lead for all operational portfolios, particularly, but not limited to, academics, accreditation, and overall performance excellence across all university functions. At the time, the total enrollment was about 6,600 with about 530 full-time employees, an annual operating budget of about \$76 million, and campuses having about 900 total acres and a total land value of about \$61 million. Served as the president’s chief adviser on academic and operational issues and helped plan/prepare/execute Board of Trustee, Board of Trustee Academic Committee, and senior leadership team sessions.

TOP FIVE KEY TEAM-BASED PROGRESS MARKERS:

- ☑ Drove overall enrollment growth, enhanced financial performance, and promoted systemic process improvements.
- ☑ Led full reaccreditation efforts with no significant follow-ups.
- ☑ Developed an organizational learning and continuous improvement platform, along with an institution focus on and use of dashboard/scorecard metrics and an overall assessment system.
- ☑ Assisted the vice presidents of graduate and specialty programs and marketing/enrollment management in developing academic growth strategies.
- ☑ Developed an institutional strategic plan, facilitated institution-wide planning endeavors, led master plan efforts tied to comprehensive campaign goals, and addressed compliance with applicable regulations across all operations.

PRINCIPAL, JASINSKI CONSULTING SERVICES (2001-09)

Provided consulting and training on leadership, organizational assessment (accreditation and Baldrige-related issues), and process improvement issues with a variety of organizations, including four- and two-year public and private colleges and universities, public K-12 education systems, medium and large hospitals and health care systems, and nonprofits, primarily. Served as a personal coach to leaders and leadership teams regarding organizational assessment and improvement. Among the services were organizational assessment; performance improvement training and facilitation at the institutional, departmental, and personal levels; leadership development; academic program improvement; service process improvement; strategic planning; student and stakeholder relationship methods; performance measurement and assessment; human resource strategies; and working with a variety of boards, senior leaders, faculty, and staff on innovation and change strategies.

TOP FIVE KEY TEAM-BASED PROGRESS MARKERS:

- ☑ Realized annual net revenue increases for the entire tenure of the business by partnering with over 70 organizations in expanding organizational capacity across the academic, service, and leadership fronts.
- ☑ Provided numerous successful workshops, speeches, presentations, and keynotes with a variety of constituents, as evidenced by a 96 percent repeat business rate, long-term relationships, and client satisfaction ratings.

- ☑ Served as a key contributor to the Malcolm Baldrige National Quality Award program (e.g., coach for senior examiners, facilitator for examiner and senior examiner training, team leader, curriculum development reviewer).
- ☑ Consulted with the Higher Learning Commission's Academic Quality Improvement Project (AQIP, an alternative accrediting process since subsumed in other pathways) on criteria development and process design; my activities date back to 1999, having served as one of the seven national educators on the original AQIP Design Team.
- ☑ Realized client success across the likes of Kent State University (multi-campus public, Kent, OH), University of Central Oklahoma (public, Edmond, OK), University of Northern Colorado (public, Greeley, CO), InfiLaw (for-profit law school, Naples, FL), Central New Mexico Community College (multi-campus and the largest two-year public institution in New Mexico, Albuquerque, NM), Cincinnati State Community and Technical College (two-year public institution, Cincinnati, OH), Johnson County Community College (the largest two-year public institution in Kansas, Overland Park, KS), Los Angeles Community College (100,000+ enrollment, two-year public institution, Los Angeles, CA), State of Arizona academic affairs administrators (two- and four-year public/private administrators), Longview School District (K-12 public, Longview, WA), Northbrook School District (K-8 public, Northbrook, IL), St. Joseph Hospital of Kirkwood (Kirkwood, MO), and Northern Colorado Medical Center (Greeley, CO).

NORTHWEST MISSOURI STATE UNIVERSITY (1986-2001)

ASSOCIATE PROVOST (1998-2001) AND BALDRIGE CATEGORY COUNCIL CO-CHAIR (1995-2001)

Implemented a performance excellence agenda throughout the entire University. Designed and implemented an improvement agenda at all levels, leading biweekly meetings, and advising senior leadership on matters pertaining to institutional improvement initiatives (the Baldrige Category Council was a senior-level group co-led with the University president).

TOP FIVE KEY TEAM-BASED PROGRESS MARKERS:

- ☑ While overseeing accreditation activities and a successful reaccreditation process resulting in unconditional reaccreditation for a 10-year period, aligned and improved the University's leadership system, strategic planning process, and execution; student focus issues; the assessment system; the human resource system; curricular and student service process issues; and overall institutional results via a balanced scorecard.
- ☑ Developed and implemented a plan netting an increase of 34 percent in summer enrollments over a two-year period and implemented a trimester calendar system; external educational initiatives addressed summer programs and the integration and marketing of extended learning programs, including web-based courses, distance education courses, outreach education, regional professional development opportunities, and dual credit courses.
- ☑ Established key relationships with four- and two-year institution consortiums and a higher education benchmarking organization, as well as interacted with over 40 institutions regarding Northwest's improvement program.
- ☑ Advised the provost on academic, budgetary, and other policy matters; led efforts to rewrite the Faculty Handbook, in conjunction with key faculty and administrative personnel; evaluated academic departments/programs and curriculum-related proposals; and wrote and analyzed key academic reports.
- ☑ Helped lead Northwest to the 1997 Missouri Quality Award; Northwest subsequently gained award recipient status in 2001, 2005, and 2008.

CHAIR, DEPARTMENT OF MASS COMMUNICATION (1992-98) AND ASSISTANT PROFESSOR, DEPARTMENT OF MASS COMMUNICATION (1986-98)

Led the department of 330 majors/minors and 11 faculty/staff. Coordinated and led all faculty and staff personnel activities, monitored curriculum development and instruction, oversaw department budgets, prepared course schedules, coordinated

nationally recognized student publications (newspaper, CD-ROM yearbook, travel and leisure magazine) and student broadcasting outlets (commercial radio and television stations), led departmental planning and assessment efforts, served as academic advisor to ~60 students annually, and spearheaded the department's industry-based professional advisory council.

Classes taught: Introduction to Mass Media, Practicum in Radio, Advanced Practicum in Radio, Radio Production, Writing for Media Professionals, Radio and Television Performance, Communication Law, Theories of Mass Communication, Media Criticism and Responsibility, Broadcast Station Management, and Senior Seminar; advised 45–60 students of the KDLX-FM commercial radio station (1987–1995); and served as broadcast internship coordinator (1987–93).

TOP FIVE KEY TEAM-BASED PROGRESS MARKERS:

- ☑ Spearheaded restructuring of the curriculum, including the adoption of a new major/minor; established the department's student assessment program and created the department strategic plan.
- ☑ Increased student, faculty, and staff retention.
- ☑ Created the departmental multimedia lab and enhanced production facilities, classroom equipment, and faculty/staff equipment.
- ☑ Implemented the student handbook and alumni newsletter, as well as introduced student advisory teams, the industry advisory council, and the online department website.
- ☑ Consistently earned student evaluations in the 1.3–1.8 range on a five-point scale (with 1 being the highest); teamed with students to lead KDLX-FM to numerous national honors, developed and utilized various teaching and assessment techniques, and nurtured long-term relationships with alumni.

OTHER RESPONSIBILITIES AT NORTHWEST MISSOURI STATE UNIVERSITY

Director of Freshman Seminar, 1989–1992: Secured 55 faculty for teaching a one-credit hour general education required course, provided training for faculty and student peer advisers, managed the budget, prepared course materials, evaluated courses and faculty, served as the chair of the Freshmen Year Experience Committee, reported to the provost, and led the Freshman Seminar to unconditional approval by the Faculty Senate after its trial period.

Faculty senator, 1992–94.

KXCV-FM fundraiser/contributor/stringer: Served as a fundraiser for on- and off-air campaigns, 1992–96; contributed to the production of the 60-minute Jazz Insights program, 1990–91; contributed news/sports stories and features, 1986–91.

Service on numerous university and department committees, such as Admissions, Budget and Planning, Calendar, Campus Life Master Plan (chair), Enrollment Management Director Search (chair), and University Marketing, to name a few.

Institutional representative to varying national organizations, helped Northwest receive national recognition for its Electronic Campus, and created an agenda to adopt an online registration system.

EDUCATION SPECIALIST, MALCOLM BALDRIGE NATIONAL QUALITY AWARD PROGRAM (1994–95)

(FACULTY SABBATICAL AT THE NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY, GAITHERSBURG, MD - PART OF THE U.S. DEPARTMENT OF COMMERCE)

Helped design and implement an education pilot program to determine whether an education category should be added to the Malcolm Baldrige National Quality Award program, and collaborated with health care colleagues for the same within that sector. Other tasks were writing, editing, and testing rigorous education criteria for institutional self-assessment, determining the interest and readiness of the education community to participate in performance-based assessment practices, testing the

designed evaluation system, creating and testing eligibility guidelines, and designing and assessing feedback mechanisms for pilot applicants.

TOP FIVE KEY TEAM-BASED PROGRESS MARKERS:

- ☑ Drafted and edited national/international education criteria, a case study, and related evaluation materials package for public distribution.
- ☑ Secured and trained a cadre of 57 national education volunteers to serve as application examiners.
- ☑ Secured national education leadership support for the national education award program, which was subsequently passed by the U.S. Congress and launched as a national award in 1999.
- ☑ Helped create an internal team-based and high-performing culture.
- ☑ Cultivated lifelong mentors, colleagues, peer learning networks, and friends across the U.S. and the world.

EDUCATION

DOCTOR OF PHILOSOPHY, UNIVERSITY OF NEBRASKA

Educational Leadership and Higher Education Administration

Dissertation Topic: Department Chair Implementation of Continuous Quality Improvement Initiatives

MASTER OF ARTS, CENTRAL MICHIGAN UNIVERSITY

Interpersonal and Public Communication (included graduate teaching assignment)

BACHELOR OF APPLIED ARTS, CENTRAL MICHIGAN UNIVERSITY

Broadcast and Cinematic Arts/Public Communication (included undergraduate teaching assignment)

CERTIFICATION AND TRAINING

Federal Emergency Management Agency's (FEMA) Introduction to the Incident Command System ICS-100 for Higher Education

Intersections: Preventing Harassment and Sexual Violence and FERPA Basics

Active Shooter: Run, Hide, Fight

Title IX: Roles of Employees

Sexual Harassment: Staff-to-Staff

PREVIOUS PROFESSIONAL ACTIVITY

ORGANIZATIONAL CONTRIBUTIONS

AMERICAN ASSOCIATION OF STATE COLLEGES AND UNIVERSITIES (AASCU)

AASCU is a Washington, D.C.-based higher education association of nearly 400 public colleges, universities, and systems that hold students and community at the heart of their mission. The association works to expand student access, success, and opportunity – with a historic commitment to underserved student populations; promote world-class teaching and experiential learning tied to career advancement; and support applied research and service that advances economic development and quality of life in communities across the country.

- Reviewer, AASCU Intermediaries for Scale grant submission to the Bill & Melinda Gates Foundation, September 2019 (by invitation)
- Award selection committee chair, AASCU's Christa McAuliffe Award for Teacher Education, summer 2019 (by invitation)
- Member, AASCU's Council of State Representatives, 2014–2019 (two three-year terms by invitation)
- Leadership mentor, AASCU's Millennium Leadership Institute (mentored a dean of a College of Health, Human Services, and Nursing), 2018–19 (by invitation)
- Led a four-member executive team to assess and execute case study responses at the American Academic Leadership Institute's/AASCU's "Becoming a Provost Academy," July 2018, June 2019, and July 2020 (by invitation)
- Represented AASCU presidents at a Title IX Listening Session with key U.S. Department of Education officials, September 2017 (by invitation)
- Represented AASCU presidents at a Title IX Summit with U.S. Secretary of Education Betsy DeVos, July 2017 (by invitation)
- Represented AASCU presidents at an AASCU/NASPA Capitol Hill Sexual Assault Forum/Briefing, January 2017 (by invitation)
- Member, AASCU Presidential Search Committee, summer/fall 2017 (by invitation)
- Member, Nominating Committee, 2015–17
- Member, AASCU's Professional Development Committee, 2011–16 (rolling voluntary terms)
- Chair, Professional Development Committee, 2012–13
- Member, Rural Coalition Committee, 2011–16
- Member, Retention and Recruitment Committee, 2011–13
- Co-Chair, Professional Development Committee, 2011–12

BALDRIGE PERFORMANCE EXCELLENCE PROGRAM

The Baldrige Program is the nation's public-private partnership dedicated to performance excellence. The program improves the competitiveness and performance of U.S. organizations, educates organizations in performance excellence management, and administers the Malcolm Baldrige National Quality Award. Service over the years has averaged about five weeks per year.

- Panel of Judges member, 2011–14, including serving as the chair, 2013–14 (appointed by the U.S. Secretary of Commerce)
- Personal coach, 2012–13, Executive Coaching Program to organ procurement CEO from Philadelphia
- Alumni examiner, 2008 (one of six national coaches for senior examiners, facilitator for the national examiner training, reviewer of national training materials, and final feedback report editor)
- Alumni examiner, 2007 (one of six national coaches for senior examiners, team leader for consensus and site visit, facilitator for the national examiner training, and reviewer of national training materials)
- Alumni examiner, 2006 (team leader for consensus and site visit, facilitator for the national examiner training, and reviewer of national training materials)
- Alumni examiner, 2005 (site visit team member and consensus team leader, facilitator for the national examiner training, senior examiner training and new examiner training, and reviewer of national training materials)
- Senior examiner, 2004 (team leader for consensus and site visit, co-author of the Sandy Hill School District case study, facilitator for the national examiner training, and reviewer of national training materials)
- Senior examiner, 2003 (team leader for consensus and site visit, facilitator for the national senior examiner and examiner training, and reviewer of national training materials)
- Senior examiner, 2002 (consensus team leader, facilitator for the national examiner training, and reviewer of national training materials)
- Senior examiner, 2001 (team leader for consensus and site visit, facilitator for the national examiner training, 2001 Tri-View National Bank case study scoring team member and scorebook editor)
- Senior examiner, 2000 (back-up team leader for consensus and site visit, scorebook editor, facilitator for the national examiner training, and 2000 Coyote Community College case study reviewer)
- Examiner, 1999 (consensus and site visit team member)

COUNCIL ON PUBLIC HIGHER EDUCATION (COPHE)

COPHE comprises presidents and chancellors of the 13 four-year public higher education institutions in Missouri.

- Chair, 2019–20 (elected by peers)
- Co-Chair, 2018–19 (elected by peers)
- Chair, 2013–15 (elected by peers)
- Co-Chair, 2011–13 (elected by peers)

HAWTHORN FOUNDATION

The Hawthorn Foundation is a highly diverse group of Missouri leaders in business, education, economic development, healthcare, and labor dedicated to making the state of Missouri stronger, thus developing a vibrant economy for the state of Missouri.

- Member, 2015–18 (by invitation)

HEARTLAND FOUNDATION

The Heartland Foundation, now Mosaic Life Care Foundation, is a think ahead organization focused on uplifting the value of lifelong learning and community involvement. The Foundation has been leading the region's Healthy Communities movement since 1994, and its primary service area is northwest Missouri and the surrounding counties in Kansas, Nebraska, and Iowa.

- Member, Board of Trustees, 2010–16 (by invitation)
- Member, Northwest Missouri P-20 Council, 2011–15; Chair, 2013–15 (by invitation)

KANSAS CITY AREA DEVELOPMENT COUNCIL (KCADC)

KCADC is a private, non-profit organization charged with representing the economic interests of the entire two-state, 18-county Greater Kansas City region of 2.5 million and engages the world to invest in the OneKC region.

- Member, Board of Directors, 2016–20 (by invitation)

MID-AMERICA INTERCOLLEGIATE ATHLETICS ASSOCIATION (MIAA)

Founded in 1912, the MIAA is one of the nation's oldest athletic conferences of which Northwest Missouri State University is a charter member. With 14 member schools, the MIAA has more than 5,000 student-athletes competing annually in Division II, and MIAA schools enroll more than 120,000 undergraduate students.

- Chair, MIAA Risk Management Task Force, 2019–20 (appointed by the MIAA commissioner)
- Member, MIAA Marketing Task Force and Expansion Project Teams, 2013–15 (appointed by the MIAA commissioner)

MISSOURI CHAMBER OF COMMERCE

The Missouri Chamber brings together members from all corners of the state to make Missouri a better place to live and work.

- Member, Missouri 2030 Workforce – Education Alliance, tied to the Missouri 2030 Strategic Plan, 2015–17 (by invitation)

MISSOURI COORDINATING BOARD OF HIGHER EDUCATION/MISSOURI DEPARTMENT OF HIGHER EDUCATION AND WORKFORCE DEVELOPMENT (CBHE/MDHEWD)

The CBHE serves as the oversight board for the MDHEWD. The MDHEWD's higher education division coordinates higher education policy fostering a quality postsecondary system that serves more than 450,000 students through 13 public four-year universities, 14 public two-year colleges, one public two-year technical college, 26 independent colleges and universities, and more than 150 proprietary and private career schools – and recently merged with the Department of Economic Development.

- Member, MDHEWD Commissioner's Advisory Group, 2018–20 (by invitation)
- Co-contributor with Metropolitan Community College Chancellor Kim Beatty, Diversity, Equity, and Inclusion Survey of Missouri Colleges, 2020 (by invitation)
- Member, Missouri Department of Economic Development/Missouri Department of Higher Education's Talent for Tomorrow Task Force, 2018–19 (by invitation)
- Host, statewide meeting, June 2017 (named as the first statewide host by the current administration)
- Member, Coordinated Plan Steering Committee on the Blueprint for Higher Education, 2013–15 (by invitation)
- Member, Complete College America Alliance of States Statewide Team, 2014 (by invitation)
- Member, National Governors Association Policy Academy Statewide Team, 2013 (by invitation)
- Member, State of Missouri Performance Funding Task Force, 2011–13 (by invitation)

MISSOURI QUALITY AWARD

The Midwest Excellence Institute administers the Missouri Quality Award program and drives organizational excellence across both Missouri and Kansas.

- Member, Panel of Judges, 1995–2000 (by invitation)

NORTHLAND CENTER FOR ADVANCED PROFESSIONAL STUDIES (CAPS)

Northland CAPS is the premier provider of professional, innovative educational experiences for students in the Northland region of Kansas City and serves nine public school districts.

- Member (ex-officio), Board of Directors/Higher Education Affiliate, 2014–19 (by invitation)

SSM HEALTH ST. FRANCIS HOSPITAL — MARYVILLE (MO)

St. Francis, now Mosaic Medical Center, Maryville, is a full-service, fully accredited health care organization serving Maryville, Nodaway County, and the surrounding communities.

- Vice Chair, Board of Directors, 2013–16 (by selection)
- Member, Board of Directors, 2010–16 and 1997–99 (by invitation)

SELECT PRESENTATIONS, PUBLICATIONS, SERVICE, AND TRAINING

(GROUPED IN REVERSE CHRONOLOGICAL ORDER)

Barnhart, J., Street, A. & Jasinski, J. (2021, January). *Recapturing the public good and lifting our regions: The role of higher education in helping to overcome barriers and promoting equitable economic development*. Respondent as part of Public Higher Education in 2021: Challenges in the Moment and Opportunities for the Future conference co-sponsored by EAB and AASCU, virtual session.

Garcia, M., Jasinski, J., Junn, E., & Rochon, R. (2021, January). *Diversity and inclusion at AASCU institutions*. Presentation and panelist for AASCU's New President's Academy, virtual session.

Wood, L., Harris III, F., Chang, R., & Jasinski, J. (2020, July). *Creating an environment of racial justice on campus*. Presentation and panelist for the AASCU Presidential Professional Development series, virtual session.

Jasinski, J., Johnston, R., Lewis, G., & McMahon, S. (2020, July). "Becoming a Provost Academy." (Panel leader and peer reviewer for the academy, co-sponsored by the American Academic Leadership Institute and AASCU; virtual sessions).

Jasinski, J., Hooyman, J., & Hoffmann, A. (2020, February). *Creating a campus-wide culture for student success transformation*. Presentation at the 2020 AASCU Academic Affairs Winter Meeting, New Orleans, LA.

Jasinski, J., Dunlap, T., Lovely, C., Nguyen, T., & Robinson, B. (2020, January). *Risk management – Forecasting for the future*. Presentation at the NCAA Annual Convention, Anaheim, CA.

Jasinski, J. & Barr, R. (2019, December). *Northwest's performance, Agricultural Sciences, and Agricultural Learning Center*. Presentation for the Northwest Missouri County Commissioners, Maryville, MO.

Jasinski, J. (2019, August). *Performance excellence at Northwest*. Presentation for the Maryville Optimist Club, Maryville, MO.

Jasinski, J., Johnston, R., Lewis, G., & McMahon, S. (2019, July). "Becoming a Provost Academy." (Panel leader and peer reviewer for the academy, co-sponsored by the American Academic Leadership Institute and AASCU; Minneapolis, MN).

Staisloff, R., Jasinski, J., & Raney, D. (2019, June). *Creating a data-informed culture*. Presentation at AASCU's Summer Council of Presidents, Minneapolis, MN.

Mehaffy, G., Cevallos, J., Jasinski, J., & Sciame-Giesecke, S. (2019, June). *Student success and the AASCU Center for Student Success*. Presentation at AASCU's Summer Council of Presidents, Minneapolis, MN.

- Jasinski, J. & Smart, C. (2019, May). Host and co-sponsor, Ingram's Business Magazine Higher Education Industry Outlook Roundtable, Kansas City, MO.
- Jasinski, J. (2019, February). *Performance in partnership*. Presentation at the FastTracks Re-signing Ceremony with Metropolitan Community College, Kansas City, MO.
- Jasinski, J. (2018, September). *Cheeseburgers, Condiments and Organizational Performance Excellence*. Keynote speaker at the Virginia Senate Productivity Quality Award Conference/Ceremony, Fredericksburg, VA.
- Jasinski, J., Johnston, R., Lewis, G., & McMahon, S. (2018, July). "Becoming a Provost Academy." (Panelist and peer reviewer for the academy, co-sponsored by the American Academic Leadership Institute and AASCU; Bellevue, WA).
- Jasinski, J. (2018, July). *Institutional relationship with Greek systems*. Presentation at the College and University Presidents' Summit coordinated by Husch Blackwell, Colorado Springs, CO.
- Jasinski, J. (2018, June). *Northwest Missouri State University: Our journey of agile disruption*. Represented the regional higher education sector for this stop on a 14-state national tour; presentation at the Age of Agility Summit sponsored by America Succeeds, Kauffman Foundation, Missouri Chamber of Commerce, Kansas City Chamber of Commerce, U.S. Bank, and Mobank, Kansas City, MO; by invitation from the Kauffman Foundation.
- Jasinski, J. (2018, May). *Building better Bearcats: Profession-based learning at Northwest Missouri State University*. Keynote speaker for the Lincoln Rotary, Lincoln, NE.
- Jasinski, J. (2017–18). Member, Northwest Internal Writing Team. (Northwest Missouri State University's Higher Learning Commission Assurance Argument, Federal Compliance Report, and Quality Initiative).
- Jasinski, J. (2017, October). *Gratitude, competencies, and an invitation*. Presentation at the Northwest Missouri School Counselors Association Fall Conference, Maryville, MO.
- Jasinski, J. & others. (2017, September). "Title IX Listening Session." (Represented AASCU presidents in a small group meeting with key U.S. Department of Education officials as a follow-up to the January 2017 Capitol Hill Sexual Assault Forum and July 2017 Department of Education Title IX Summit, Washington, D.C.).
- Jasinski, J. (2017, August 24). *Civility and debate, not censorship, to counter hate speech*. The Kansas City Star, e-edition.
- Jasinski, J. & others. (2017, July). "Title IX Summit with U.S. Secretary of Education Betsy DeVos." (Represented AASCU presidents as a roundtable participant/presenter with key Department of Education officials, Washington, D.C.).
- Jasinski, J. (2017, June). *About Northwest*. Convener and presentation at the CBHE/MDHE board meeting, Maryville, MO.
- Jasinski, J. (2017, June). *Career readiness at Northwest*. Featured presentation at the CBHE/MDHE board meeting, Maryville, MO.
- Jasinski, J. (2017, May). *University of champions*. Presentation at the Maryville Rotary Club, Maryville, MO.
- Jasinski, J. (2017, April). *On partnerships and student success*. Presentation at the FastTracks Signing Ceremony with Metropolitan Community College, Kansas City, MO.
- Jasinski, J. (2017, April). *Bevo Francis Award and Northwest's Justin Pitts*. Presentation at the DII basketball National Awards Ceremony, Maryville, MO.
- Jasinski, J. & others. (2017, January). "AASCU/NASPA Capitol Hill Sexual Assault Forum/Briefing: How Do We Address Sexual Assault in the New Congress?" (Participant/presenter, Washington, D.C.).

- Jasinski, J. (2016, December). *Momentum through partnerships: The Northwest way*. Presentation to the AgriVision Equipment Board of Directors, Maryville, MO.
- Jasinski, J. (2016, November). *Learning, perspectives, and crafting our future together*. Keynote presentation at the Think Ahead Forum of the Heartland Foundation, St. Joseph, MO.
- Jasinski, J. (2016, November). *Greek Life @nwmostate*. Keynote presentation at Northwest's Greek Life annual gathering, Maryville, MO.
- Jasinski, J. (2016, October). "Clean and Sustainable Energy Roundtable." (Participant/presenter with then U.S. Secretary of Agriculture Tom Vilsack, Savannah, MO).
- Jasinski, J. & Crockett, K. (2016, October). *The strategic enrollment planning imperative*. Presentation at AASCU's Annual National Conference with the President of Enrollment Management for Ruffalo Noel Levitz, Miami, FL.
- Jasinski, J. (2016, October). *Northwest Missouri State University: Textbook rentals, cornerstones, and KCADC*. Lead presentation at KCADC's monthly meeting, Kansas City, MO.
- Jasinski, J. (2016, June). *Innovating on completion*. Presentation at the Hawthorn Foundation's Workshop on College Completion Learning Conference, Columbia, MO.
- Jasinski, J. (2016, May). "Introducing the Watson 9." (Moderator for the grand opening of the Tom Watson Youth Course, one of three Watson youth courses in the world, Maryville, MO).
- Jasinski, J. (2015, October). "Industry Trends and Issues Panel Discussion." (Moderator at Northwest's Powering Health and Wellness Summit, Maryville, MO).
- Jasinski, J. (2015, August). *Convergence: Relationships, high expectations, and performance excellence*. Keynote presentation at Platte County R-3 School District's Opening School Year Convocation, Platte City, MO.
- Nicely, B. & Jasinski, J. (2015, April). *Evolving concepts in education delivery: About the Northland CAPS innovation education partnership*. Presentation with Kearney, MO School District Superintendent at the Missouri Department of Higher Education's Blueprint for Higher Education Commission Hearing 6, St. Joseph, MO.
- Jasinski, J. & others. (2015, March). *Seamless pipelines that work: Education to employment*. Presentation with colleagues from Northland CAPS and Metropolitan Community College at the National School Boards Association, Nashville, TN.
- Jasinski, J. (2015, March). *Northwest Missouri State University's disruption from a position of strength: Innovation education partnership and competency-based education*. Presentation at the Hawthorn Foundation Board of Directors Quarterly Meeting, Jefferson City, MO.
- Jasinski, J. (2015, January). *We rise by lifting others*. Presentation at the Innovation Education Partnership Designation Press Conference at Cerner World Headquarters, Kansas City, MO.
- Jasinski, J. (2011–15). Member, Editorial Board, Journal of Audio and Radio Media.
- Jasinski, J. (2014, November). Principal Investigator, Missouri Campus Collaborative Missouri Innovation Campus Grant. (\$450,000 funded from the Hawthorn Foundation).
- Jasinski, J. (2014, November). Co-Investigator, Missouri Campus Collaborative Competency-based Education Grant. (\$385,000 funded from the Hawthorn Foundation).
- Jasinski, J. (2014, October). *Sustainability at Northwest*. Presentation at the Missouri Comprehensive State Energy Plan, Public Meeting #5, Maryville, MO.

- Jasinski, J. & others. (2014, October). "Missouri Roundtable on Sexual Assault: A Forum with Senator Claire McCaskill." (Panelist, Maryville, MO).
- Jasinski, J. (2014, September). *Bearcats connect!* Presentation at the Northwest Area Commissioners Meeting, Maryville, MO.
- Jasinski, J. (2014, June). "Pulse-taking: Organizational Assessment." (Workshop leader for the CBHE and MDHE Meeting, Jefferson City, MO).
- Jasinski, J. (2013, August). *Inspiring constituents to higher levels of engagement: The importance of the case for support, communications, and materials.* Presentation at Gonser Gerber's Annual Advancement Conference, Naperville, IL.
- Novak, R., Jasinski, J., & Dorsey, M. (2013, June). *Local, state and national higher education: Maintaining academic quality.* Presentation with Senior VP of Programs and Research for the Association of Governing Boards and Chancellor of St. Louis Community College, Columbia, MO.
- Jasinski, J. (2013, May). *Labor shortages, workforce development, and higher education.* Presentation at KCADC's Monthly Meeting, Kansas City, MO.
- Jasinski, J. (2013, March). *Proud history. Bold future. Northwest rising.* Presentation at St. Joe Rising, St. Joseph, MO.
- Jasinski, J. (2012, April). *Embrace your journey.* Presentation at Liberty High School's Academic Achievement Recognition Ceremony, Liberty, MO.
- Jasinski, J. (2012). Book reviewer. Veenstra, C.P., Padro, F.F., & Furst-Bowe, J.A. (Eds.). (2012). *Advancing the STEM agenda: Quality improvement supports the STEM agenda.* Milwaukee, WI: American Society for Quality.
- Jasinski, J. (2011–12). Member, Northwest Internal Writing Team. Northwest Missouri State University's Higher Learning Commission AQIP Systems Portfolio. (Resulted in full reaccreditation with no significant follow-ups).
- Jasinski, J. (2011, December). *Taking stock: Where are we, what's next, and how?* Presentation at the CBHE/MDHE Organizational Learning Workshop, Jefferson City, MO.
- Jasinski, J. (2011, September). *How will it change you?* Presentation at the West Nodaway R-I Patriot Day celebration, Burlington Junction, MO.
- Jasinski, J. (2011, April). *Why Northwest is a champion for setting goals; Measuring, trending and comparing results; and continuously improving.* Presentation to the Mongolian National Council for Education, Maryville, MO.
- Jasinski, J. (2011, January). *Northwest and MDHE: Working in partnership for the long term.* Presentation to the MDHE Commissioner, Maryville, MO.
- Jasinski, J. (2010, November). *Bearcat nation: Once a Bearcat...* Presentation to Leadership Maryville, Maryville, MO.
- Jasinski, J. (2010, October). *B-E-A-R-C-A-T-S!* Presentation to Maryville Lions Club, Maryville, MO.
- Jasinski, J. (2010, August). *The leader in us.* Keynote presentation at the Maryville RII School District's Back-to-School Opening Meeting, Maryville, MO.
- Jasinski, J. (2010, June). *Unconventional benchmarking: Going beyond the obvious.* Presentation at the 2010 National Benchmarking Conference, Kansas City, MO.
- Jasinski, J. (2010, February). *Where am I headed?* Presentation at the Maryville R-II High School Academic Awards Ceremony, Maryville, MO.

- Jasinski, J. (2001–09). Organizational presentations addressed varying combinations of faculty, staff, administrator, and board of trustee groups, ranging from 5 to 400. The topics covered, for example, were accreditation and improvement, change management, conflict management, organizational assessment, organizational effectiveness indicators, outcomes assessment, strategic planning, and team-building.
- Jasinski, J. (2001–09). Served as author/editor for 15+ AQIP Systems Portfolios (organizational self-assessments for accreditation/improvement) and Baldrige-based self-assessments (state/national submissions); authorship/editorship included organizational facilitation and teaching activities.
- Jasinski, J. (2001, 2003, 2009). *Koalaty Kid's school self-assessment guide to performance excellence* (1st ed., 2nd ed., 3rd ed.). Milwaukee, WI: American Society for Quality.
- Fairbairn, L. & Jasinski, J. (2009, April). *Strategic planning: A needs-based approach to strategy development and implementation*. Paper selected and presented at the annual Higher Learning Commission meeting, Chicago, IL.
- Jasinski, J. (2005–07). *Executive leadership year at CNM*. (Succession planning for executives at Central New Mexico Community College; curriculum development and delivery on leadership issues).
- Jasinski, J. (2007–08). Member, Northwood Internal Writing Team. (AQIP Systems Portfolio). (Resulted in full reaccreditation with no significant follow-ups).
- Davis, L., Booth, S. & Jasinski, J. (2006, April). *How's my driving? On the road to student learning and engagement at Kent State University*. Presentation with colleagues from Kent State at the annual Higher Learning Commission meeting, Chicago, IL.
- Jasinski, J. (2006, August). *Viewing and leading Longview Public Schools from all angles: What's your vision?* Presentation to school district leaders, Longview, WA.
- Jasinski, J. (2005, September). *Rethinking our ideas regarding (re)accreditation*. Presentation to Arizona academic affairs administrators, Tucson, AZ.
- Alexander, J. & Jasinski, J. (2005, June). *Creating and using performance reviews to help shape priorities for continuous and breakthrough improvement*. Presentation with the former leader of the University of Northern Colorado's Monfort College of Business at the annual Florida Sterling Conference, Orlando, FL.
- Jasinski, J. (Fall 2004). *Strategic planning via Baldrige: Lessons learned*. In M. Dooris, J. Kelley, & J. Trainer (Eds.), *New Directions for Institutional Research: Successful strategic planning* (pp. 27–31). San Francisco: Jossey-Bass.
- Seymour, D., Kelley, J., & Jasinski, J. (Fall 2004). Linking planning, quality improvement, and institutional research. In M. Dooris, J. Kelley, & J. Trainer (Eds.), *New Directions for Institutional Research: Successful strategic planning* (pp. 49–56). San Francisco: Jossey-Bass.
- Brennan, M. & Jasinski, J. (2004, May). *Sandy Hill School District case study*. (Used for the national and international examiner training and in a wide variety of organizations, Gaithersburg, MD: Malcolm Baldrige National Quality Award Program).
- Jasinski, J. (2004–12). Dissertation reader/reviewer for nine Ph.D. candidates.
- Jasinski, J. & Spangehl, S. (2002). *Dewey University: Case study for the AQIP Systems Portfolio*. (Used for accreditation reviewer training) Chicago, IL: Higher Learning Commission.
- Jasinski, J. (2002, February). *Getting the most out of your reaccrediting efforts*. Presentation to Kansas academic affairs administrators and presidents, Emporia, KS.

- Jasinski, J. (2001, May). *High performance in higher education: It starts with me*. Keynote presentation at HLC-sponsored accrediting representatives meeting, Kansas City, MO.
- Spangehl, S. & Jasinski, J. (2001, March). *AQIP and academic improvement*. Presentation at the annual Higher Learning Commission meeting, Chicago, IL.
- Jasinski, J. et al. (2000, April). *The academic quality improvement project: An alternative accreditation process*. Presentation at the annual North Central Association meeting, Chicago, IL.
- Jasinski, J. (1999, Sept.). Connecting quality improvement practices to reaccreditation. *Quality Progress*, V. 32, No. 9.
- Jasinski, J. Conducted training for higher education organizations and individuals in partnership with two national organizations: Plexus, Inc., 2001–04, and Datatel, 1999–2001.

RECOGNITION

- Icon of Education, Ingram's Business Magazine of Kansas City, 2019
- Inductee, National Society of Collegiate Scholars Honor Society, 2017
- Missouri National Guard Always Ready, Always There Award, 2017
- Excellence in Education Award, Northland Kansas City Regional Chamber of Commerce, 2014
- TRIO Champion Award, 2014
- Commitment to Quality Institutional Award, Northwest Missouri State University, 1999
- Tower Service Award, Northwest Missouri State University, 1997
- Adviser to KDLX-FM, recipient of 11 of 18 Missouri Broadcast Educators Awards, 1996
- Service Commendation, U.S. Department of Commerce, 1995
- National College Broadcast Adviser of the Year, College Media Advisers, 1993
- Adviser to KDLX-FM, finalist (top 3 in the nation) for the Marconi Award, which recognizes college radio excellence, 1993
- Adviser to KDLX-FM, the nation's most outstanding college radio station (1st place) as recognized through the Marconi Award, 1992
- Adviser to KDLX-FM, finalist (top 3 in the nation) for college station of the year, 2nd place for programming, and 3rd place for community service, as recognized by the National Association of College Broadcasters, 1991
- Broadcast Student of the Year, Central Michigan University, 1985
- Member, Luke M. Powers Catholic High School Class B State of Michigan Champion Baseball Team, 1980; team inducted into the Powers Catholic High School Hall of Fame and Greater Flint Area Sports Hall of Fame



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