

Mark Curtis-Chávez

EDUCATION

Ph.D., Higher Education, University of Toledo

M.A., English, Northern Illinois University

B.A., English, Indiana University

PROFESSIONAL EXPERIENCE

COLLEGE OF DUPAGE

Glen Ellyn, IL

A comprehensive community college with 26,000 students, four centers, 306 full-time faculty, \$354 million budget. College of DuPage \$405 million economic input in to the community. The student body consists of 53% female and 46% male, 38% of which are Hispanic, 26% White, 7% Black, and 11% Asian.

PROVOST

Aug 2018 – Present

Responsibilities

- Report to President of College of DuPage and serve as chief executive officer in the absence of the College President.
- Serve as the Chief Academic Affairs Officer and the Chief Student Affairs Officer.
- Responsible for \$111 million budget.
- Supervise 318 full-time faculty, two Assistant Provosts, two Associate Vice Presidents, one Assistant Vice President, and the Director of the McAninch Art Center; oversee seven Academic Deans, three Student Affairs Deans, Registrar, and several hundred full-time employees in Academic and Student Affairs.
- In lieu of the President, serve as liaison to the community: district superintendents, mayors, chambers, and others.
- Improve student success and increase enrollment.
- Participate in fundraising efforts with major donors.
- Maintain communication with the Board, apprising them of major initiatives in Academic and Student Affairs.

Key Accomplishments

- Instituted a Strategic Enrollment Management Council, whose purpose is to increase enrollment through recruitment, retention, and completions efforts.
- Implemented student success targets:
 - Increase African-American and Latino success rates by 4%.

- Increase College Math & English completion of students starting in developmental education by 5%.
- Increase fall to fall persistence by 4% and fall to spring persistence by 5%.
- Head academic and student affairs leadership working on Guided Pathway efforts to increase student success.
- Head academic and student affairs leadership working on Higher Learning Commission (regional accreditor) site visit work for Academic and Student Affairs.
- With Institutional Research, helped implement changes to data access and reports based on AACCC Pathways Project Key Performance Indicators.
- Developed most of the major proposals for new collective bargaining association negotiations and head Academic and Student Affairs team working on the contract.
- Reorganized Academic and Student Affairs to better align both departments, including the creation of the STEM Division, the Public Services Division, and the positions of Assistant Provost of Instruction, Assistant Provost of Student Affairs, and the Dean of Enrollment Management.
- Serve on the American Association of Community College's *Commission on Student Success* in Washington, D.C.

LONE STAR COLLEGE

Houston, TX

A comprehensive community college with 95,000 students (87,000 credit), six campuses and 10 centers, 720 full-time faculty, \$350 million dollar operating budget. Lone Star College is one of the largest and fastest growing community college in the nation. The student body consists of 59% female and 40% male, 50% White, 26% Hispanic, 11% Asian, and 7% Black.

SPECIAL ASSISTANT TO THE PRESIDENT

Jun 2017 – Aug 2018

Responsibilities

- Report to President of Lone Star College-CyFair.
- Prepare special studies, reports, presentations and other correspondence.
- Represent the President, as requested.
- Lead Focused Five, our strategic plan implementation: Student Success, Academic & Workforce Program Quality, Financial Responsibility, Partnerships, and Culture.
- Lead the Cy-Fair Data team, whose focus is on addressing student retention, success, and completion.
- Lead the Grants Council, which is responsible for vetting and obtaining grants.
- Lead College Relations, the public relations arm of the campus, which is responsible for recruiting new students.
- Co-chair the Strategic Enrollment Management Council at the campus.

Key Accomplishments

- Formed data team, which uses Civitas predictive analytics and system-wide data to improve student Key Performance Indicators, especially retention.
- Work closely with Student Services to recruit, retain, and help students be successful through digital/data campaigns, Civitas nudges, and SEM efforts:

- Digital/data campaigns to recruit applied but not enrolled students and to remind students who have enrolled but not paid to select a payment plan before the drop date: both contributed to a 2% increase in enrollment for Fall 2017.
 - Applied Not Enrolled: 8,557 total students, 1,371 enrolled (16%).
 - Enrolled Not Paid: 2,918 total students, 2,266 enrolled (78%).
- Civitas nudges that encourage students to persist, re-enroll, or see an Advisor:
 - Nudged students not enrolled in Summer or Fall classes who had attended Spring 2018—652 enrolled (11.5%).
 - Nudged Health Science students Spring 2018 to encourage them near the end of the semester to seek help from their Advisor if needed: 46% click rate (industry average: 16.7%).
 - Nudged part-time veteran students, part-time Hispanic male students, and transfer students—results pending.
- SEM:
 - Created Facebook boosted campaign [video](#) to encourage students to enroll in another class to graduate or transfer sooner: result has been 14,000 views after one month.
 - Ran focus groups to learn why students take classes at other colleges and identified the format—face-to-face, online, & hybrid—students want.
- Significantly improved marketing efforts, moving from print to digital marketing, for example:
 - Increased Facebook marketing Post Reach (appeared in users' newsfeed) 400% over last year (average rising from around 500 per day to around 2000).
 - Increased Facebook marketing Total Views (actually seen by users) 500% over last year (average rising from around 8 per day to 40).
 - Increased Facebook marketing Post Engagements (likes, comments, and shares) 650% over last year (rising from 10 per day to 65).
- Increased grant applications by the campus, including NSF grants.
- Coordinated Title III and Title V waiver eligibility report.
- Created new newsletter template for the campus.
- Updated Focused Five strategic initiative.
- Addressed campus concerns with College Relations.

INTERIM ASSISTANT VICE CHANCELLOR

Aug 2016 – Jun 2017

Responsibilities

- Reported to Vice Chancellor.
- Hispanic faculty recruitment—to increase faculty diversity to be more reflective of the student body, which entailed the development of a recruiting plan, the establishment of relationships with Hispanic Serving Institutions with high Hispanic graduate enrollment, the continued connection to the recruits, the development of marketing materials, and the development of a budget to support this effort.
- Built relationships with universities to recruit more minority faculty.
- Worked with HR's Talent Acquisition organization by coordinating recruiting trips and helping secure current full-time Hispanic faculty to accompany them on the trips.

- Hispanic student success initiative—increase minority student success through focused system-wide initiatives using data such as Key Performance Indicators, Civitas predictive analytics, and new and best practices.
- Developed a mentoring program for doctoral students in order to recruit more diverse faculty and to introduce doctoral students to the community college.
- African-American male success initiative—helped develop a program to increase student success.

Key Accomplishments

- Developed recruiting plan, where we visited 18 of the largest Hispanic-serving graduate schools.
- Recruited 246 potential Hispanic faculty candidates.
- Developed web page for recruits, which includes cost of living information as well as guidance for applicants from the cover letter to the interview follow-up correspondence.
- Developed a recruitment brochure as well as marketing video to recruit Hispanic faculty candidates.
- Developed a Hispanic job board list.
- HACU: secured funding and organized trip for Hispanic students to attend the Hispanic Association of Colleges and Universities conference, 2016.
- Helped develop academic program and budget to increase the success rates for African-American male students.
- Developed a Hispanic student success initiative, focusing on the four categories of Texas Completes: connection, entry, progress, and completion.
- Developed an affordable budget for recruiting trips.

DEAN OF INSTRUCTION, University Park

Responsibilities

Jun 2013 – Aug 2016

- Reported as the only Dean of Instruction to the campus' chief academic & student affairs officer: the Vice President of Instruction & Student Services.
- Supervised 40 full-time faculty, 10 FT lecturers, 6 Department Chairs, 4 full-time and 2 part-time office staff, 1 full-time science lab coordinator, 3 part-time science lab coordinators, and 450 adjunct faculty.
- Directed all academic & credit-workforce programs & entire campus academic schedule.
- Managed and administered an \$8.5 million operating budget.
- Ensured compliance with the System's assessment efforts: SLOs (Student Learning Outcomes), PLOs (Program Learning Outcomes, & UEPs (Unit Effectiveness Plan).
- Worked with University Partners to assist in articulation agreements and transfer of students: U. of Houston, U. of Houston Downtown, Sam Houston State U., and Prairie View A&M U.; and worked with local, independent, & charter school districts to facilitate dual-credit offerings.

Key Accomplishments

- Increased enrollment 53% in two years from 6,200 to 9,500 (unduplicated).
- Increased dual-credit enrollment 61% in two years from 922 to 1501 (unduplicated).
- Increased online enrollment 160% in two years from 2,169 to 5,720 (unduplicated).
- Increased hybrid enrollment 160% in two years from 595 to 1,564 (unduplicated).

- Developed Competency Based Education Program for the college in two areas: Associates of Arts in Business and Certificate for Computer Information Technology.
- Developed AAS in Law Enforcement, Advanced Technology Certificate in Converged Tech, and Bachelor's of Applied Technology in Computer Information Technology.
- Helped to develop and lead the Honors College for the campus and helped bring Psi Beta, the Psychology Honors Society, to the campus as well.
- Developed an Associate of Arts in Teaching program for Klein Independent School District paraprofessionals, who can attend part-time but graduate in two years.
- Established MOU with Texas A&M University to develop more STEM teachers and secure an NSF grant.
- Brought the Science Olympiad, a national science competition for junior and high school students, to University Park as a Texas regional event.
- Built Black Box Theater and science lab classrooms.
- Served as the Lone Star College—University Park liaison with Toshiba International, which donated several thousand dollars' worth of equipment to the Energy and Manufacturing Institute.
- Worked with Klein Independent School District to develop high school English and Math courses that LSC—UP would accept via prior learning assessment credit, making these student college ready.
- Managed the Western Governors University/Gates grant.

CUYAHOGA COMMUNITY COLLEGE

Cleveland, OH

A comprehensive community college with 30,000 students, four campuses, numerous sites, 380 full-time faculty, 700 adjunct faculty, 820 staff, four collective-bargaining units, a \$250 million operating budget, 1,000 credit courses, 600 non-credit workforce and professional development courses, and 800 distance learning courses. The student body consists of 61% female and 39% male, 38% of which are minority, including 29% of which is Black.

ASSOCIATE DEAN, LIBERAL ARTS, Western Campus

Jun 2007 – Jun 2013

Responsibilities

- Reported to campus chief academic officer: the Dean, Academic Affairs.
- Supervised 41 full-time faculty, 150 part-time faculty, 7 faculty coordinators (department chairs), 1 ASL program manager, 1 part-time ASL student assistant, 5 office staff, 2 full-time theater technical directors, 32 part-time staff that includes Writing Center tutors.
- Directed the programs in Liberal Arts, including the academic schedule.
- Managed and administered a \$7 million operating budget.
- Interpreted college policies for and work with four union groups, AAUP—faculty, SEIU—full-time staff, SEIU—part-time staff, and ASCME—facilities.

Key Accomplishments

- Developed a summer bridge program to assist students to test into higher levels of English; 90% of students moved into English 101.
- Implemented an Accelerated Learning Program (ALP) in English, which accelerated the number of developmental students taking Freshman Composition and passing; 75% of

the ALP students passed English 101 and 70% passed English 102, which matched the native population.

- Implemented and ran with Student Affairs a college-wide Early Alert program for gateway courses in English and Math.
 - We piloted the program in the single most populous developmental courses in math and English.
 - Began with just under 25 sections the first semester with 63 student referred to the program by faculty 50 sections the next fall, increasing referrals to 145.
 - Asked to implement college-wide after two years.
 - For students who were referred and responded, they passed (10%) and persisted (12%) at higher rates than those who did not respond.
- Increased enrollment 3%.
- Planned and implemented an annual Learning Community Summit for the college.
- Led college-wide initiative for implementing an Intensive English Program.
- Developed the program planning tool for Program Review & Planning for the district.
- Built an American Sign Language Lab, an ESL Lab, a Foreign Language Lab.
- Significantly increased the number of English hybrid and online section, which freed up limited classroom space, and increased FTE (full-time equivalent).

INTERIM DEAN, CREATIVE ARTS, district-wide

July 2011 – Feb 2012

Responsibilities

- Reported to the Vice President of Instruction for the district.
- Supervised an Associate Dean, 27 full-time faculty, 130 part-time faculty, 2 program managers, 3 directors, 12 office staff, 1 part-time student assistant, 3 theater technical directors, and 1 assistant theater technical director.
- Directed the academic programs of Art, Dance, Journalism & Mass Communication, Media Arts, Music, Photography, Recording Arts Technology, Theater, and Visual Communication & Design, and the academic schedule.
- Directed the performance arts programs of JazzFest, Tri-C Presents, Showtime at High Noon Series, and Arts Prep.
- Managed and administered a budget of \$7 million.
- Managed the Doris Duke Foundation grant for Project Gilgamesh.

ARIZONA WESTERN COLLEGE

Yuma, AZ

This Hispanic Serving Institution is a comprehensive community college serving 7,000 students (headcount), 50% of which are Hispanic. The college serves two counties, for a service area of 10,000 square miles, consisting of one main campus, and six regional centers, 118 full-time faculty, 462 adjunct faculty, and a \$55 million operating budget. The student body consists of 56 % female and 44 % male.

DIVISION CHAIR, COMMUNICATIONS

May 2004 – May 2007

Responsibilities

- Reported to Dean of Instruction.
- Supervised 16 full-time faculty, 36 part-time faculty, and 1 staff member.

- Directed the programs of instruction in the division: Departments of English, Reading, Journalism, Creative Writing, Television Production, Broadcasting (Radio), and Media Arts, and the Division's academic schedule.
- Managed and administered a budget of over \$1.1 million.
- Taught 9 credit hours a year.

Key Accomplishments

- Increased the number of full- and part-time Black and Hispanic faculty members.
- Increased FTSE (full-time student equivalent) 21% over two years, 2004 – 2006.
- Increased English class offerings 15% and Reading class offerings by 50% in 2005-2006.
- In the South Yuma County, which serve an at-risk community of first-generation Hispanic students, increased English class offerings by 100% and Reading by 400%.
- Worked with Student Services to incorporate an Early Alert program in all English classes.
- Implemented a Summer Bridge program for student athletes and ESL students, improving student test scores by 75%, enabling them to enroll in a higher-level course.
- With Student Services, developed program that helped the Cocopah Indian Tribe increase success rates of tribal students participating in their Higher Education Grant Program.

TEACHING EXPERIENCE

CUYAHOGA COMMUNITY COLLEGE

- Adjunct.

Parma, OH

Jan 2008 – Aug 2009

ARIZONA WESTERN COLLEGE

- Full-time.

Yuma, AZ

Aug 2002 – May 2007

ORANGE COAST COMMUNITY COLLEGE

- Adjunct.

Costa Mesa, CA

Jan 2002 – May 2002

PURDUE UNIVERSITY CALUMET

- Full-time.

Hammond, IN

Aug 2000 – May 2001

INDIANA UNIV PURDUE UNIV AT INDIANAPOLIS

- Adjunct.

Indianapolis, IN

Aug 1999 – May 2000

BUTLER UNIVERSITY

- Adjunct.

Indianapolis, IN

Aug 1999 – Dec 1999

NORTHERN ILLINOIS UNIVERSITY

- Teaching Assistant.

DeKalb, IL

Aug 1995 – May 1997

SELECTED COLLEGE SERVICE

LONE STAR COLLEGE

Houston, TX

- Strategic Enrollment Management Council, 2017 – present.
- Resource Development & Administration (Grants) Council, 2018 – present.
- Hispanic Leadership Council Co-Chair, 2015 – present.
- African-American Student Success Taskforce, 2016 – present; Hispanic Student Success Initiative, 2017 – present; Council for International Studies, 2014 – present.
- Western Governors University CBE Webinar Advisory Committee, 2015 – present.
- Confucius Institute Committee, which developed a program for Chinese international students to study at LSC, 2016.
- Served on Gates Grant CBE Consortium, 2013 – 2016.
- Served on Deans' Council, 2013 – 2016; Workforce Council, 2013 – 2015; & Dual Credit Advisory Council, 2014 – 2015, Sabbatical Committee, 2013 – 2016.
- Selected hiring committees: Vice Chancellor Workforce, VP Administration, Deans, HR Director, Law Enforcement Academy Director, Department Chairs, and full-time Faculty.

CUYAHOGA COMMUNITY COLLEGE

Cleveland, OH

- Chair of Deans Council, 2012 – 2013.
- Accreditation: Helped edit AQIP Categories (Higher Learning Commission), 2012 – 2013.
- Fundraising: Combined Campaign Co-Chair for Western Campus, 2012 – 2013; Co-Chair of Western Campus phone bank for college levy; & raised funds for college levy campaign and for college scholarship foundation, 2007 – 2012.
- Served on the Achieve the Dream Committee, 2007 – 2013; the Developmental Ed Council core team, 2011 – 2013; & the Faculty Hiring Policy Committee, 2011 – 2013.

ARIZONA WESTERN COLLEGE

Yuma, AZ

- Served on President's Diversity Committee 2003 – 2007: recruitment and retention of minority faculty; Faculty Senate, 2003-2005; & Curriculum Committee, 2003-2004.
- Chaired Plagiarism Committee, Spring and Fall 2003: supplemented college plagiarism guideline with three documents: student honor code form, recommendations for Disciplinary Hearing Officer regarding sanctions, and letter to faculty advising how to deal with plagiarism; all were implemented including college-wide use of turnitin.com.
- Served on community committees: KAWC (College Radio Station) Instructional Advisory Committee, Friends of KAWC Advisory Committee, and Media Arts Advisory Committee.
- Fundraising: Arizona Western College Foundation, 2004 – 2007, & *La Cosecha* (the Harvest) committee, 2003 – 2007: community-wide committee provided scholarships to first-generation graduates.

PURDUE UNIVERSITY CALUMET

Hammond, IN

- Participated in Composition Board, a forum for critical examination of English Department curriculum.

PROFESSIONAL DEVELOPMENT

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- Lone Star College & Mark Milliron, *Next Generation Leadership Academy*, 2016 – 2017.
 - North Houston, *Leadership North Houston*, 2016 – 2017.

- University of Toledo, *International Summer Leadership Academy*, 2011.
- Cuyahoga Community College, *Mandel Leadership*, 2010 – 2011.
- Cuyahoga Community College, *Staub Leadership*, Feb 2009.
- American Association of Community Colleges *Future Leaders Institute*, 2008.
- National Community College Hispanic Council *Leadership Fellows Program*, 2006.

SELECTED PRESENTATIONS

- "Institutional Buy-In"—presented online for WGU's **CBEInfo Webinar**, October 19, 2016.
- "Building a Competency Based Education Program"—presented at the **NCCHC** Leadership Symposium, September 2015.
- "Lessons Learned: NCCHC Fellow Alums"—panelist at the **NCCHC** Leadership Symposium, September 2015.
- "Institutional Buy-In Strategies"—presented at the **CBE4CC** (Competency Based Education for Community Colleges) conference with Bellevue College (WA) & Valencia College (FL), June 2015.
- "Academic Planning and Strategies"—presented at the **CBE4CC** conference with Austin Community College (TX) & Broward College (FL), June 2015.
- "Industry Partner/ CBE Interface"—presented at the **CBE4CC** conference with Sinclair Community College (OH), June 2015.
- "Helping Developmental Students Speed-UP"—presented at the **AACC** annual convention, April 2015.
- "Workforce Master Plan"—presented with Linda Head & Melissa Gonzalez to the **Lone Star College Board**, August 2014.
- "Building a Competency Based Education Program"—presented at the **NACTC** (National Alliance of Community and Technical Colleges) conference, Chicago, IL, July 2014.
- Competency Based Education Sustainability Convening—presented on the development of the CBE program at LSC—**Gates Foundation**, Seattle, WA, April 2014.
- "Building a Competency Based Education Program at Lone Star College"—presented at the **AACC** annual convention, April 2014.
- "Community College Funding in the United States"—presented at the International Seminar on **Short-Cycle Higher Education in Europe and the United States**, Amsterdam, Netherlands, June 2012.
- "Fellows' Panel: Lessons Learned"—panelist at the **NCCHC** (National Community College Hispanic Council) Leadership Symposium, 2011.
- "Recruitment at and Working for Tri-C"—presented at the **Building Connections with the Hispanic Community** recruitment dinner in Cleveland, July 2009.
- "How to Move Up in Middle Management in Order to Obtain the Vice Presidency or Presidency"—presented at **NCCHC** Leadership Symposium, Sept 2008.
- "Light in a Dark Place: The Poetry of Gary Soto"—presented at the **XIII Bi-National Conference on Literature** in San Luis Rio Colorado, Sonora, Mexico, Mar 2004.
- "*Gulliver's Travels*. The Houyhnhnms as Imperialists"—presented at the **Graduate Conference on Language and Literature** at Northern Illinois University, Apr 1996.

SELECTED COMMUNITY SERVICE

- Emceed Latino Education Summit, which was endorsed by the White House on Educational Excellence for Hispanics, May 3, 2016.
- Recruited college students to judge a homeschool speech and debate regional tournament for the National Christian Forensics and Communications Association, 2016.
- Helped All Kids Alliance develop a partnership with Klein Independent School District, local non-profits, and businesses to increase the number of college-ready students, 2014 – 2015.
- Coached boys' soccer & basketball: Cypress, TX, & North Royalton, OH.
- Keynote Speaker at UNUM, Inc's *Lideres del Futuro* (Future Leaders), Yuma, AZ, Apr 2005.
- Served as President of Yuma chapter of AACHE (Arizona Association of Chicanos in Higher Education), Aug 2003 – May 2005.

REFERENCES

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