

Dennis L. Lancaster

Work Experience

July 27, 1992 to Present	Missouri State University-West Plains West Plains, Missouri
July 1, 2020 to Present June 2013 to June 2020	Interim Chancellor Dean of Academic Affairs/ Assistant Professor of Letters
January 2009 to May 2013	Assistant Professor of Letters
September 2001 to December 2008	Assistant to the Chancellor/Instructor
February 2007 to July 2007	Interim Chancellor/Instructor
August 1998 to May 2013	Director of the Darr Honors Program
July 1997 to September 2001	Special Projects Coordinator/Instructor
July 1992 to June 1997	Assistant Director (Coordinator) of University Communications/Lecturer
August 1990 to May 1992	Missouri State University-West Plains West Plains, Missouri Per Course Faculty Member, English (Composition) and Journalism
March 1988 to July 1992	West Plains Daily Quill West Plains, Missouri General Assignment Reporter/Photographer

Education

Doctor of Education:	December 2014, Lindenwood University , Saint Charles, Missouri. Major: Higher Education Administration Summa cum laude
Master of Arts:	December 1996, University of Missouri, Columbia Major: Journalism. Emphases: Media Analysis/Ethics, Political Communication. Magna cum laude
Bachelor of Arts:	May 1984, Drury College , Springfield, Missouri. Majors: English (Literature), Philosophy. Cum laude.
High School:	May 1980, West Plains High School , West Plains, Missouri.
Other :	1985-1986, <i>Drury College</i> , Masters Program in Education 1987-1989, <i>Missouri State University, Springfield</i> ; Masters Program in English Summer 1995, Phi Theta Kappa Leadership Development Institute Summer 2000, <i>Harvard University</i> , Graduate School in Education Management Development Program

Administrative Position Descriptions and Responsibilities

Interim Chancellor (2020-2021)

General description and key responsibilities

- The Chancellor for the West Plains campus is the chief administrative officer for the West Plains campus and advises the President on all matters pertaining to the West Plains campus. Under the direction of the President, the Chancellor serves as the senior executive officer of the campus, responsible for providing visionary leadership and general management of the West Plains campus units: student services, university communications, academic affairs, development, business and support services, and university and community programs. In support of the campus' mission, vision, and goals, the Chancellor demonstrates a commitment to instruction and student success, provides sound financial management, and advances fundraising efforts. The Chancellor serves as the chief ambassador for Missouri State – West Plains by building relationships with business, industry, alumni, educational institutions, civic organizations, and community leaders. The Chancellor is a member of the central management team for the Missouri State University System and serves as a liaison with various campus constituencies.

Dean of Academic Affairs/Assistant Professor of Letters:

General description

- The Dean of Academic Affairs is the Chief Academic Officer of the Missouri State University – West Plains campus, providing primary administrative leadership, direction, and evaluation for all academic activities and faculty affairs of the campus. The Dean oversees the academic divisions and departments, Garnett Library, other centers and offices including Student Advisement and Academic Support Center, Assessment and Instructional Support, Distance Learning, and the branch campuses in Mountain Grove, Mo., and Dalian, China.

Responsibilities

- Fostered intellectual growth, student learning, and scholarly and creative activities by providing academic strategic planning, administrative leadership, direction, and evaluation for all academic activities and faculty affairs at the University, providing leadership in advancing the mission, goals, and objectives of the University, particularly in regards to academic excellence and student success.
- Demonstrated sound fiscal management and empirical-based decision making by overseeing program development, budgets, and facilities of all academic and academic support units.
- Ensured an active and expanding dialogue with external constituencies by encouraging partnerships with external constituents and public organizations.
- Implemented the strategic academic vision by authorizing faculty appointments, recommending all promotions and tenure decisions to the Chancellor, making final decisions about the allocation of academic space, working closely with the Dean of Student Services in addressing the educational support needs and extra-curricular priorities for students, and with the other senior leadership of the University in coordinating and overseeing the overall mission of the University.
- Generated meaningful information for the improvement of the overall academic program, and where appropriate, services that promote student success by understanding, demonstrating, and encouraging assessment in all aspects of the University, but particularly those areas within the academic program.
- Remained competent and current through self-directed professional reading, developing professional contacts with colleagues, attending professional development conferences, and attending training and/or courses as required.

- Led as a colleague and divisional supervisor, on average, 120 employees, including full-time staff and faculty, part-time staff, and per course instructors. Evaluated direct reports as well as overseeing the evaluation of all academic affairs employees, both staff and faculty. Considered and acted on all evaluation appeals, often serving as a mediator between parties.
- Oversaw and monitored the Academic Affairs division budget, currently over \$5 million. Presented proposed budget (including use of new monies as well as potential cuts) to the Executive Budget Committee and Chancellor after consultation with academic affairs staff, division chairs, and the Faculty Senate Budget Priorities Committee.

Assistant to the Chancellor/Instructor:

General description

- Provided support services to the Chancellor for the general administration of the campus. Advised the Chancellor on a wide range of topics with specific expertise in resolving administrative organizational issues and in setting organizational priorities in coordination with and relationship to the varying campus constituencies. Devoted significant to information gathering, analysis and the preparation of summaries in a usable and meaningful form. Participated in scholarly activities, including teaching and limited research.

Responsibilities

- Coordinated and/or assisted in the development of new initiatives, including the design, articulation, coordination, implementation and/or assessment of such initiatives.
- Assisted major administrators of the campus in resolving organizational issues by conferring with them and advising them, as necessary and at the direction of the Chancellor, regarding appropriate solutions.
- Coordinated institutional effectiveness assessments, including the administration, tabulation and analyses of organizational opinion and culture surveys as well as specific managerial behavior surveys.
- Advised the Chancellor, senior University administrative offices, and, at times, members of the Board of Governors on issues relating to the Missouri State University-West Plains campus by preparing reports, recommendations, findings, and communication pieces for purposes such as accreditation, fundraising, and governmental relations. Represented Missouri State University-West Plains at Springfield Administrative Council meetings and at Board of Governors meetings during required absences of the Chancellor.
- When requested, served as an intermediary and/or mediator between conflicting parties on campus.
- Coordinated the campus-wide planning process under the direction of the Chancellor and developed and maintained a campus strategic plan that communicated the results of the planning process. Provided for a continual assessment process of the strategic plan in conjunction with other campus planning/assessment activities, and documented results of the campus Performance Measures.
- Coordinated campus accreditation efforts, serving as the self-study coordinator and campus liaison with The Higher Learning Commission, including the oversight of the System's efforts in international education at the Missouri State University Branch Campus in Dalian, China.
- Developed grant proposals for general campus initiatives; provided assistance and guidance to other campus personnel involved in the writing and submittal of grant proposals. Oversaw the administration of larger institutional grants. Maintained campus interface with Missouri State University-Springfield Office of Sponsored Research, as well as with Missouri State System grant consultant and various external evaluators.
- Served, at the Chancellor's request, as representative on committees or at meetings or events.
- Maintained currency of Missouri State University-West Plains Orientation/Overview

presentations and developed other special informational presentations concerning the campus, its programs and its initiatives for delivery to campus constituencies and/or community organizations.

- Served as Project Coordinator of the Title III grant, overseeing project administration/implementation, monitoring the \$1.5 million, five-year budget, and interfacing with and reporting to the U.S. Department of Education.
- Served as a member of the Chancellor's Administrative Council.
- Chaired or coordinated for the Chancellor the following standing committees: Long-Range Plan Review Committee, Higher Learning Commission Accreditation Steering Committee, Honors Program Committee, and InterScholastic Contest Committee.
- Served on the following committees and task forces not already noted: Faculty Senate (ranked faculty member), Budget Review Committee, Public Relations Board, Scholarship Committee, Space Management Committee, STudent Advisement and Registration (STAR) Orientation Committee, Student Academic Advisement Center Advisory Board, Student Awards Committee, Title III Advisory Council, and the University Life Committee. When called to do so, served on position recruitment/selection committees either as a member or as committee chair.
- Exercised budget authority for the Office of the Assistant to the Chancellor.
- Accepted the responsibility for the successful completion of tasks assigned by the Chancellor.
- Participated in scholarly activities of the University by teaching and conducting research; served as the chair of the Missouri State University-West Plains Honors Program and worked in cooperation with the faculty to coordinate the program. Taught the HNR 150 (fall), HNR 250 (spring) and HNR 298 (spring) courses that are requirements of the Honors Program.
- Advised and mentored students in the Darr Honors Program, often serving as personal counselor, career coach, and friend.
- Created, facilitated and led the Honors Abroad program, which took students on educational tours of one or more foreign countries each spring or summer. Also promoted the Honors Program, serving as its central information and marketing officer.
- Promoted student academic success and involvement by serving as principal advisor to the campus chapter of Phi Theta Kappa International Honor Society.

Interim Chancellor/Instructor (2007)

General description

- Served in an interim capacity until the selection of a new Chancellor, providing leadership for the West Plains Campus as its chief administrative officer and advising the President on all matters pertaining to the West Plains Campus. Responsible for the overall administration of the Campus, including the academic programs, faculty and staff personnel matters, financial affairs, student life, athletics, physical plant and serves as liaison to the various publics of the Campus. Served as the senior executive officer, under the direction of the President, responsible for providing leadership and general management of the West Plains Campus units that included student services, communications, academic affairs, development, and business services. Participated in scholarly activities, including teaching in and directing the Darr Honors Program.

Responsibilities

- Ensured campus compliance with the institutional mission of the University by reviewing and approving unit plans, goals, and objectives, designing systems of effective control to guide work toward expected outcomes, and evaluating progress towards their accomplishment.
- Ensured that quality educational services for students in the form of classroom and laboratory instruction as well as internships, individual instruction, and counseling were being delivered properly and that necessary planning occurred to ensure such services continue to be provided

in the future by organizing the various academic departments and academic support units in a logical, non-duplicative, and efficient manner; worked to ensure access to educational opportunities and materials in a variety of settings such as the library, computer laboratories and other resource units; provided direction in faculty recruitment and development efforts; and through indirect supervision, oversaw the teaching, scholarly productivity, and service activities of the University.

- Advised the President, senior University administrative officers, and members of the Board of Governors on issues relating to the campus by making presentations at weekly meetings of the Administrative Council, at periodic meetings of the Board of Governors, and preparing reports, recommendations, findings and other correspondence as required.
- Ensured the academic curriculum supports the mission of the University and that courses offered in the various departments were not duplicated nor exceeded program needs by approving /disapproving all substantive curricular proposals forwarded through the faculty curricular process, including programs of study as well as individual courses.
- Assured the development of quality faculty and academic administrators by making promotion, tenure, appointment, and reappointment recommendations of all faculty to the President, providing support and approval of faculty development projects.
- As resources permitted, assured the prompt and effective delivery of essential administrative and business services by organizing the various units and sub-units in a logical, non-duplicative and effective manner that best met the work requirements of the division and the needs of the University, monitoring work loads throughout the division and prioritizing staffing needs accordingly, and assuming ultimate responsibility for campus units and functions.
- Assured communication of the campus' appropriations requirements to the University System, the Coordinating Board for Higher Education (CBHE), and the Missouri State General Assembly by directing and coordinating the preparation of the campus' annual operating and capital budgets.
- Facilitated compliance with required internal and external review and analysis of academic programs by ensuring that assessment of academic programs and student performance were accomplished.
- Facilitated the development of an effective and competent campus support staff by reviewing the qualifications of support staff position applicants and making decisions on the employment of all non-faculty employees.
- Enabled campus employees to perform their assigned tasks by assuming budgetary responsibility for all of the West Plains campus, coordinating the development of the annual budget by the various departments, and retaining executive authority over all departmental budgets within the West Plains campus.
- Promoted a positive image and maintained the harmonious external relations for the University by communicating and interfacing with national, state, city, and other officials in matters relating to the University, and representing the President and the University in

various community, state, and regional activities designed to promote Missouri State University in particular and higher education in general.

- Coordinated, led, and carried out successful private fund-raising and development efforts.
- Ensured assignments related to the campus were completed in the best interest of the University by accepting and accomplishing tasks which were delegated by the President.

Assistant Director of University Communications/Instructor: Reported directly to the Director of University Communications and indirectly to the Campus Chancellor. Worked in cooperation with the Director of Development, Director of Business Services, Director of Student Services/Athletic Director, and the Dean of Academic Affairs for projects under their specific control. Responsible for the design, writing and printing of all campus publications, press releases and advertisements, including those used for admissions, development, alumni, athletics, student services, and other administrative purposes. Provided legislative pieces for state legislature lobbying efforts. Wrote speech material and correspondence for Chancellor. Prepared biweekly news pages for local newspapers. Moderated weekly radio show. Generated intercampus communications. Coordinated communications pieces for the Campus Advisory Board, Development Board, Friends of the Garnett Library, and the Grizzly Booster Club.

Faculty Positions and Responsibilities

Assistant Professor Letters (January 1, 2009 to May 31, 2013)

- Taught 12 credit hours of courses each fall and spring semester, directed and promoted the Darr Honors Program, advised students in the Honors Program, advised incoming STAR sessions, coordinated the InterScholastic Contest, led nine travel/study abroad experiences, served as the Faculty Assessment Coordinator with service on the Assessment Committee, serve as the MSU-WP Higher Learning Commission liaison, co-chair of the 2014 HLC self-study process, served as the coordinator for the campus 2011-2015 long-range planning process, chaired the Corps of Opportunity committee, member of the grant-writing committee to secure the Title III grant (2010) and TAACCT grant (2013), coordinated the administration of the Community College Survey of Student Engagement (CCSSE) and the Collegiate Learning Assessment (CLA) for the Assessment Committee, and served as a member of the Faculty Senate and other committees as required or requested.

Instructor (ranked faculty while serving as a full-time staff member until December 31, 2008)

- Taught at least six hours per semester (as many as 10 hours during some semesters), designed, directed and promoted the Darr Honors Program, coordinated and led three travel/study abroad experiences for students (Ireland, Greece/Italy, France), advised students in the Honors Program, advised during STAR sessions, coordinated the InterScholastic Contest, served on the Assessment Committee as an ad hoc member, and served as the MSU-WP Higher Learning Commission liaison.

Notable Accomplishments and Recognitions

As Interim Chancellor (2020-2021)

- Led the campus through the first full academic year of the pandemic, overseeing efforts among directors and key response individuals for the implementation of appropriate and effective health precautions and the coordination of all isolation and quarantining procedures according to university and governmental health policies and regulations. Provided executive input and leadership between the Springfield and West Plains campuses to ensure an aligned centralized response and proper and effective messaging to faculty, staff, students, and the community. Together with academic leadership, transitioned the campus course offerings to two, eight-week sessions during the Spring 2021. Thankfully, only 46 campus community members fell ill from COVID-19 during the Fall 20 semester, while another 11 were infected during the Spring 21 semester.
- Initiated and led campus efforts to successfully fund the programmatic and capital improvement aspects of the institution's welding and fabrication program, including the new welding lab to be housed in Broadway Hall (old bottling plant portion) after its \$2.3 million renovation. Funding for the welding program start-up was obtained from a US Department of Labor/Delta Regional Authority WORC grant (\$960K) and a Delta Regional Authority equipment grant (\$130K). Funding for the capital improvements was obtained from a GEARS request \$560K from Governor Parson, a \$1 million capital appropriation from the state, and from private monies totaling \$100,000. Additional funding requests are pending.
- Initiated the merging of the West Plains campus development office/functions with the MSU Foundation Office. The merger is aligning all processes and regulatory practices with those of the Foundation. When complete, the merger should bring all development activity under one system umbrella, utilizing a common information system and resources, and using personnel with the knowledge and training to maximize contributions and community outreach.
- Restarted the campus diversity, inclusion, and equity efforts by first convening a committee of faculty, staff, and community members to assess and guide on-campus, student-focused initiatives. These initiatives have included student mixers, hosting the Facing Racism training/education workshop for all administrators and academic leaders, topical response forums for students, and the creation of the Diversity Commons, an area on campus where our campus and community diversity is celebrated through a variety of symbolic means, physical and, in the future, social and celebratory.
- Initiated the Grizzly Ambassador Program (GAP), which was ultimately developed by members of the Staff and Faculty Senates. The yearlong program provides staff and faculty an opportunity to learn about all of the divisions and campuses within the university system, provides interesting and fun professional development opportunities for staff and faculty, promotes a better understanding by staff and faculty as to the value of their role within the university and their contribution toward our mission of "developing educated persons," and fosters increased communication across departments, divisions and campuses by creating a bond among the members of each cohort.
- Initiated a "refreshing" and rebranding of the Grizzly Booster Club – now the Grizzly Squad – as part of changes in the athletics department and, simultaneously, the development merger. Changes will ensure proper documentation for individual donor contributions, provide for additional benefits for Squad members, and, when appropriate, launch new sports for the campus. The initiative is also instilling new budgeting practices for the athletics department with a clear understanding of what costs the institution will fund and what the Grizzly Squad (or other donors) will fund toward other desired elements of the sports programs. This also includes a focus on endowing all new athletic scholarships at the \$25,000 mark, while encouraging current donors to increase their endowed scholarships to that mark as well.
- Initiated and now leading the development of a high school-to-college transition program for students with autism. This student services project will focus on assisting high-functioning students with autism or other neuro-divergent conditions in their entry to college and beyond.

- A pilot cohort of 10 students is anticipated for Fall 2022. Start-up funding will be provided by a private donor. Sustainability is expected within three years, with a total cohort of 30-40 students. Work is also underway to secure a grant or state funding for a student resource center for these students. The facility will also provide space for full-time academic coaches, a program director, classrooms, study and “alone” spaces, as well as a “meltdown” space and other spaces designed specifically for persons challenged by autism.
- With other members of the MSU System team, obtained \$1 million from the state for a lecture hall addition to Looney Hall. The addition is needed for the nursing program to receive regulatory approval to expand (for a second time in three years) to a total of 170 students. Private monies have also been secured for funding the addition.
 - Initiated the “Grizzly Strong” campaign/activities and the “Better. Each Day. Every Day.” campaign during the pandemic to encourage campus pride, unity, and mental health/well-being during the first summer of the pandemic. Both efforts led to increased personal connectivity between employees (on-campus and remote), a greater sense of pride about our campus among our total campus community, and a noticeable boost in morale during a difficult time. Thanks to their leadership teams, both initiatives were taken up by the Staff Senate and Faculty Senate. Both campaigns are on-going.
 - Re-initiated efforts to develop the Ozarks Heritage Resource Center at the Garnett Library. The OHRC will house an archive of original artifacts from south-central Missouri and beyond, serving researchers on Ozark life as well as providing resources for teaching research methodology to our students. The OHRC is being funded through private donations to date; however, grant opportunities are being pursued by staff and faculty involved in the project.

As Dean of Academic Affairs

- Initiated and formalized the Office of Workforce Development, focusing multiple campus efforts on the development and promotion of credit and non-credit courses in areas needed/desired by industry/workers in the region and beyond. The program includes US Department of Labor registered apprenticeships through a grant by the Missouri Department of Economic Development under the South Central Workforce Investment Board.
- Coordinated the development of the ‘early degree’ program for students attending South Central Career Center from West Plains High School, and eventually, any of the Center’s sending schools. The program allows qualifying juniors to begin a structured program in which they earn their high school diploma as well as an Associate of Applied Science degree in General Technology or Culinary Arts/Hospitality from Missouri State -West Plains.
- Co-Authored the successful application for the US Department of Labor Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant for \$2.5 million. The grant funded the initiation of new degree programs in healthcare, agriculture, and technology.
- Led the partnering efforts between Missouri State-West Plains, West Plains R-7 School District’s South Central Career Center, and the City of West Plains for the creation of the Greater Ozarks Center for Advanced Technology (GOCAT).
- In acknowledgement of the GOCAT project, shared the Greater Ozarks Cooperating School Districts’ Outstanding Community Partnership award along with Tom Stehn of the City of West Plains, May 2017.
- Led efforts to secure local, state and federal funding (beyond TAACCCT) for the construction/refurbishment of the GOCAT facility. To date, no additional University funds have gone toward the GOCAT project; only grant funds (five grants as of January 2018) for operations or pre-project personnel have been used.
- Led the coordinating efforts between the GOCAT partners and regional industry leaders, South Central Workforce Investment Board (SCWIB), state and federal legislators, and select local, federal and state government agencies for the ongoing development and promotion of

- workforce development training/education.
- Co-Chaired the development of the campus Long Range Plan, 2017-2022. Led steering committee meetings/discussions, coordinated the writing of the plan, and presented the plan to West Plains campus and community stakeholders, Missouri State-Springfield Administrative Council members, as well as the Board of Governors.
- Conceptualized and initiated the 'home-grown' Grizzly Guard Alert system, that provides an early warning system to identify students at-risk of not completing their courses/degree programs. The system was created by the Missouri State-West Plains IT department.
- Coordinated bringing the Adult Education and Literacy program to Missouri State-West Plains, a grant-funded program that has twice expanded as requested by the State.
- Reorganized the dual credit/dual enrollment program after consulting with area counselors concerning ongoing issues. The reorganization provided a single point of contact for high school counselors as well as university instructors/department chairs. With the hiring of Assistant Dean Dr. Michael Orf and his coordinating talents, the program doubled enrollment in three years and expanded into districts throughout southern and central Missouri.
- Coordinated the campus first Convocation in August 2013.

As Assistant Professor/Director of the Darr Honors Program

- Co-Chaired the campus reaccreditation efforts for the 2013 visit by the Higher Learning Commission. The campus received a 10-year reaffirmation.
- Received the West Plains Chamber of Commerce Educator of the Year Award, January 2012.
- Named to the Philanthropic Women for Education's professorship for the Darr Honors Program, January 1, 2009.
- Awarded the Missouri State University-West Plains Student Government Association Faculty Mentor Award in April, 2009.
- Assumed duties as the Faculty Assessment Coordinator for Missouri State-West Plains, August, 2009.
- Led nine short-term Study Abroad trips for students, 2005 to 2013.

As Interim Chancellor (2007)

- Initiated the development of the Corps of Opportunity work-to-learn project, a need-based financial assistance program that combines available financial aid programs with an on-campus work and support program to assist and motivate students to enter college and then to complete an associate's degree. The initial year of the program was funded by a \$50,000 donation by the Darr Family Foundation. In 2012, a \$4 million donation from the Lorene Thompson Brooks estate endowed and expanded the program. Today, over 35 students are working in Corps of Opportunity positions across campus, learning on the job while also filling important roles and functions for the campus. (For more information, <https://news.wp.missouristate.edu/2017/09/15/corps-opportunity-program-surpasses-expectations/>)
- Initiated a 'recruitment and retention summit' designed to increase campus-wide discussion concerning recruitment and to generate a prioritized number of efforts not already being used to attract new students to the campus. This summit, the ideas generated during it, and the people who took part in the summit were responsible, in part, for an 11% increase in enrollment for the Fall 2007 semester.
- Initiated a renewed consideration of an Evening College for the West Plains Campus, which, when fully implemented, will be designed to better meet the needs of non-traditional students within the service area and stem a continuing decline in enrollment in this group.
- Initiated the creation of "Kids' College", a weeklong experience on the West Plains Campus for children in grades 4-8. The program allows children to explore a variety of academic

subjects presented by campus faculty and staff members in a fun, energetic academic atmosphere.

- Along with the district's superintendent, began a 'new era' of cooperation with the West Plains R-7 School District concerning how better to serve the students and patrons of the district as well as how to corporately share in the responsibility of teacher development, student success, and financial stewardship.

As Assistant to the Chancellor (or Special Projects Coordinator)/Instructor

- Coordinated the 24-month, 2006-2010 long-range plan development process (March 2004 to March 2006), including chairing the campus/community steering committee and co-writing/editing the final publication. Also coordinated the 2001-2006 strategic planning effort, serving as principal writer.
- Coordinated the 18-month self-study evaluation process (May 2002-November 2003) as required by Missouri State University-West Plains' regional accrediting agency, the Higher Learning Commission (Chicago, IL). As a result, the campus received its first 10-year accreditation period. In addition, the process design was requested for presentation at the 2004 HLC Annual Meeting in Chicago.
- Coordinated and edited the writing of the successful Request for Institutional Change concerning the Higher Learning Commission's approval for Missouri State University-West Plains to offer the Associate of Arts degree in General Studies at Missouri State University's Branch Campus in Dalian, People's Republic of China.
- Chaired the successful 2000 U.S. Department of Education Title III Grant application committee, serving as final writer and editor. The \$1.5 million grant was awarded in July 2000 for FY2001-2005.
- Selected to and participated in the Management Development Program at Harvard University, Summer 2000.
- Published a case-study in *Media Ethics*, Third Edition, 1998.
- Worked in 1997/1998 to develop the William and Virginia Darr Honors Program at Missouri State-West Plains, which now has over 40 students enrolled and which leads to the Associate of Arts in General Studies with a specialization in Honors. In 2006, the program received the campus' first endowment for an academic program.
- Earned the Master of Arts in Journalism degree from the University of Missouri-Columbia while working full-time, commuting 150 miles, and serving as dad to our four children.
- Wrote and designed the successful West Plains Civic Center university/community program proposal to the Missouri General Assembly, West Plains City Council, and West Plains Civic Center Board of Directors.
- Chaired the Missouri State University-West Plains committee designing the curriculum for a comprehensive Honors Program.
- Following participation in the Harvard Management Development Program in 2000, created the "Kiss Your Inner Frog" program designed to lead participants in a four-part process to discover paradigmatic obstacles that may lie in their way toward meeting their personal and/or organizational goals. To date, the program has been presented 24 times to high school and college classes and assemblies, social service agencies, school staff and faculty members, and at a workshop for church worship leaders.
- Presented two programs at The Higher Learning Commission's Annual Meeting, the first in cooperation with Missouri State University-Springfield campus representatives concerning Missouri State's Dalian Campus and, the second, concerning the process used in developing West Plains Campus' 2003 self-study report.

As Assistant Director of University Communications:

- Won a Third Place Paragon Award in the 1997-98 National Council for Marketing and Public Relations national competition for community and two-year colleges.
- Redesigned campus newspaper with new focus on campus community news, 1991-1992. Used the publication as a vehicle to bring hands-on experience to students enrolled in introductory journalism classes.
- Designed campus' first junior college volleyball program guide, winning the 1994 first place award from among participating National Junior College Athletic Association schools.

Courses Taught

Introduction to Philosophy, PHI 110

- Survey course taught primarily to sophomores
- Fall semesters 1998 to 2012; Fall 2012

Introduction to Ethics, PHI 115

- Spring course taught to primarily second semester freshmen and graduating sophomores
- Spring semesters 1998 to 2012; Fall 2008 to 2012, 2014
- Utilizes film and case studies to provide venues/dilemmas for discussion

Honors Seminar I, HNR 150

- Fall course taught to students (primarily entering freshmen) eligible for the Honors Program
- Fall 1997 to 2012
- Focuses on development of Western intellectual thought through the theme of "what it means to be an educated person"; includes emphasis on the development of critical thinking skills

Honors Seminar II, HNR 250

- Spring course taught to primarily freshmen continuing in the Honors Program
- Spring 2000 to 2013
- Focuses on the "way humankind has sought to make meaning of his existence"

Honors Capstone, HNR 297/298

- Fall and/or Spring course taught to sophomores in the Honors Program, 2006-2014
- Focuses on the research method; students develop a research project
- Utilizes recently published books such as *The World is Flat*, *Freakonomics*, *1491*, *The Closing of the American Mind*, *Amusing Ourselves to Death*, *Hot, Flat and Crowded*, *Manufacturing Consent*, and *Teaching As A Subversive Activity* to examine contemporary issues, research methodology in real world settings, and possible solutions to these issues.

University Life/Freshman Orientation, IDS 110

- Fall orientation course taught to entering freshmen
- Initiated a new section for Honors Program students in Fall 2009
- Fall 1995 to 2005; 2009-2014

Public Affairs in the 21st Century (as adjunct for Missouri State University-Springfield)

- Fall and Spring course taught to Springfield campus juniors and seniors (20-25 students)
- Fall 2000 to Fall 2006
- Required for all MSU bachelor degree programs
- Focuses on contemporary issues and the MSU mission in public affairs
- This section titled *Propaganda, Public Opinion and the Media in the 21st Century*

Introduction to Journalism

- Fall and Spring course taught to freshmen and sophomores
- Fall 1991 to Spring 1998
- Survey course covering the profession, media studies, communication theory, basic newswriting and editing
- Included the publication of the student newspaper *The Appriser*

Freshman Composition

- Taught as a per course instructor

Leadership Development

- Intersession course focused on a humanities approach to leadership studies and development

Technical Skills

Knowledge of Apple™ and PC platforms. Proficient in Word™, Outlook™, Excel™, Power Point™, and, as an administrator, Banner™ programs. Familiar with BlackBoard™.

Community Memberships and Key Community Activities

Current:

Vice-President/President-Elect, Noon Rotary Club, West Plains, Missouri
 Member, West Plains Chamber of Commerce Board of Directors
 Member, South Central (Missouri) Workforce Investment Board
 Chair, Greater Ozarks Center for Advanced Technology Oversight Board of Directors
 Member, Genesis Church, West Plains, Missouri

Past:

Member, Long Range Plan Steering Committee, City of West Plains, Missouri
 Ex-Officio Member, Ozarks Small Business Incubator (OzSBI) Board of Directors
 Member, Missouri Community College Chief Academic Officers
 Member, Missouri Council of Chief Academic Officers
 Member, Missouri State University Deans Council
 President, Executive Committee, Missouri ChurchMen of the Missouri Ministries, Church of God
 Secretary/Founding Member, Ozarks Christian Academy Board of Directors, West Plains, Missouri
 Member, Student Venture (Campus Crusade for Christ) Board of Directors, West Plains, Missouri, area
 Facilitator, Howell County Education Commission Sub-Committee
 Member, Howell County Higher and Further Education Task Force
 Past-President, West Plains Board of City Pride, West Plains, Missouri
 Member, Mayor's Task Force on Beautification, West Plains, Missouri
 Member, Missouri Community Betterment Committee, West Plains, Missouri
 Member, Heart of the Ozarks United Way Board of Directors
 Steering Committee, EXCEL Leadership Development Program
 Facilitator, Howell County Vision Committee
 Member, Executive Committee, National ChurchMen of the Church of God (Anderson, Indiana)
 Volunteer for Samaritan's Purse mission in New Orleans (May 2006)

References

Professional:

Current Supervisor:

Mr. Clif Smart, President, Missouri State University, Springfield, Missouri, 901 S National Avenue, Springfield, MO 65897; (O) 417-836-8500; cliftonsmart@missouristate.edu.

Former Supervisors:

Dr. Shirley Lawler, Retired, Former Chancellor of Missouri State University-West Plains, 2018-2020; (417) 631-9030; 3432 S Bellhurst Ave, Springfield, MO 65804; shirley.ann.lawler@gmail.com

Dr. Drew Bennett, Retired, Emeritus Chancellor of Missouri State University-West Plains, 2007-2018; 65 West Buckingham Drive, Rogers, AR 72758; (417) 293-7900; drewbennett2007@aol.com

Col. (Retired) Kent Thomas, Retired, Former Chancellor of Missouri State University-West Plains, 2001-2007; 4243 E Turnberry Dr, Springfield, MO 65809; KentThomas@missouristate.edu

Faculty Colleagues:

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