

DR. FAITH C. HENSRUD

EDUCATION

Ed.D. University of Minnesota, Educational Policy and Administration

M.A. College of St. Scholastica, Duluth, MN, Management

**B.S. University of Wisconsin-Green Bay, Human Adaptability
Commission, 2nd Lieutenant, United States Army**

ADMINISTRATIVE EXPERIENCE AND SELECTED ACCOMPLISHMENTS

Provost/Vice Chancellor for Academic Affairs, University of Wisconsin–Superior, (UW-Superior)

May 2012-present

And

Interim Provost/Vice Chancellor for Academic Affairs and Dean of Faculties, UW-Superior

Associate Professor (Tenured)

Aug. 2010-May 2012

Responsibilities: Serve as Chief Academic Officer and Chief Operations Officer. Manage an academic affairs budget of \$13 million, and provide oversight for twelve academic departments, 130 faculty, and three research centers. Oversee development and implementation of an integrated campus strategic plan and the academic plan. Provide leadership for the development and implementation of campus-wide goals and priorities; Coordinate a focus on recruitment and retention; Oversee personnel matters including faculty and staff hiring, evaluations, tenure and promotion recommendations and salary recommendations. Work with faculty and departments to develop curriculum and expand delivery options; Work with faculty governance and department chairs to develop the academic plan; Work with legislative leaders to garner support for higher education in Wisconsin; Foster the development of a quality culture grounded in data based decisions and creative problem solving; Develop curricular and co-curricular connections; Foster collaborations with other UW campuses; Oversee accreditation processes; Expand sponsored research; Enhance community connections; Represent the campus at UW-System meetings (Provost meetings, Board of Regents meetings, and Administrative Staff meetings).

Oversee the following areas: Dean of Faculties and Graduate Studies; Assessment; High Impact Practices (Undergraduate Research, Academic Service Learning, First Year Seminar, Senior Year Experience, Writing Across the Curriculum, and Global Awareness); Center for Excellence in Teaching and Learning; Library; Office of Institutional Effectiveness; Office of International Programs; Continuing Education; Small Business Development Center; Cooperative Extension; Distance Learning/Alternative Delivery; Registrar; Academic Advising; Admissions; Financial Aid; Trio Programs (Upward Bound, McNair and Student Support Services); and Grants and Research Office. Research Centers and Institutes that report to the Provost include: Lake Superior National Estuarine Research Reserve (LSNERR); Lake Superior Research Institute (LSRI); Transportation and Logistics Research Center and Great Lakes Maritime Research Institute (GLMRI).

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Selected Administrative Accomplishments & Experiences:

Leadership and Planning

*Currently developing a leadership team and working group focused on improving campus climate (Fall 2015). In collaboration with the UW-Superior Foundation and commitment from an alum, this campus-based initiative uses practices of Social Emotional Learning to improve campus climate for faculty, staff and students and increase retention and student success.

*Instituted the Provost's Task Force on Curricular Innovation and Streamlining: Summer 2015 task force developed two processes which were implemented in early fall 2015. Resulted in a more efficient curriculum, and generated interest in innovation (33 innovation proposals were submitted of which 12 were recommended for funding). Focus is on improving retention, and enhancing recruiting or revenue streams.

*Implemented a 2015 Faculty Compensation/Compression strategy to address compensation issues using a UW System base budget reallocation.

*Provided ongoing leadership as Chair of the Superior Visions 2020 Strategic Planning Core Team (2013-15) Provided leadership to develop the university's strategic plan by engaging campus constituents, community, alumni and students. Developed both campus and Board of Regents presentations. Revised the university's mission and vision, and received Board approval for the mission change in February 2015.

*Developed a restructuring plan (October 2014) as part of the institution's program prioritization and conducted successful searches for the following positions: SBDC Director, Executive Director of Outreach and Alternative Delivery, Director of Advising and Career Services, Academic Planner, Associate Dean, Assessment Coordinator, High Impact Practices (HIPs) Coordinator, Office of International Programs Director, and multiple searches for academic staff positions throughout academic affairs.

*Best Online College in Wisconsin: UW-Superior was named the Best Online College in Wisconsin for the 2015-2016 by Affordable Colleges Online. UW-Superior was ranked second in the nation by Super Scholar for having the best online Communications degree program.

*Participated as a member of the Campus Master Plan Committee (2014): Worked with consultants, UW System administration and faculty and staff to develop the Campus Master Plan. Co-presented the plan to the Board of Regents Capital Planning Committee in December 2014.

*Developed and implemented an institution-wide program prioritization process to manage the 2013-15 biennial budget reduction. Engaged constituents across the institution which resulted in budget and programmatic reductions, along with administrative reorganization that enabled the institution to meet the required budget cuts for 2014 and 2015. Reduced the budget by \$1.8 million and 53 positions, while preserving the core academic mission.

*Worked with Faculty Senate and instituted three summer working groups in 2014 to focus on the following: Integrated Learning Goals; General Education Review; and Academic Program Review. Resulted in a set of integrated Student Learning Goals and Outcomes that are now undergoing implementation; a revised academic program review process approved by Faculty Senate in early 2015; and a new general education program titled University Studies.

*Provided leadership and planning for our ten year reaffirmation of accreditation through the Higher Learning Commission. Successfully reaccredited in May 2013.

*Crisis Management – June 2012 Flood: Demonstrated leadership in the face of crisis as we implemented flood recovery activities over a three week period which included twice daily meetings with a catastrophic recovery firm, State and UW System Risk management, and Insurance Company representatives. This university sustained

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damages in excess of \$20 million; which was the largest loss recorded for the State of Wisconsin. Successfully negotiated a library settlement to replace the university's general collection and periodical collection that were destroyed in this 500 year flood event. All UW-Superior buildings were impacted; however, summer classes were cancelled for only one day. Part of a three-person leadership team (Chancellor, Provost and Vice Chancellor for Admin & Finance) that managed the day-to-day decisions related to flood recovery to include: asbestos abatement, air quality testing, phone and internet damages, library recovery, equipment inventory and replacement, building repairs, steam line infrastructure replacement, office and classroom reassignment, and numerous other decisions.

Diversity and Inclusion

*Established a relationship with the Lac Courte Oreilles Ojibwa Tribal Leaders in 2011 that resulted in the Future Indian Teachers (FIT) Grant (2012). This grant provided \$1.1 million federal grant to enable Lac Courte Oreilles Ojibwa Community College and the University of Wisconsin-Superior to launch a collaborative program to prepare more Native American teachers, including some proficient in the Ojibwa language.

*Provided leadership for team participation in the Greater Good Science Center Summer Institute for Educators in 2015. Participated as one of four members of the faculty and staff to provide campus leadership to implement the initiative in the strategic plan to improve institutional climate, and extend outreach into our broader community. Met with alumni sponsors of this work and secured additional funds to send another 4-person team to the institute in summer 2016.

*Strong proponent of providing services for our veterans. In 2015, for the sixth year in a row, UW-Superior was named a Military Friendly® School by Victory Media. This is in recognition of the university's efforts to assist military personnel, veterans and their family members in completing a college education. Military service members, veterans and their families make up roughly 5 percent of the entire student body.

Grants and Fundraising and Government Relations

*Supported development of a Career Readiness Internship Grant: In Fall 2015, UW-Superior received a Career Readiness Internship grant in the amount of \$317,454 from Great Lakes Higher Education Guaranty Corporation. This three-year grant benefits students by offering opportunities to gain invaluable, real-world experience through paid internships in their fields of study. This was the second internship award from Great Lakes.

*Supported development of a grant to remodel a campus building for the Public Education Center for the Lake Superior National Estuarine Research Reserve (LSNERR). Partnership between the Lake Superior National Estuarine Research Reserve and the University of Wisconsin-Superior resulted in a \$316,667 federal grant to help with the creation of a new public education center on Barker's Island in Superior. The center will tell the story of the St. Louis River estuary, the Lake Superior watershed, and the communities along the watershed in Wisconsin and Minnesota.

*Participated in lobbying activities for Superior Days; met with State Senators and members of the Assembly to focus on budget impacts and develop support for UW-Superior and the UW System. Participated in meetings with Federal Senators and Congressional representatives.

*Managed a successful grants administration program: UW-Superior was ranked fourth of thirteen University of Wisconsin institutions in federally funding research between 2010 and 2014.

Enrollment Management

*Established English as a Second Language International (ESLi) Institute on campus (January 2015) in collaboration with the Office of International Programs. This enrollment strategy attracts students to the region for English Language skills that will enable them to apply to UW-Superior or other institutions.

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*Recruitment strategies that were implemented beginning in 2012 resulted in fall 2015 growth in freshman and international student enrollment over the previous year.

*Established International Agreements with Universities in France and Turkey (2014 and 2015):

- University of Le Havre, France: a major European port community at the mouth of the Seine River on France's Normandy Coast and UW-Superior signed an agreement that includes a student exchange, which will start in the institutions' transportation and logistics management programs. It also allows for joint research, exchange of teaching methods, and faculty exchanges.
- Kafkas University, Turkey: Worked with Math and Computer Science faculty to develop an agreement in Fall 2015 between UW-Superior and Kafkas University, Turkey. This partnership will allow qualifying Turkish students to will come to UW-Superior as juniors, and they will finish their remaining two years in computer science at UW-Superior beginning in 2018 or 2019.

*Established Collaborative Online degree programs with other 4-year comprehensive institutions in Wisconsin to develop programs in Health and Wellness Management (masters and bachelors); Data Science, and Sustainable Management (bachelors).

*Expanded distance learning offering and enrollments to a high of 600 students in 2014-15.

Student Success

*Received System Growth Agenda grant to engage faculty and students in Undergraduate Research and built capacity and developed strategies to engage more students in undergraduate research. Implemented Summer Undergraduate Research Fellows to fund student and faculty research from 2012 to 2015.

Associate Vice Chancellor for Academic Affairs & Outreach

Associate Professor (Tenured)

University of Wisconsin-Superior

May 2008-July 2010

Responsibilities: Provide institutional leadership for academic affairs and outreach through efforts in grants administration, assessment, liberal education, academic planning, strategic planning, faculty and staff hiring and professional development, continuing education, small business development, distance learning and cooperative extension. Serve as the Chair of the Provost's Leadership Team and as Acting Vice Chancellor for Academic Affairs in the Provost's absence. Assist in maintaining a positive work environment that promotes service, quality, trust and accountability. Additional responsibilities included refining the faculty search process; chairing the search for a public relations director; serving as a member of the Continuous Improvement Planning Team; member of the HLC Assessment Academy team; and as a member of the HLC focused visit planning team for accreditation.

Selected Accomplishments and Experiences:

*Developed an online collaborative degree program in Sustainable Management with three other UW campuses and Extension. This program received Board of Regents and Higher Learning Commission approval in 2009-10.

*Established quality initiatives in Distance Learning and increased Distance Learning enrollment and revenue by 43% over two years.

*Managed a successful grants administration program: UW-Superior ranked fourth of thirteen University of Wisconsin institutions in federally funding research between 2009 and 2010. Developed a grants and research website to showcase the work of UW-Superior's faculty, staff and students.

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*Worked with UW-Extension to complete the management plan and operations budget for the Lake Superior National Estuarine Research Reserve (NERR) which will be designated as only the 2nd freshwater NERR in the country in October 2010. The Lake Superior NERR is one of 28 NERR sites in the United States, and is focused on research, education and outreach. Met with State and Federal legislators and legislative aides to garner support for the Lake Superior NERR.

*Worked closely with Faculty Senate by providing entrepreneurial leadership to develop and implement a plan to change the funding source and compensation for the campus summer session for 2010. This resulted in a 24% increase in enrollments and expanded course offerings for students.

*Worked with a faculty task force to develop the Academic Plan which was presented in video format to the Board of Regents in October 2009. This plan received high praise from the Education Committee of the Board.

Interim Associate Vice Chancellor for Academic Affairs & Outreach

Associate Professor (Tenured)

University of Wisconsin-Superior

July 2006-April 2008

Responsibilities: Provide leadership and management for 40 staff and faculty across multiple academic affairs units to include: the Center for Continuing Education/Extension; Distance Learning Center; Small Business Development Center; Northern Center for Community and Economic Development; Graduate Studies; Center for Excellence in Teaching and Learning; Liberal Arts Initiative; Library; Jim Dan Hill Library Design Committee; Institutional Research; and the Women's Resource Center. Additional responsibilities included numerous committee assignments; faculty and administrative search and screen work; Chief Information Officer search and screen committee chair; Chair, Provost's Leadership Team; and Strategic Planning Committee. Provide support for the Provost in other areas of responsibility within Academic Affairs.

Select Accomplishments and Experiences:

*Increased Distance Learning Revenue from \$650,000 to \$1.1 million in one year.

*Facilities Development: Served as chair of the design committee to remodel the Jim Dan Hill Library. This award winning facility came in under budget and on time, and was recognized with a UW System award for design. The building was renovated and opened in 2009.

*Served as facilitator for a faculty and staff task force that worked with the Provost to establish and staff the Center for Excellence in Teaching and Learning (CETL).

*Moved the Liberal Arts Initiative through a process to receive \$850,000 in state funding to allow for full implementation in 2008.

*Provided funding and support to bring noted Native American author, Sherman Alexie to campus in October 2007 to speak on the topic: Building a Community of Respect.

*Participated in planning with the Provost to develop and fully staff the Provost's Leadership team which included hiring or reassigning seven individuals to include: an Assistant Vice Chancellor for Enrollment Management, Assistant Vice Chancellor for Information Technology, Associate Dean of Faculty, Associate Dean of International Programs, Associate Dean of Continuing Education, Interim Library Director, and CETL Director.

*Participated in campus-wide strategic planning as a member of the Continuous Improvement Planning Team.

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**Director, Center for Continuing Education/Extension and Distance Learning,
University of Wisconsin-Superior**

July 2003-June 2006

Responsibilities: Provide the administrative leadership and management of two campus units with more than 40 faculty and staff involved in university outreach activities. Provide leadership for all distance education and continuing education programs and activities for the University of Wisconsin-Superior to include the Northern Center for Community and Economic Development; Small Business Development Center; Continuing Education, and Distance Learning. Budget responsibility in excess of \$2 million.

Select Accomplishments & Experiences:

*Established a program of grant funded projects including \$225,000 over three years to develop an online Communications major; two years of funding for a total of \$30,000 for a Graduation Completion Project; and a Grow Wisconsin Grant through the Northwest Wisconsin Investment Board for \$25,000 to focus on regional economic development.

*Conducted a two-year self-study and reorganization of the Distance Learning Center to implement changes focused on program efficiency, effectiveness and quality.

*Served as chair of the faculty implementation committee for Academic Service Learning; conducted a faculty inventory to establish baseline data, and hosted a regional service learning conference at UW-Superior in October 2005.

*Developed and implemented strategic planning for UW-Superior's Center for Continuing Education and Distance Learning.

*Successfully managed budgets in excess of \$2 million with exceptional results including record revenues, and carry forward balances, which were then reinvested into campus departments and initiatives.

Diversity and Inclusion

*Created a staff position focused on recruiting and advising Native American students through the Distance Learning Center.

**Director, Distance Learning Center and Interim Director, Center for
Continuing Education/Extension
University of Wisconsin-Superior**

July 2002-June 2003

Responsibilities: Provide the administrative leadership and management of two campus units with more than 40 faculty and staff involved in university outreach activities. Provide leadership for all distance education and continuing education programs and activities for the University of Wisconsin-Superior. Ensure quality in the development, promotion and delivery of both online and print based courses for all distance learning. Managed a budget in excess of \$1.8 million with revenues over \$1 million.

**Interim Director, Distance Learning Center (DLC)
University of Wisconsin-Superior**

July 2001-June 2002

Responsibilities: Provide leadership in the development, promotion and delivery of both online and print-based courses for both the Extended Degree Program and on campus. Coordinate and schedule courses for Interactive Distance Education (IDE/IDTV). The Distance Learning Center was home to the Extended Degree Program and approximately 250 students, 6 staff and 50 faculty. Managed a budget in excess of \$700,000 with tuition revenue of approximately \$450,000.

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TEACHING EXPERIENCE

Associate Professor, Tenured, Department of Educational Leadership
University of Wisconsin-Superior

2006-present

Responsibilities: Provided institutional leadership for the Liberal Arts Initiatives, developed implementation teams and provided oversight for Academic Service Learning, Writing Across the Curriculum, Global Awareness, Senior Experience and First Year Experience. Served as the Dean of Graduate Studies from 2006-2008, providing leadership for five graduate programs as well as oversight for the Office of Graduate Programs.

Senior Lecturer/Lecturer, Department of Business and Economics
University of Wisconsin-Superior

1995-2001

Promoted to Senior Lecturer effective July 2001

Responsibilities: Taught courses in management, organizational behavior, human resource management, economics, computer applications, non-profit management, supply chain management, land transportation and business communications. Actively engaged students in Academic Service Learning projects. Managed an advising load of 200 students enrolled in a variety of majors in the Department of Business and Economics. Advised the student organization-Students in Free Enterprise (SIFE). Provided students with the opportunity to expand their classroom learning into Academic Service Learning projects. UW-Superior's SIFE team won Rookie of the Year and Regional Champions for 2000.

Developed and taught courses in a face-to-face format as well as online and through Interactive Television (ITV). Taught online courses using the learner management software called Learning Space, as well as Blackboard and Desire2Learn (D2L). Advised 70 students for the Extended Degree Program (Distance Learning Center). Completed a doctorate degree in Educational Policy and Administration with dissertation research focused on quality measure in online distance education.

Instructor, Supervisory Management
Wisconsin Indianhead Technical College, Superior, Wisconsin

1995-1997

Responsibilities: Taught courses in the Supervisory Management Program to include: Planning and Project Management; Organizational Dynamics; Managing Change; Supervision; and Performance Appraisals. Used technology in the classroom by teaching courses through the Interactive Television Network (ITV).

CORPORATE LEADERSHIP EXPERIENCE

Senior Service Team Leader/Operations
Schneider National Carriers, Inc., Green Bay, WI

1989-1991

Responsibilities: Trained and managed sixty (60) truck drivers and a management assistant for the nation's largest truckload carrier. Demonstrated organizational skills and proactive management that resulted in a promotion to **senior service team leader** ahead of peers. Primary responsibility was management of teams that paired two inexperienced drivers. Managed the day-to-day operations of 60 over-the-road truck drivers responsible for delivering freight in 48 states and Canada. Demonstrated proficiency in issues related to driver safety, risk management, customer service and retention.

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MILITARY LEADERSHIP EXPERIENCE

U. S. Army Reserve, Military Traffic Management Command (MTMC)

1992-2000

Operations Officer, Anchorage, Alaska

Served as Operations Officer assigned for training to the Alaska Command of the Army Reserve. While on active duty for two weeks each year, received training and provided leadership to move Department of Defense cargo into and out of the State of Alaska through the Defense Transportation System. Worked with both civilian and military personnel, and served as shift supervisor for night ship loading operations for a deployment to Korea.

Highest rank - Captain, (promotable) U.S. Army Reserve.

U.S Army Reserve, 432nd Civil Affairs Battalion and Individual Ready Reserve

1989-1992

Green Bay, Wisconsin

Served as transportation officer of a Civil Affairs unit that worked with civil authorities and civilian populations to minimize the impact of military operations during peace, contingency operations and declared war.

U.S. Army, Transportation Corps, 24th Transportation Battalion

Fort Eustis, Virginia

1986-1989

Operations and Executive Officer, 155th Transportation Company - Terminal (1988-1989)

Served as second in command and operations officer for a transportation terminal service company with 220 personnel and served as the commander in the Captain's absence. Worked with the Battalion Operations Officer to plan and implement all unit operations and deployments to move Army equipment around the world through ports in Virginia, Texas, North Carolina, Washington, California and the country of Greenland. Demonstrated effective leadership, management, communication, and planning skills when serving as project officer for numerous unit operations that involved coordination with both civilian and military agencies. Involved with the unit fiscal year budget planning and implementation.

Platoon Leader, 567th Transportation Company, Terminal Service (1987-1988)

Directly responsible for the training and management of 40 personnel in a transportation unit that loads and discharges military cargo from ship to shore. Planned and managed ship loading or discharge operations in five major ports in the U.S. as well as at the Port of San Lorenzo, Honduras in Central America. Recognized as an accomplished communicator. Prepared and presented briefings at the executive level.

PROFESSIONAL DEVELOPMENT

AASCU/AALI Becoming a Provost Program

2010-2011

National selection to the American Association of State Colleges and Universities (AASCU) And American Academic Leadership Institute (AALI) Becoming a Provost Program

Participated in a one year program to help prepare senior academic affairs leaders in higher education for the role of Provost/Vice Chancellor for Academic Affairs.

Higher Learning Commission, Program to Evaluate and Advance Quality (PEAQ) Workshop

April 2011

Workshop on self-study for institutions preparing for reaffirmation of accreditation. The workshop included information on changes to the accreditation criterion and process, report writing, and site visit preparation. The workshop offered advice on specific aspects of self-study and evaluation.

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Society of College and University Planners, SCUP I, II, III

2008-2010

This Institute for Integrated Planning consists of three steps to become certified as a SCUP Planner. Completed all three steps over a three year period. *The Society for College and University Planning is a community that provides its members with the knowledge and resources to establish and achieve institutional planning goals within the context of best practices and emerging trends.*

Higher Learning Commission (HLC), Assessment Academy Roundtable

March 2010

The Academy for Assessment of Student Learning offers HLC member institutions a four-year sequence of events and interactions that are focused on student learning, targeted at accelerating and advancing efforts to assess and improve student learning, and designed to build institution-wide commitment to assessment of student learning.

Council of Graduate Schools, Summer Deans Institute, Boston, MA

July 2006

Summer workshop for graduate deans focused on hot topics that affect every facet of graduate education. Complementing the workshop is the New Deans Institute, a program tailored to orient new deans and integrate the workshop experience.

UW-Extension Administrative Leadership Program (EALP)

2002-2004

Two year leadership program that provided active learning experiences along with opportunities to interact with colleagues and other leaders in the University of Wisconsin-System and the University of Wisconsin-Extension. This program enhanced understanding of various leadership theories, provided opportunities to practice relevant leadership skills and abilities, and provided feedback on leadership performance