

**DOUGLAS F. MCCONKEY**  
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**Education:**

Bachelor of Arts, University of Rochester, June 1966

Major: Political Science

Minor: Psychology

Master of Arts, Michigan State University, June 1968

Major: Student Personnel Administration

Minor: Sociology

Doctor of Philosophy, Michigan State University, June 1975

Major: Higher Education Administration

Minor: Labor and Industrial Relations

Dissertation: "A Study of the Academic Progress of Students Admitted to the University of Texas at Austin Under the Provisional Admission Program, 1972-73"

**Professional Experience:**

**Mount Mercy College**

**2009-2010:** Interim Dean of Admissions

(Management of the undergraduate recruitment program, development of strategic and tactical plans to increase freshman and transfer enrollment, overview of admissions process and selection criteria, merit scholarship criteria and selection procedures, coordinate with faculty to recruit students, advise senior leadership on enrollment planning issues, collaborate to enhance utilization of electronic driven communications, assess the impact of current practice and make recommendations for improvement, report to Board of Trustees on strategic initiatives and progress.)

**St. Edward's University**

**2005-2006:** Associate Director of Residence Life

(Facilities management, supervision of apartments, project planning and collaboration with Physical Plant on maintenance issues, benchmarking, special assignments such as search committees, priority tasks and focused research, assignment process, marketing and occupancy tracking)

## **Ball State University**

**1988 - 2005:** Vice President for Student Affairs and Enrollment Management

(Admissions, Orientation, Early Outreach Programs, Financial Aid, Career Center, Registration and Academic Progress, Housing and Residence Life, Counseling and Health Services, Leadership and Service Learning, Student Organizations and Activities, Student Center, Multicultural Center, Disabled Student Development, Public Safety, Dean of Students, and Planning, Research, and Evaluation)

Faculty appointment in the Department of Educational Studies. Teaching responsibility in the graduate program in Student Affairs Administration in Higher Education.

**1986 - 1988:** Executive Director for Enrollment and Student Services

(Admissions, Financial Aid, Career Services, Registration and Academic Progress, and Office of Minority Student Enrollment)

- Development of a comprehensive university marketing and communication plan with campus-wide buy-in and on-going involvement of a national consulting firm.
- Creation of a comprehensive enrollment management strategy.
- Enrollment tracking, reporting of trends and projections, submission of official data to Commission for Higher Education.
- Research on demographic trends, pricing and financial aid leveraging.
- Establishment of institutional need-based aid program to facilitate recruitment and retention in light of increases in total cost.
- Raised admissions standards to increase enrollment and retention.
- Repositioning of Ball State University as a high-quality, selective university.
- Expansion of the scope and quality of Admissions and Early Outreach Programs.
- Award winning print media used in undergraduate recruitment.
- Significant commitment to innovative electronic communication with prospective students.
- Fifteen year, \$170 million dollar housing and renovation plan.
- Development of technology driven service component with emphasis on personal attention in all enrollment related departments.
- Development of divisional strategic plan, learning outcomes assessment and comprehensive program review.
- Revamping of service delivery model in Counseling Center
- Privatization of health care services.
- National models in leadership development and service learning.

## **University of North Carolina - Asheville**

**1985 - 1986:** Assistant Vice Chancellor for Academic Affairs

(Division of Enrollment Services--Admissions, Financial Aid, Registration and

Records, Orientation and Retention Programs, Center for Academic Assistance Programs, Academic Advising)

### **University of Delaware**

**1980 - 1985:** Dean of Admissions (including responsibility for Office of Scholarships and Student Financial Aid)

Assistant Professor, College of Education with teaching responsibility for "Issues in Higher Education," Masters Level Course in University of Delaware Program in Counseling and Student Personnel Administration

**1978 - 1980:** Director of Admissions

- Complete redesign of Admissions publications.
- Continued strengthening of admissions standards and recruitment of extremely talented students.
- Increased effectiveness of institutional aid as a factor in recruitment of undergraduate students.

### **University of Texas – Austin**

**1972 - 1978:** Associate Director of Admissions (1977-78) and Assistant to the Director of Admissions and Records (1972-77)

- Complete reorganization of Admissions process and office personnel.
- Major enhancement of the recruitment programs for freshman and transfer students with emphasis on minority students.
- Strong collaboration with deans and associate deans in problem solving.

### **Michigan State University**

**1971 - 1972:** Head Resident Advisor in residence halls (Position held while pursuing full-time coursework toward Ph.D. Degree)

**1968 - 1971:** Admissions Counselor (1968-69) and Assistant Director of Admissions (1969-71)

### **Major University Committees, Assignments, and Professional Organizations**

#### Ball State University

Coordinating Committee on University Marketing and Enrollment Management, Chair  
Enrollment, Systems and Procedures Network, Chair  
University Strategic Planning Task Force  
Admissions and Credits Committee – University Senate  
Advisory Committee on University and Community Planning (Mayoral Appointment)

Freshman Year Experience Committee, Chair  
Information Technology Advisory Committee  
Parents Advisory Council, Chair  
President's Advisory Committee on Planning and Construction  
President's Advisory Committee on University Computing  
Steering Committee for the Improvement of Participation in Post-Secondary Education  
(Indiana Commission for Higher Education), Institutional Representative  
Student Affairs Quality Improvement Program  
Task Force on Out-of-Class Learning, Chair  
Task Force on Undergraduate and Graduate Learning (Institutional Self-Study,  
Accreditation Review—North Central Association)

College Entrance Examination Board, Institutional Representative  
NASPA IV East Region State Representative  
National Association of Student Personnel Administrators – Voting Delegate  
National Association of State Universities and Land Grant Colleges

#### University of Delaware

Academic Council  
Commission on Undergraduate Education (Presidential Appointment)  
Committee on Admissions and Standing  
Committee on Pre-College Programs  
Coordinating Council on Student Academic Support Services  
Eugene DuPont Scholarship Selection Committee, Chair  
Minority Affairs Board  
President's Achievement Award Committee, Chair  
Professional Staff Coordinator for Capital Campaign

American Association of Collegiate Registrars and Admissions Officers (AACRAO)  
College Entrance Examination Board (Institutional Representative)  
Delaware Personnel and Guidance Association (DPGA)  
Delaware Post-Secondary Education Commission, Institutional Representative  
National Association of College Admissions Counselors (NACAC) Elected Delegate  
Phi Delta Kappa  
Potomac and Chesapeake Chapter, National Association of College Admissions  
Counselors - Executive Board

#### **Selected Professional Development Activities, Presentations, Consultation**

American College Testing Corporation - Workshop on Enrollment Management -  
Atlanta  
Annual Midwest Deans Conference - University of Illinois  
Annual National Conference on Law and Higher Education—Stetson University  
College of Law  
Enrollment Planning Workshop - College Entrance Examination Board  
Mid-America Conference Senior Student Affairs Officers Biannual Meetings  
NASPA Summer Institute for Senior Student Affairs Officers  
Summer Institute on Admissions and Financial Aid - Harvard University  
Presenter—Development and Implementation of Comprehensive Enrollment  
Management and Communications Plan--CASE 2000 Institute for Integrated

Marketing, Toronto, Canada  
Consultant on Admissions to President - Indiana University of Pennsylvania  
Consultant on Minority Student Recruitment to Pennsylvania State Colleges and Universities  
Presenter—Leadership in Developing Fraternities That Fulfill Their Core Mission--  
Delta Upsilon Presidents' Leadership Academy; Washington, DC--  
Faculty/Facilitator  
Developed and presented day-long College Selection Workshop for high school students; University of North Carolina, Asheville  
Developed and taught ten week Career and Educational Planning course for adults  
Management and Leadership in Student Affairs—Anderson University Student Affairs Division  
Management and Organizational Issues in Student Affairs—Indiana Purdue Fort Wayne Student Affairs  
Presentations at regional and national meetings of National Association of Student Personnel Administrators. Topics included quality improvement programs in student services, the impact of the academic department on student persistence, development of freshman learning communities, university retention programs, and community service/civic engagement in post secondary education  
Presentations at state, regional and national meetings of Association of College Admissions Counselors. Topics included marketing, selection, enrollment management.  
Scholarship reader - College Scholarship Service  
The Oxford International Round Table on Residential Colleges, London, England.  
(Author: *Promoting Student Success Through Establishing Partnerships Across Academic and Student Affairs*. Residential Colleges: Reforming American Higher Education, 1998.)  
Fulbright Seminar for U.S. Administrators in International Education 2002; Germany International Education Administrators Program.

### **Statement regarding Ball State University**

I had the distinct pleasure to serve Ball State University as Vice President under two outstanding Presidents from 1988-2004. During that time we made a number of changes that improved the quality of the educational experience and raised the stature of the university regionally and nationally. I found the academic and administrative leadership outstanding. The quality of collaboration across colleges and administrative units helped us move forward aggressively.

I believe my major contribution in these efforts was to envision, then lead, the development of a completely new approach to enrollment management. We raised admission standards noticeably, attracted many more outstanding students, improved student services which helped achieve a remarkable improvement in retention, and positioned Ball State as a high quality and selective university. This was achieved through the creation of a comprehensive Communications and Enrollment Management Plan. I was the chair of a 25 member committee responsible for development and implementation of the plan. We accomplished a great deal through broad based institutional buy in and the efforts of faculty, professional personnel and students throughout the university.

When a new President was appointed in August 2004, it quickly became clear to me, and apparently to her, that we did not share common goals for the university. I believed we should develop a renewed emphasis on educational equity by focusing more effort and resources to attract students of color and economically disadvantaged students from Indiana and contiguous states. Since the students we were admitting had the ability to succeed academically, I believed our standards had reached an appropriate place for an institution with the tradition and mission of BSU. I also expressed the view that our best marketing approach should mostly target the Midwest where we were already known and respected.

In early December 2004, the President asked for my resignation, saying that she wanted to “go in a different direction with the enrollment management program”. The President did not mention specific changes she wanted to make. Though I felt strongly that my vision for our university was the proper one, it was clear my approach did not conform to her plans. I accepted the decision and began making plans to continue my career elsewhere.

Douglas F. McConkey  
December 2005