

# Wade Brown, Ph.D.

## PROFESSIONAL MISSION STATEMENT

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I am a strategic leader passionate about the transformative opportunities higher education provides. I instill my four guiding values of justice, courage, wisdom, and temperance into every aspect of my professional career. I strive to create a holistic living-learning environment for all students. All of this aligns with a primary purpose – to prepare educated people to pursue their dreams in a free and open society.

## EDUCATION

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**Doctor of Philosophy: Health Education** **August 2013**  
Southern Illinois University: College of Education and Human Services  
Carbondale, IL  
Dissertation Title: *A Comparative Case Study Analysis Of Campus Violence Prevention Plans At Three Illinois Higher Education Institutions*

**Master of Science: Health Education** **May 2010**  
Western Illinois University: College of Education and Human Services  
Macomb, IL

**Bachelor of Arts: K-12 Physical/Health Education** **January 2008**  
Monmouth College: Department of Kinesiology  
Monmouth, IL

## PROFESSIONAL EXPERIENCES

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**Assistant Director for Thematic Communities & Center Management** **January 2020 to Present**  
Indiana University: Department of Residential Life

**Research and Assessment Specialist** **October 2013 to December 2019**  
Indiana University: Administration (Residential Programs and Services)

**Assessment and Research Graduate Assistant** **August 2010 to May 2013**  
Southern Illinois University: Student Center

**University-Community Relations Graduate Assistant** **August 2009 to May 2010**  
Western Illinois University: Office of the Vice President for Student Services

**Health Education Graduate Assistant** **August 2008 to May 2009**  
Western Illinois University: Beu Health Center

## **ACHIEVEMENTS & EXPERIENCES**

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### **Indiana University: Department of Residential Life**

Assistant Director for Thematic Communities & Center Management

#### **Leadership & Supervision**

- Served as a member of the Department of Residential Life leadership team
- Assisted the Director of Residential Life in the organizational restructuring of senior leadership and daily operational initiatives
- Responsible for reviewing, creating, and implementing departmental policies, procedures, short/long-term plans, and programmatic efforts
- Served in the leadership team off-campus on-call duty rotation, addressing professional staff concerns related to suicidal behaviors, medical transports, IUPD drug searches, technology malfunctions, utility failures, and other after-hour issues occurring in the residence halls
- Selected, trained, and supervised 6 full-time master's level staff who are responsible for a staff of 3 office clerks, 6 graduate assistants, 50 resident assistants, and 20 desk managers
- Successfully reopened a renovated 900-bed residence hall three weeks ahead of schedule during the fall 2020 COVID-19 pandemic to accommodate a de-densified move-in
- Directed, supervised, and coordinated all services related to area operation
- Addressed out-of-center student, staff, and parent relationship management issues utilizing CRM Salesforce
- Co-facilitated a residential life leadership class for resident assistants (RAs) and community educators (CUEs). Topics included student development theory, identity development, listening and conflict mediation skills, program planning, and facility operations
- Lead a workgroup of professional staff in creating a standard operating procedure (SOP) for residence hall package handling to reduce the likelihood of spreading the COVID-19 virus on campus
- Collaborated with the Associate Director of Student Conduct to lead a team of professional staff members in the review of the Department of Residential Life Duty Manual for updates and protocol changes related to COVID-19 safety procedures
- Addressed student, parent, and guardian concerns regarding facility issues, student conduct violations, and staff conflicts in a professional manner
- Evaluated professional and graduate staff performance on competencies such as supervision, budget and facility management, conduct and crisis management, leadership, student development, and collaboration
- Supervised the Graduate Supervisor for Academic Programs and co-advised the Thematic Community advisors
- Addressed issues of employee concerns regarding shared space with Environment Operations and IU Dining employees

#### **Financial Management**

- Comprehensive administrative responsibility for the southeast campus, consisting of nearly 2,800 students and generating approximately \$19,000,000 annually
- Developed, reviewed, and oversaw payroll, programmatic, supply, and operational improvement budgets of over \$7,000,000 annually
- Monitored the spending of 13 thematic community accounts totaling \$85,500

- Reviewed IU financial statements for inconsistencies and ensured student officers and advisers properly recorded financial transactions
- Reconciled financial statements with community ledgers
- Designed financial receipt forms that align spending habits with the Department of Residential Life's student learning goals
- Reviewed residence hall operating statement with Auxiliary Business Services financial officer and discussed action items to lower operating expenses

### **Diversity, Equity, Inclusion (D.E.I)**

- Led professional staff members in breakout exercises to gain feedback for the Department of Residential Life's Diversity Strategic Plan
- Organized D.E.I feedback after focus group exercises and drafted action items for senior leadership to review
- Led group exercises on supervision and D.E.I topics (relationship development, engaging with conflict, identity exploration, etc.) from the book, "Identity-Conscious Supervision"
- Created, edited, and assessed student engagement programs for 13 diversity educators on topics such as identity, privilege, and ethnicity
- Provided operational and strategic support to thematic community advisors who assist learning communities such as Women in STEM, Spectrum LGBTQ, Luis Davila Latinx, and others
- Developed and led a group of professional and student staff in the creation of an annual events survey to understand student interest in D.E.I topics
- Served on the RPS scholar committee to review 111 residential scholarship applications for seven need-based scholarships and five merit-based scholarships

### **Co-Curricular Education**

- Collaborated with the Office of First-Year Experience to implement a transfer admission program between IU and Ivy Tech Community College Bloomington
- Developed materials and recruited RPS staff to serve as presenters to potential Hoosier Link students and families
- Provided updated housing and dining information to help inform students and their families of the financial costs associated with living on campus
- Chaired the Residential Curriculum Committee
- Oversaw the development and implementation of a co-curricular educational experience based on Baxter Magolda's theory of self-authorship and Schlossberg's transition theory
- Aligned Residential Curriculum co-curricular initiatives with HLC Criterion 4: Teaching and Learning: Evaluation and Improvement
- Collaborated with IU campus departments to implement programs and services in the residence halls that align with co-curricular student learning goals and outcomes
- Utilized Roomcompact software to design student engagement plans and assessment guides to measure student success and changes within the residence halls

## **Indiana University: Residential Programs and Services**

Research and Assessment Specialist

### **Strategic Planning**

- Vice-Chair of the RPS Strategic Planning Committee
- Recruited internal RPS and external IU strategic planning committee members
- Coordinated the agendas of the RPS senior leadership team and strategic planning committee for the drafting of planning components
- Facilitated three stakeholder identification exercises for RPS senior leadership; after the meeting, senior leadership identified 24 essential campus stakeholders for future one-on-one interviews on operational performance
- Lead RPS Directors Group in a series of retreat exercises to create a new strength-based mission statement
- Completed an internal RPS employee leadership assessment. Surveyed 150 RPS supervisors and team leaders regarding topics such as mission, planning, human resources, culture, communication, and communication
- Lead strategic planning committee in an analysis of IUB strategic plan, identifying 21 institutional opportunities for RPS to include in its strategic plan
- Drafted the Executive Director's introductory letter for the strategic planning document
- Designed and launched RPS email updates regarding the status of the strategic planning process for RPS staff
- Supervised Office Service Assistant (OSA) in the drafting of an organizational history document
- Aligned RPS strategic plan with Higher Learning Commission criteria 5 resources, planning, and institutional effectiveness
- Lead two groups of stakeholders in the creation of an implementation plan for each of our strategic objectives

### **Revenue Generation & Resource Development**

- Increased returning student contract renewals by 199 contracts from fall 2015, leading to an additional \$1,103,802 in revenue in fall 2016
- Increased returning student contract renewals by another 116 contracts from fall 2016, leading to an additional \$690,896 in revenue in fall 2017
- Collaborated with the Senior Assistant Vice Provost of Undergraduate Education (OVPU) in creating the required student complaint tracking system for IU's reaffirmation visit from the Higher Learning Commission (HLC) in fall 2017
- Lead the Division of Auxiliary Business Services in the establishment of a student complaint tracking system for all division units, including the Student Recreation Sports Center, as required by the HLC
- Steward the monitoring, filing, and resolution of student complaints about all Auxiliary Business Services units and the Student Recreation Sports Center
- Collaborated with the Director of Auxiliary Marketing and Communications to ensure the HLC required student complaint process is in full compliance with the Americans with Disabilities Act and IU Communications brand requirements
- Provided marketing research regarding on and off-campus student housing preferences as identified by student researchers resulting in the expansion of the Marketing Department, and a new multi-media marketing campaign

- Responsible for implementing and interpreting the annual Envisions Strategies, LLC dining survey. In 2015, increased student response rate by 122% from the previous year
- Completed a case study review of residence hall and apartment contracts for inconsistencies
- Conducted a process review of the Assignment Office mobile contract renewal application
- Updated Assignment Office practices and procedures for improved efficiencies for contract renewal and contract breakage policy
- Assisted the IU Campus Move-In Committee with launching an annual move-in day assessment of parents, guardians, and students' move-in day experiences and services
- Drafted data-driven reports on process improvements for the IU Campus Move-In Committee
- Surveyed 1,800 on and off-campus IU students to determine their impression of housing experience, assignments process, housing expectations, overall housing effectiveness, monthly expenses, and roommate preferences
- Created a mix-methods research study to understand social interaction and student engagement to evaluate the success of the 21st Century Project

### **Student Learning Assessment & Student Success**

- Chair of the Residential Curriculum Assessment Committee
- Utilized Astin's Inputs, Environment, Outputs model as the conceptual assessment framework to demonstrate department impact on student learning and retention
- Developed and steward the assessment website for the Department of Residential Life
- Aligned the Department of Residential Life student learning outcomes with the Higher Learning Commission (HLC) criteria 3 (quality, resources, & support) and (evaluation & improvement)
- Collaborated with Bloomington Assessment and Research (BAR) to study the benefits of RPS learning communities on first and second-semester spring GPA, first, second, and sixth-year retention
- Supervised the Graduate Assistant for Assessment and Special Projects. Mentored the GA in creating the Residential Curriculum assessment plan, staff assessment training, and the Thrive@IU program for Auxiliary Business Services
- Assisted academic colleges and the Associate Director of Academics and Student Engagement in conducting a national benchmarking study of 26 learning communities
- Facilitate annual benchmarking studies for RPS and EBI Skyfactor, LLC. Survey 5,000 students in 13 residence halls and 7 apartment buildings. Reviewed results with RPS staff and communicate findings for continuous improvement
- Served three years as co-chair of the Residential Curriculum Committee on the curricular approach.
- Lead residential life leadership in the creation of departmental student learning goals and student learning outcomes
- Co-facilitated departmental development of student lesson plans and sequencing maps for the residence halls
- Created and reviewed student engagement plans for implementing student-learning outcomes with specific educational delivery strategies
- Demonstrated descriptive, inferential, and regression analysis of how Residential Life's programs and services contributed to the out-of-classroom learning of students
- Linked Residential Life student learning outcomes with appropriate classroom assessment techniques (CATs) based on Bloom's Taxonomy

- Trained residential life staff and graduate assistants on utilizing CATs to demonstrate student learning

### **Emergency Management**

- Appointed co-leader of the Emergency Support Function (ESF) Mass Care unit for the IU Emergency Operations Center (EOC)
- Provided shelter, food, water, and sanitary conditions to IU students, faculty, and staff during campus/city-wide emergencies while maintaining accurate and up-to-date communications with senior stakeholders
- Co-leader in the development of the ongoing campus emergency temporary housing plan
- Co-leader on updating and condensing the RPS business continuity plan
- Volunteer representative to the IU Student Affairs Demonstration Response and Safety Team (DRST)

### **Program Development**

- Managed a student employment program designed to provide supplemental assistance and professional skill development to in-state students
- Collaborated with the Office of the Provost, Career Development Center, IU Money Smarts, IU Dining Services, and IU Human Resources to gain stakeholder feedback on program goals, objectives, and limitations
- Studied peer-reviewed literature from Project CEO and NACE Job Outlook to identify the top 10 non-technical professional skills, and 52 sub-skills employers demand
- Created a series of rubrics based on the ten non-technical skills and 52 sub-skills researchers identified
- Aligned program rubrics to Bloom's Taxonomy to demonstrate measurable skills attainment and learning outcomes development
- Collaborated with Auxiliary Marketing Services to develop a webpage to collect student employment applications and market the program to potential students
- Supervision of the Thrive@IU Graduate Assistant
- Employed 25 part-time student staff in IU Dining Services
- Conducted student focus groups to determine student interest and program development opportunities
- Successfully transferred program ownership to the IU Career Development Center for continued stewardship

## ADDITIONAL EDUCATION & TRAINING

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Institute for Aspiring VPSAs, NASPA (Ponte Vedra, FL)	January 2022
IU Intercultural Competence Certificate Program (Bloomington, IN)	Fall 2021
Institute for Aspiring SSAOs, ACPA (Chicago, IL)	October 2019
Student Affairs Assessment Institute, ACPA (Toronto, ON, Canada)	July 2019
Institute on the Curricular Approach, ACPA (Chicago, IL)	October 2018
Higher Learning Commission Accreditation Workshop, (Chicago, IL)	April 2018
Residential Curriculum Institute, ACPA (Norman, OK)	October 2017
Residential Curriculum Institute, ACPA (Tampa Bay, FL)	October 2016

## PROFESSIONAL ASSOCIATIONS

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Association for Strategic Planning	June 2019 to Present
Association of College and University Housing Officers-International	January 2014 to Present
American College Personnel Association (ACPA)	February 2018 to Present
Great Lakes Association of College and University Housing Officers	January 2014 to Present
National Association of Student Personnel Administrators (NASPA)	November 2013 to Present
Student Affairs Assessment Leaders (SAA-LEADERS)	December 2017 to Present

## TEACHING EXPERIENCE

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U599 Seminar in Residence Life: Indiana University Bloomington Topic: <i>Assessment and Planning in Residence Life</i>	September 2014 to Present
PE475 Research Methods: University of Nebraska Kearney Topic: <i>Ethical Research Dilemmas</i> (Skype session)	September 2016

## PRESENTATIONS & PUBLICATIONS

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Brown, W. (2018, October). *Techniques for Stakeholder Assessment: Learn Three Stakeholder Assessment Techniques To Help Improve Your Strategic Planning Process*. Educational Session Presented at the Assessment Institute at Indiana University Purdue University Indianapolis (IUPUI), Indianapolis, IN.

**Brown, W.**, Arroyo, S., & Uhlman, J. (2018, October). *Learn. Engage. Grow. Reflections and Lessons Learned Developing a Residential Curriculum*. Educational Session Presented at the Institute on the Curricular Approach (ICA), Chicago, IL.

**Brown, W.**, Ailes, J., Mallon D., & Guan, K. (2018, October). *To Ph.D., or Not to Ph.D., that is the question*. Educational Session Presented at Great Lakes Association of University Housing Officers (GLACUHO) Annual Conference, Bloomington, IN.

Arroyo, S., **Brown, W.**, & Cailles, A. (2018, April). *Res Life: Residential Curriculum, Our New Initiative*. Educational Session Presented at the Indiana University First Year Experience Conference, Bloomington, IN.

Brown, W. (2016, October). *Improving Student Returner Retention with a Secret Shoppers Program*. Educational Session Presented at the Association of College and University Housing Officers-International (ACUHO-I) Business Operations Conference, Scottsdale, AZ.

Brown, W. (2015, March). *A Comparative Case Study Analysis Of Campus Violence Prevention Plans At Three Illinois Higher Education Institutions*. Scholarly Paper Presented at the National Association of Student Personnel Administrators (NASPA) Annual Conference, New Orleans, LA.

## GRANTS

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Indiana University Bloomington Professional Council (IUBPC) Grant: \$300.00      **December 2014**  
Emerging Scholars Fellowship: Active Minds & the Scattergood Foundation: \$750.00      **January 2013**

## VOLUNTEER ACTIVITIES

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### **Monmouth College Alumni Association**

**March 2019 to Present**

Monmouth College: Monmouth, IL

*Vice President: Executive Board*

- Appointed by the Executive Committee to serve on the Alumni Board of Directors.
- Annual contributor and advocate of the Monmouth College Annual Fund.
- Participant in Enrollment Management Q&A sessions with prospective students and their guardians.
- Developed strategic planning objectives to increase alumni and student interactions regarding board activities, programs, communications, and events.
- Penned personalized letters to admitted prospective students, encouraging them to enroll in Monmouth College for the fall semester.
- Welcomed and distributed alumni pins and champagne to the graduating class at the Senior Gala.
- Distributed pamphlets, and water, welcomed guests, and assisted the College with the matriculation ceremony.

*Fundraising and Campus/Community Outreach Committee*

- Shared alumni photos, social media links, and profile banners to increase social media participation in the Scots Day of Giving.
- Contributed to the Alumni Board matching gift challenge.
- Collaborate with the Office of Development and College Relations to raise alumni awareness for the \$75 million Light This Candle Capital Campaign.

*Class of 2007 10-Year Reunion Committee*

**April 2017 to November 2017**

- Recruited former classmates to volunteer in planning homecoming events.
- Collaborated with committee members and development staff to plan and implement ideas for homecoming events and programs.
- Drafted reunion invitation letters, social media posts, and phone calls to alumni.
- Raised \$8,042 toward the Class Gift goal of \$9,000.
- Attained a 17% registration rate.
- Achieved a 5% alumni participation rate toward the Class Gift.

### **National Association of Student Personnel Administrators NASPA November 2022 to Present**

Mid-level Administrators Steering Committee: Washington, DC

*Founding member*

- Drafted and edited vision, mission, and purpose statements.
- Program reviewer 2023 NASPA Mid-level Administrators conference