

BRUCE MOSES, Ed.D.
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HIGHER EDUCATION ADMINISTRATOR

Multifaceted, innovative, and dynamic executive administrator with 25+ years of experience in higher education. Offers a broad array of experiences and impressive background as a higher education leader, vision creator, strategic thinker, developer and relationship-builder. Reputation for revitalizing organizational culture to positively influence continuous quality improvement. Excels at motivating and fostering collaborations among multiple stakeholders, advocating lifelong learning and personal growth, and leading during periods of disruption and change with passion and sensitivity. Known for championing challenging projects and difficult situations that require agility under pressure. Embraces diversity while cultivating collaborative internal and external relationships to blend perspectives, build confidence, and affect exceptional service delivery.

EDUCATION

Ferris State University, Big Rapids, Michigan

Doctor of Education, Community College Leadership, Highest Distinction

Eastern Michigan University, Ypsilanti, Michigan

Master of Arts, Educational Leadership in Higher Education Magna Cum Laude

Bachelor of Science, Administrative Management, Cum Laude

Bachelor of Business of Administration, Finance

PROFESSIONAL EXPERIENCE

Pima County Community College District, Tucson, Arizona March 2015-present

Pima Community College is a two-year college serving the greater Tucson metropolitan area at six locations throughout Pima County. Founded in 1966, Pima's credit courses award certificates and associate degrees in a variety of fields. PCC also provides workforce development, career training programs, continuing education, and adult education.

Assistant Vice Chancellor Accreditation and Academic Quality Improvement and Acting Assistant Vice Chancellor Enrollment Management and Student Affairs (since May 2018)

Provide district-wide executive leadership for Institutional and Programmatic Accreditations, Academic Quality Improvement, Program Review, Assessment and Curriculum, Carl Perkins and Workforce Innovation Opportunity Act grants, Financial Aid, and Admissions and Registrar.

Key Accomplishments

- Led the College in successful removal of Probation and Notice accreditation sanctions.
- Increased faculty engagement in assessing student learning outcomes by 64%.
- Increased faculty engagement in Program Review and Viability process by 52%.
- Co-chaired taskforce to redesigned faculty evaluation process that increased faculty evaluations completion by 46%.
- Redesigned Program Review process to include six program viability metrics and inactivation of 42 non-viable programs.
- Develop, submit, and present monthly status reports to governing board and community.
- Established program prioritization infrastructure of degree and certificate structure to inform implementation of guided pathways.
- Built departmental budget of nearly \$5 million, including various grant expansions and resource development projects.
- Facilitated the drafting and adoption of new Academic Quality Improvement Mission, Vision, Continuous Improvement Model (PIMA) in alignment with organization and division.

- Reconstructed with faculty, academic deans, vice presidents, and curriculum department to realign instructional programs that comply with federal regulations (Department of Education/Veterans Affairs/Department of Homeland Security, and SEVIS).
- Cultivated relationships with Native American tribes and various high schools to offer dual enrollment and direct employment certificate programs.
- Collaborated on Banner systems level data cleanup and process creation to validate student program of study by bringing together the offices of Admissions and Records (Registrar), Financial Aid, Career and Technical Education, Academic Quality Improvement, Curriculum, and Institutional Research.
- Successfully submitted HLC Substantive Change application to open more than 20 additional locations to offer 50% or more of a certificate of direct employment or associates degree.
- Championed the implementation of the Selective Admissions program compliance process including the removal of hidden pre-requisites, creation of academic maps, alignment for course applicability with nearby 4-year institutions to increase student persistence and retention.
- Collaborated with Deans to develop three new programs in Mechatronics, Health Information Management, and Computer-Aided Design.
- Established a review cycle of General Education Assessment resulting in a revised General Education assessment plan and the use of AAC&U Value Rubrics.
- Co-chair of Pima's Higher Learning Commission Assessment Academy Team

Northwestern University, Chicago, Illinois

November 2013-March 2015

Northwestern is home to a dozen colleges and schools across three campuses: a 240-acre campus in Evanston, a 25-acre campus in Chicago and a third campus in Doha, Qatar.

The Careers R&D Group brings together a truly unique combination of individuals, resources and opportunities that allow us to bridge and integrate the full cycle of theoretical modeling, empirical research to test models, and application to ongoing research training. The value of bringing diverse backgrounds, experiences, and ways of thinking together to identify which research questions to pursue and how to most creatively solve them is only recently being fully appreciated

Research Coordinator, Scientific Careers Research, and Development Group

Qualitative researcher and project support for the Scientific Careers Research and Development Group's longitudinal study of career decision making among graduate students in the biomedical sciences.

Conducted program evaluation for University of California-San Francisco Graduate Student Internships for Career Exploration (GSICE) and University of California-Davis Career Exploration through Internships (CETI) program.

Key Accomplishments

- Secured manuscript "Internship Experiences Contribute to Confident Career Decision-Making for Doctoral Students in the Life Science" for consideration in CBE-Life Science Education.
- Qualitative research and coding creating and implementing revised coding system for interview transcripts, including the development and testing of new codes.
- Addressed current gaps in graduate training by preparing doctoral students with the professional skills necessary for non-academic careers, dedicated mentorship for exploring nonacademic science careers and hands-on internship experiences in relevant environments.
- Monitored research study performance and managed project data including processing, accuracy, analysis and evaluation of data ensuring that results meet project information and deliverable objectives.
- Ensured strict following of Good Clinical Practices (GCP) and all relevant regulations, guidance, policy and procedures.

Central Arizona College, Coolidge, Arizona

August 2011-August 2012

CAC serves and educates the diverse communities of Pinal County. From students of Hispanic and Native American descent at five campuses and three centers located strategically throughout the Pinal county: approximately 9,740 students served per academic year including 456 workforce development and 350 adult education.

Associate Vice President, Planning and Institutional Effectiveness

Provide district-wide executive leadership for Offices of Institutional and Programmatic Accreditation, Program Review, Assessment, Marketing and Communication, Grants, and Community Engagement.

Key Accomplishments

- Led the College in successful reaffirmation of accreditation and clean federal compliance filing.
- Successfully submitted HLC Substantive Change application to open two new branch campuses.
- Developed and implemented five-year strategic with key performance indicators aligned with accreditation requirements.
- Achieved academic year 2016- 2017 targets on 55 of 61 metrics (83 percent) on dashboard tracking progress of state performance funding measures, district-wide accountability framework (VFA) and strategic plan metrics.
- Collaborated with academic departments on outreach and media productions to create targeted enrollment campaigns based on market research and student demographics.
- Led faculty in developing redesigned student learning outcomes assessment plan.
- Cultivated relationship with Ak-Chin Tribal community to provide college level coursework.
- Increased the number of community events at branch campuses by 50%.
- Redesigned program review process to include seven program quality and viability metrics.
- Collaborated with faculty and staff to secure over \$6 million in external funding.
- Co-led development of Social Justice Forum 2012.

Northwest Arkansas Community College, Bentonville, Arkansas

May 2009-July 2011

A comprehensive community college primarily serving the residents of Benton and Washington counties; approximately 16,400 students served per academic year including 11,500 unduplicated credit headcounts with 2,500 workforce development and 2,400 adult education.

Executive Director, Institutional Effectiveness

College-wide leadership of the Office of Accreditation, Institutional Effectiveness and Planning.

Key Accomplishments

- Led successful college reaffirmation of accreditation and improving federal compliance.
- Developed college wide strategic planning process and key performance indicators.
- Launched Foundations of Excellence (FOE) initiative which improved persistence by 23%, retention by 31%, and completion by 6% over an 18-month period.
- Co-facilitated under-prepared/under-represented/diverse low-income and parenting students grant program continuous improvement initiative that led to increase in graduates by 110% and incentive funds increased by more than \$83K.
- Implemented infrastructure to cultivate a culture of assessment and improvement.
- Championed the Learner Services Division quality service improvement initiative.
- Developed and implemented divisional process improvement teams.
- Fostered widespread commitment to process of continuous improvement
- Developed and implemented new administrative policies and procedures for compliance.
- Collaborated with faculty to redesign the student learning assessment and curriculum processes.
- Established and co-chaired college's first Quality Council.
- Co-hosted annual business and industry gala to increase industry engagement.

Eastern Michigan University, Ypsilanti, Michigan

July 2007 – May 2009

EMU is a major learning and research institution with a distinct mix of comprehensive academic resources and strong community initiatives. We offer more than 200 undergraduate majors, minors and certificates, plus more than 150 graduate programs to our 21,105 students.

Director, Continuous Improvement and Planning

Executive oversight of the Office of Continuous Improvement and Planning.

Key Accomplishments

- Led transition from Higher Learning Commission accreditation pathway Program to Evaluate Academic Quality (PEAQ) to Academic Quality Improvement Program (AQIP)
- Championed four student affairs departments in Quality Service Delivery Initiative to improve student success.
- Increased department engagement in process improvement by 50%.
- Directed committee in revising the University's mission, vision, and strategic directions.
- Collaborated with Institutional Research and Information Management (IRIM) to align the Strategic Plan, Diversity Plan, and Educational and Facilities Master Plans.
- Facilitated development of long range strategic and annual operational plans.
- Co-chaired the Division of Enrollment Services quality service improvement initiative.
- Led organizational change initiative to promote quality principles and practices.
- Collaborated with faculty on the reforming of General Education Assessment plan
- Served as building project manager for \$11 million building renovation.

Administrative Manager, Continuous Improvement and Planning

Eastern Michigan University, Ypsilanti, Michigan

July 2002 – June 2007

Management oversight of the Office of Continuous Improvement and Planning.

Key Accomplishments

- Served as Accreditation Liaison Officer and managed strategic planning processes.
- Conducted SCOT Analysis for Strategic Planning forums through the university.
- Facilitated AQIP Action Project solicitation and implementation processes.
- Facilitated administrative program assessment for continuous quality improvement.
- Developed and facilitated continuous quality improvement training for faculty and staff.
- Participated in Institutional Peer Analysis Study to identify aspirational peer institutions.
- Led the institution's successful re-affirmation of accreditation on-site visit.
- Successful application for Campus Compact Carnegie Community Engagement Classification.

Moses Consulting, Higher Education Consultant

October 2006-Present

Moses Consulting provides onsite and virtual strategic and focused consultation to leadership teams including but not limited to: accreditation, strategic planning, assessment, curriculum, student persistence and completion, and institutional effectiveness.

Higher Education Clients

- Southeast Arkansas College (SEARK), 2018, 2015, 2011, 2010
- Pueblo Community College, 2017
- Aims Community College, 2017
- Higher Learning Commission, 2012-2015
- Southern Arkansas University-Magnolia, 2010, 2013
- Northwest Arkansas Community College, 2009
- American Society of Quality, 2008
- Cleary University, 2006, 2007

PUBLICATIONS

Schnoes, A., Yamamoto, K., Lindstaedt, B., O'Brien, T., University of California San Francisco, San Francisco, California, UNITED STATES. Caliendo, A., Naffziger-Hirsch, M., Moses, B., McGee, R., Northwestern University, Chicago, Illinois, UNITED STATES. Morand, J., Dillinger, T., Gibelung, J., University of California Davis, Davis, California, UNITED STATES. (in press). *Internship Experiences Contribute to Confident Career Decision-Making for Doctoral Students in the Life Science*. Manuscript submitted for publication.

Moses, B. (2017). *Sustaining Continuous Quality Improvement Efforts: Perspectives of Community College Presidents*. (Unpublished doctoral dissertation). Ferris State University, Big Rapids, Michigan.

Moses, B. (June, 2015). How can community college leaders develop rigorous standards for quality, but also assure that the standards are judiciously enforced? *Perspectives: Community College Leadership for the 21st Century*, 2.

Moses, B. & Holloway, A. (2011). Implementing quality improvement in programs targeting underserved and underrepresented populations. *A Collection of Papers on Self-Study and Institutional Improvement*. The Higher Learning Commission, Chicago, IL.

INVITED PRESENTATIONS

"*Nip and Tuck; Trimming the Fat off Assessment*" at eLumination Annual Users Conference, Cerritos, CA, June 2018

"*Special Topics Session: The Role of Curriculum and Assessment in Implementing Guided Pathways*" at Higher Learning Commission Annual Conference, Chicago IL, April 2018

"*Special Topics Session: Tested Experience to Certify Faculty II*" at Higher Learning Commission Annual Conference, Chicago IL, April 2017

"*Special Topics Session: Tested Experience to Certify Faculty I*" at Higher Learning Commission Annual Conference, April 2016

"*Accountability: At What Cost?*" at American Association of Community Colleges, San Antonio, TX, April 2015

"*Future InSight Symposium focusing on Competency Based Education*" at Ferris State University Alliance for Community College Excellence in Practice, Traverse City, MI, July 2014

"*Strategy Forums: New Concepts for a New Model*" at Higher Learning Commission Conference, Chicago IL, April 2014

"*Improving Performance Outcomes in Programs Targeting Underserved, Underrepresented, and Underprepared Populations*" at Learning College Summit, Phoenix, AZ, June 2011

"*Implementing Quality Improvement in Programs Targeting Underserved, Underrepresented, and Diverse Populations*" at Higher Learning Commission Annual Conference, Chicago IL, April 2011

"*Continuous Quality Improvement: The Foundation for AQIP Accreditation*" 6-hour program for SAU-Magnolia, 11/2010

“Continuous Improvement and Process Mapping” at Arkansas Association of Two-Year Colleges (AATYC) Annual Conference, Hot Springs, AR 10/2010

“A Structure of Continuous Improvement in Higher Education” at Arkansas Association of Two-Year Colleges Annual Conference, Hot Springs, AR, October 2009

“Effective Customer Service-Focused Process Improvement Teams in Higher Education” at Higher Learning Commission Annual Conference, Chicago, IL, April 2008

“Becoming a Forward-Thinking Institution: Using Continuous Improvement to Advance your Vision and Mission” at Higher Learning Commission Annual Conference, Chicago IL, April 2007

“Rationale Implementation for Continuous Improvement for Higher Education” at Higher Learning Commission Annual Conference, Chicago, IL, April 2007

INVITED FACILITATIONS

Boys and Girls Club of Tucson, Clarifying Strategic Priorities, December 2017

Tucson Teen Town Hall, Tucson Unified School District, October 2017

State of Black Education, University of Phoenix, May 2016

State of Black Arizona, Arizona State University Foundation, March 2016

Arizona AQIP Roundtable, Higher Learning Commission Annual Conference, April 2015

Arizona AQIP Roundtable, *Higher Learning Commission Annual Conference*, April 2012

Public Agenda Community Focus Group, *Central Arizona College*, Maricopa, AZ, January 2012

Public Agenda Community Focus Group, *Central Arizona College*, Coolidge, AZ, December 2011

Arkansas AQIP Roundtable, *Higher Learning Commission Annual Conference*, April 2011

AQIP Strategy Forum Facilitator, *Higher Learning Commission*, Saint Charles, IL, May 2010 to present
Adolescent Facilitator, Barat Child, and Family Services 2000-2002

PROFESSIONAL DEVELOPMENT

League of Innovation, Executive Leadership Institute, December 2017

True Colors Temperament/Personality assessments, February 2017

Assessment Academy Roundtable, Higher Learning Commission, October 2016

New Criteria and Federal Compliance Training, Higher Learning Commission, April 2016

TOP Facilitation Methods, Pima Community College, 2015

Creating a Culture of Service Excellence, Pima Community College, 2015

Peer Reviewer Advanced Certificate, Higher Learning Commission, Peer Review Corp, 2014

Open and Standard Pathway Training, Higher Learning Commission, 2014

Northwestern University IRB Collaborative Institutional Training Initiative, 2013-present

Open and Standard Pathway Training, Higher Learning Commission, 2013

New Criteria and Federal Compliance Training, Higher Learning Commission, 2013

Assessment Academy Roundtable Participant, Higher Learning Commission, 2012

Arizona Community College Foundations Consortium, 2012

Data-Driven Decision-Making, 2011

Strategy Forum Facilitator Training, *Higher Learning Commission*, Lisle, IL, 2011

Public Agenda Facilitator Training, *Central Arizona College*, Coolidge, AZ, 2011

StrengthsQuest Educator Institute, Gallup Inc., 2010

Arkansas Higher Education Leadership Institute Graduate, 2010

Arkansas Governor’s Baldrige Excellence Quality Awards Training, 2009

National Consortium for Continuous Improvement Program Planning Committee, 2009

Myers Briggs Typology Indicator Certification (MBTI), CPP Inc., 2007

Peer Reviewer Certificate, Higher Learning Commission, Peer Review Corp, 2007

SERVICE AND ENGAGEMENT

Board Member, Boys and Girls Club of Tucson, 2017-present
Board Member, Casa Grande Boys and Girls Club of America, 2011-2013
Board Member, Cesar Chavez Memorial Scholarship Committee of Pinal County, 2011-present
United Way Campaign Representative, Northwest Arkansas Community College, 2009-2011
United Way Campaign Representative, Eastern Michigan University, 2000-2009
Board Member, Hope Clinic, Ypsilanti, Michigan, 2008-2010
Board Member, Ypsilanti Meals on Wheels, 2006-2010
Youth Basketball Coach, Friendship Baptist Church, 2003-2010
Adolescent Facilitator, Barat Child, and Family Services, 2000-2002

ASSOCIATIONS, AFFILIATIONS, AND MEMBERSHIPS

Peer Reviewer, Higher Learning Commission, 10/2007-Present
Accreditation Liaison Officer, Higher Learning Commission, 5/2003-9/2012, 3/2015-present
Member, Higher Learning Commission, AQIP Redesign Team, 10/2013-4/2015
Member, Higher Learning Commission, Pathways Steering Committee, 7/2011-7/2013
Member, NWACC Strategy Forum Team, 12/2010-7/2011
Member, NWACC Student Judicial Affairs Appeals Board, 12/2010-7/2011
Co-Chair, NWACC Foundations of Excellence Improvement Dimension, 8/2010-5/2011
Member, NWACC Foundations of Excellence Steering Committee, 8/2010-7/2011
Higher Learning Commission (HLC)
American Society of Quality (ASQ)
American Association of Community Colleges (AACC)
Council on Accreditation of Two-Year Colleges

HONORS AND AWARDS

Pima County Community College District, Quality of Excellence Award, 2018
Boys and Girls Club of Tucson, Certificate of Service, 2018
Pima County Community College District, Quality of Excellence Award, 2017
Pima County Community College District, Exceptional Leadership and Guidance, 2017
Higher Learning Commission, Service Excellence Award, AQIP Design Team, 2017
Arkansas Association of Two Year Colleges, Leadership Award, 2010
Washtenaw County Meals on Wheels, Service Award, 2009
Eastern Michigan University, Appreciation of Leadership Award, 2009
Eastern Michigan University, Huron Restoration Alumni Chapter Service Award, 2009

CERTIFICATIONS

Arkansas Governor's Quality Examiner Certification, 2010
FEMA Certification, Community Emergency Response Team (CERT), 2008
CITI Social and Behavioral Research Certificate, 2014, 2016