

Kenneth E. Urban, Ed.D.

PERSONAL CHARACTERISTICS

Clifton StrengthsFinder: Analytical; Learner; Strategic; Achiever; Ideation
DiSC: CD (Self-reliant and analytical)
Meyers-Briggs: INTJ

PROFESSIONAL EXPERIENCE

INTERIM EXECUTIVE VICE PRESIDENT FOR FINANCE & HUMAN RESOURCES Jan 2018 to June 2018 Frederick Community College, Frederick, Maryland

Serving in an interim role as a member of the College's Senior Leadership Team. In this role lead planning, organization, coordination, direction, and control of finance, procurement, budgeting, risk management, grants management, human resources, and auxiliary services (bookstore, Children's Center, and food service).

Selected accomplishments

- Drafted a position profile for a new executive-level position leading finance and human resources and directed the national search process for the position.
- Coached mid-level leaders on budget processes and strategies.
- Evaluated processes and procedures in Finance and Human Resources to continuously improve and streamline business operations.
- Provided daily oversight of human resources operations

PRESIDENT

Jun 2017 to present

Urban Ingenuity, LLC, Manistee, Michigan

Lead a professional consulting practice for high-performing non-profit, educational, and business organizations that offers a variety of consulting engagements. The practice provides consulting services, training, or keynotes related to Accreditation 101 for Trustees, Designing New Programs to Meet Workforce Need, Accreditation Documentation Review and Assessment, Event Design and Coordination, Leading through Trauma. Mentoring Program Development, Leadership Mentoring, Developing Women Leaders, Board Planning, Strategies for Supporting New Chief Executives, Feasibility Studies, Covert Process Evaluations ("secret client"), Critical Business Document Editing and Review Services, Policy Development, and Business Process Evaluation. In addition, the practice provides interim staffing engagements for senior leadership roles.

Selected accomplishments

- Presented a working session on how community mental health boards could improve the success of leadership transitions at their organizations.
- During a long-term engagement with a Maryland community college:
 - Developed a policy on the protection of personally identifiable information.
 - Worked with College teams to evaluate and update the copyright and intellectual property policies and procedures.
 - Evaluated the student intake process and provided guidance on configuration of new space as part of a building renovation.
 - Performed a covert process evaluation of the admissions and registration process from a student's point of view.
 - Evaluated the structure and performance of the institution's web site and web services.
 - Drafted a position profile for a new executive-level position leading finance and human resources.
 - Developed training materials (including course outcomes, assessments, rubrics, and teaching

materials) for a workshop designed to train administrators to perform random evaluations for policy compliance.

- Examined and provided guidance on key performance indicators related to enrollment metrics and analytics.
- Coached mid-level leaders on budget processes and strategies.

PRESIDENT

Jul 2015 to Jun 2017

West Shore Community College, Scottville, Michigan

Provided leadership of a two-year comprehensive public community college serving citizens of west-central Michigan, one of 28 institutions in the Michigan Community College System. West Shore serves district residents with a main campus in Scottville, and a center in Manistee. The College provides career and technical education to more than 500 area high school students daily on campus, delivers high-quality education for transfer and occupational program students, and serves as a cultural center through its performing arts series.

From April, 2016 through June, 2017 acted as Chief Academic Officer due to a vice-president's departure.

Selected accomplishments

- Moved the College into a data-informed decision making model, using multiple data sources to make complex decisions that resulted in executable administrative strategies to drive institutional progress.
- Reduced the College's budget deficit by 72% in one year through an aggressive focus on fiscal operations at the institution, part of a multiyear plan to address the inherited structural budget deficit.
- Drove work to seek out organizational efficiencies to strengthen the College fiscally. For instance, reduced performing arts spending by more than 10% while maintaining program quality through staffing strategies.
- Built strong relationships with external organizations, something that had been neglected prior to my arrival.
- Established strong relationships with students and with Student Senate. Continued the practice of Popcorn with the President, brought with me from my previous institution.
- Instigated the development and deployment of four new programs at the College (Ag Science - Fruit and Vegetable Crop Management, AAAS; Agricultural Operations, AAAS; Computer Support Specialist, AAAS; Medical Assistant, AAAS). The College had seen a long period with no new programs developed.
- Introduced and provided training on the DACUM process as a means for new program development.
- Identified that the College did not have a process for recognizing significant financial and service engagements by companies and foundations and thus created the Cornerstone Society. This society was the organizational counterpoint to its existing Mentor Society, designed to recognize individuals. Selected the three inaugural inductees, in honor of the College's fiftieth anniversary.
- Led the celebration of the College's fiftieth anniversary, including: the development and fabrication of a time capsule; a fiftieth anniversary film series with the Historic Vogue Theater in Manistee, Michigan; a Founders Day gala with inductions into the College's Mentor Society and Cornerstone Society; and a standing Fiftieth Anniversary Spotlight at monthly Board of Trustees meetings.
- Conceived and executed a unique fiftieth anniversary commencement ceremony that included all three of the College's former presidents as part of the stage party. All four presidents walked abreast to lead the graduation procession.
- Convened staff and faculty in a series of sessions over an eight-month period, intended to identify an optimal organizational structure, and then executed the organizational structure changes.
- Served as one of the community college representatives on Michigan's Transfer Steering Committee, charged with bringing together campus leaders from community colleges and universities committed to transfer student success by serving as an umbrella for multiple transfer initiatives in Michigan.
- Provided leadership mentoring for emerging leaders in the Michigan and Wisconsin postsecondary education systems.

PRESIDENT (INTERIM)

Jul 2014-Jun 2015

Nicolet College, Rhinelander, Wisconsin

Provided leadership of a two-year comprehensive public community and technical college serving around 10,000 citizens of northern Wisconsin, which is part of the Wisconsin Technical College System (WTCS). Nicolet College offers two-year associate degrees, university and liberal arts transfer, adult basic education, career diplomas, technical and occupational certificates and associate degrees, high school equivalency diplomas, Learning in Retirement programs, community education, cultural arts programming, professional development, and contracted training for business and industry. Served as the College's Chief Academic Officer.

Served as Accreditation Liaison Officer leading the College's reaccreditation by the Higher Learning Commission, as a member of the Commission's third Pioneer Cohort for the new Open Pathways accreditation model.

Selected accomplishments

- Implemented "President's Office Hours" to increase opportunities for informal dialogue with faculty and staff.
- Established "Popcorn with the President" to provide one-on-one access to the president for students and the public.
- Secured more than \$1.9M in Blueprint for Prosperity grants for Nicolet (the smallest of the sixteen technical colleges in the state), the fourth-largest award within the WTCS.
- Administered over 70 credit transfer agreements, diplomas, and certificates.
- Developed new programs responsive to regional and state workforce needs.
- Developed annual operational and capital budgets, as well as a long-term strategic plan for College financial sustainability as tax levies and state aid decreased.
- Led the President's Collaborative Council and Administrative Council.
- Served our nine-member Board of Trustees through a policy governance model.
- Secured funding and implemented state and federal grants related to workforce and economic development.
- Led the Higher Learning Commission accreditation process.
- Served the 4,000 square mile Nicolet district through immersive telepresence, upgraded digital high-definition ITV, online, hybrid, and hybrid ITV distance education offerings.
- Provided leadership of dual enrollment/transcripted credit and pre-college opportunities at Nicolet College for secondary school students in northern Wisconsin.
- Provided leadership and advocacy in developing the Wisconsin Technical College System (16 colleges) state budget proposals for the Governor and State Legislature.
- Continued to serve as the College's Chief Academic Officer to ensure a new president had the opportunity to build her or his own team.
- Served as a mentor to young, emerging leaders through the Wisconsin Leadership Development Institute sponsored by the WTCS.

VICE PRESIDENT OF TEACHING, LEARNING, AND STUDENT SUCCESS

Jun 2010-Jun 2014

Nicolet College, Rhinelander, Wisconsin

Served as the Chief Academic Officer of the College and oversaw all teaching, learning, and student success initiatives for a learning-centered College. This position supervised instructional deans and directors, the Welcome Center, admissions, diversity and inclusion, assessment, student engagement, academic success, library services, and disability services. In total, the Vice President was responsible for 64% of the institution's operational budget and 59% of the staff. The Vice President ensured that services met the needs of students, the College community, and the District. Served as the College's Accreditation Liaison Officer for the Higher Learning Commission.

Selected Accomplishments

- Built a team that crossed traditional Academic Affairs/Student Affairs boundaries that reduced "silo thinking" and improved institutional performance.
- Led the effort to reduce overload assignments for faculty prior to the passage of Act 10 through better management, which resulted in a reduction in average assignment for faculty from 113% to less than 107%. This effort reduced overload payments for a single term by more than \$200,000.

- Pioneered a remote-delivery program to deliver the College's liberal arts programs on campuses within the WTCS that were not authorized by the State to deliver those programs themselves.
- Partnered with the Lac du Flambeau Band of Lake Superior Chippewa to establish on-reservation Dental Hygienist and Dental Assistant programs in conjunction with the tribe's construction of a 36,000 square foot dental office.
- Spearheaded the development and deployment of the College's first-ever class extract, a complex report that showed courses scheduled, faculty assignments, and non-instructional work performed by faculty.
- Developed a streamlined, standardized, stipend-based payment model for adjunct faculty teaching credit classes.
- Directed the College into the Higher Learning Commission's Open Pathways pioneer process, as part of the third and final cohort testing the Commission's new reaccreditation process.
- Completed the Quality Improvement project as the first part of the reaccreditation process under Open Pathways.
- Designed a post-Act 10 faculty assignment model that sharply reduced excess assignment for instructors, while at the same time maintaining instructional quality.
- Led the development and deployment of Adjunct Summits for adjunct instructors each semester, as a way to strengthen their connections with the College and to provide just-in-time training.
- Spurred the development of standardized rubrics for faculty classroom and online course observations.
- Played a key role in deploying the College's first-ever standardized performance appraisal process.
- Played a key role in developing board and administrative policies.
- Played a key role in developing and publishing the College's Employee Guide in response to legislative requirements.
- Developed and deployed a new student success model with four "threads": Career Coaching, Academic Advising, Learner Success, and Job Placement and Baccalaureate Completion. The thread model was designed to create a safety net to catch students at risk for not persisting.
- Served as part of a team that designed and built a state-of-the-art Welcome Center and student success space, as well as cutting-edge science laboratories for biology, physics, geography and geology, and chemistry.
- Led the development of annual schedule construction, rather than the less efficient process of building schedules one semester at a time.

DIRECTOR OF COLLEGE ADVANCEMENT

Jun 2004-Jun 2010

Mid-State Technical College, Wisconsin Rapids, Wisconsin

Directed College's assessment of student learning; oversaw accreditation activities at the College; served as AQIP liaison with the Higher Learning Commission; led curriculum activities; guided College's continuous improvement activities; modeled innovative teaching and learning techniques using traditional, online, and hybrid delivery; provided leadership on educational technology and its application to teaching and learning; led College's online, hybrid, and instructional television learning activities; managed grants development; led College's staff and professional development efforts; led instructional technology operations and College duplication services; managed complex budget activities.

Selected Accomplishments

- Led and successfully completed two Academic Quality Improvement Program (AQIP) Systems Portfolios as part of the College's reaccreditation process, including the first portfolio developed by the institution.
- Served as the College CQIN (Continuous Quality Improvement Network) Liaison; CQIN is a CEO-led organization, comprised of colleges and businesses, created to serve as a higher education resource for innovation, continuous improvement, and institutional effectiveness.
- Deployed the first hallway kiosk displays at the institution.
- Developed a quality assurance process for online and hybrid delivery at the College.
- Led two learning management system migrations.
- Established employee and faculty development activities for 100 faculty members and nearly 200 staff members.

- Deployed a job tracking and costing system to minimize expenditures and maximize efficiency in the institution's in-house printing department.

ASSOCIATE DEAN OF BUSINESS

Nov 2000-Jun 2004

Mid-State Technical College, Wisconsin Rapids, Wisconsin

Worked with students to meet their needs through academic career planning; supported instructional delivery for three programs; developed schedules for courses; led a team of up to twelve full-time instructors; developed College's first web-centric program, marrying information systems and marketing programs.

Selected Accomplishments

- Led the development of the first cross-program web developer degree in the WTCS, which married parts of the institution's Marketing and Information Technology programs.
- Managed a team of twelve professional instructors across three campuses and three programs.

INFORMATION SYSTEMS AND TECHNOLOGY MANAGER

Jan 1994-Nov 2000

Major Industries, Inc., Wausau, Wisconsin

Identified, deployed, supported, and provided training for all corporate technologies; handled all corporate marketing, including acting as press liaison; performed process and task analysis in support of firm's continuous improvement efforts.

Selected Accomplishments

- Deployed the first-ever computer network at the company.
- Maintained the company's network and infrastructure, including network administration (NetWare and Windows Server), client workstation troubleshooting and repair, network cabling, switches, and wireless access.
- Selected, purchased, and installed digital telephony systems and equipment.
- Performed job and task analysis of the production and operations staff.
- Migrated from an electronic accounting system that was not Y2K compliant to a fully integrated enterprise resource planning system.
- Envisioned, designed, developed, and deployed an electronic quoting system for complex commercial skylights that reduced typical quote time from eight hours to less than one.
- Served as a lead on a team that led operations and manufacturing through an OSHA investigation after an in-plant fatality.
- Designed, developed, and delivered training for staff members across a wide range of topics.
- Led the development of the company's first web site.
- Wrote, produced, and published the company's monthly newsletter for customers and sales representatives.
- Developed and scheduled marketing efforts, including design of print collateral, trade shows, and press events.
- Selected, installed, and provided training for a networked plant-floor job tracking system to determine cost of operation, job costing, and highlight areas that needed to be targeted for continuous improvement activities.
- Designed and deployed the company's first-ever comprehensive plant safety plan.

MANAGER OF MARKETING COMMUNICATIONS

May 1990-Jan 1994

Best Power Technology, Inc., Necedah, Wisconsin

Performed complex media analyses to maximize corporate resources; managed small teams to achieve intricate marketing goals; served as lead corporate copywriter; developed and managed Corporate Copy Platform.

Selected Accomplishments

- Led the design and production of literature that was printed in more than 20 languages for an industrial and consumer electronics company.

- Coordinated and approved all product photography.
- Supervised and participated in trade shows, including booth design, show logistics, and booth operation.
- Developed the company's first-ever corporate style manual to ensure that both textual and visual style were on-message and communicated content in a consistent manner.
- Performed press checks to ensure that printed marketing collateral met corporate quality standards.
- Helped lead corporation from a business-to-business marketing model to a consumer products marketing model.

SENIOR RESEARCH SCIENTIST

May 1982-May 1990

Systems Research Laboratories/LTSI, Beavercreek, Ohio

Performed complex analysis and research design in human factors engineering and process improvement; managed budgets. Conducted experimental human performance research for a variety of military platforms for all five uniformed services. Final six months were with the contract successor company, Logicon Technical Services, Inc.

Selected Accomplishments

- Managed teams of researchers, with responsibility for leading two research programs: Camouflage, Concealment, and Deception; and Optical Countermeasures.
- Conducted a variety of classified biopsychology research projects in order to meet human factors engineering requirements.
- Analyzed complex systems to identify points of failure and determine strategies for failure mitigation.
- Worked with systems across all five uniformed services, including aircraft, naval, armor, and facilities applications.
- Conducted job and task analysis to identify areas for continuous improvement.

EDUCATION

Nova Southeastern University	North Miami Beach, FL
Ed.D., Higher Education Leadership	May 2008
Dissertation: <i>An Evaluation of Persistence-Risk Identification Processes at a Technical College</i>	
Received Outstanding Applied Dissertation Award	
Ohio University	Athens, OH
M.B.A.	May 1989
University of Toledo	Toledo, OH
M.A., Psychology (Developmental)	Dec 1985
Thesis: <i>The effect of Y-axis displacement on the perception of mirror image polygons</i>	
Wittenberg University	Springfield, OH
B.A., Psychology (minor in Biology)	Jun 1981
Passed Major comprehensive examination with distinction	

TEACHING EXPERIENCE

Adult and Technical Education in Wisconsin (MSTC and Nicolet)	Spring 2009-2012
Wisconsin Technical College System certification course 51	
Designing and Assessing Learning (MSTC)	Summer 2004-2010
Wisconsin Technical College System certification course 50	

Teaching Methods (MSTC) Wisconsin Technical College System certification course 52	Fall 2004-2010
Educational Evaluation (MSTC) Wisconsin Technical College System certification course 54	Spring 2004-2010
107-160 PC Troubleshooting (MSTC) Introductory course in troubleshooting strategies for networking professionals	Fall 2001
107-140 Network Fundamentals (MSTC) Introductory course in networking for networking professionals	Spring 2001

HIGHER LEARNING COMMISSION EXPERIENCE

Academic Quality Improvement Process Systems Appraisals Michigan, Ohio, Minnesota, Illinois, Iowa, and Colorado Community Colleges	2004-present
Academic Quality Improvement Process Site Visits Ohio, Michigan, Colorado, and Iowa Community Colleges (Acting Team Lead)	2007-present
Academic Quality Improvement Process Systems Portfolio Development Mid-State Technical College	2006, 2010
Open Pathways Nicolet College Open Pathways Pioneer Cohort 3	April 2011-2015
Substantive Change Team Chair Arizona Community College (distance education evaluation)	January 2017
Open Pathways Team Chair Arizona Community College, Arizona Community College	January, June 2017
Service as Higher Learning Commission Accreditation Liaison Officer Mid-State Technical College Nicolet College	2004-2010 2010-2015

SPECIALIZED TRAINING AND CERTIFICATIONS

Michigan Council for Arts and Cultural Affairs Minigrant Workshop	Jul 2017
Substantive Change Team Chair Training, Higher Learning Commission	Apr 2017
Open Pathway Team Chair Training, Higher Learning Commission	Apr 2016
Wisconsin Technical College System, Instructional Supervisor	Nov 2000
Wisconsin Technical College System, Information Technology Instructor	Nov 2000
Wisconsin Technical College System, Cosmetology Education Instructor	Jun 2004
Wisconsin Technical College System, Instructional Administrator	Jun 2010
Wisconsin Technical College System, Business Administration Instructor	Apr 2014
Wisconsin Technical College System, Marketing Instructor	Apr 2014
Wisconsin Technical College System, Social Science Instructor	Apr 2014
DACUM Facilitator	Jun 2008
Wisconsin Leadership Development Institute	Jun 2004

SELECTED PUBLICATIONS AND MAJOR REPORTS

Urban, K.E. <i>An Evaluation of Persistence-Risk Identification Processes at a Technical College</i> . 2008: Applied Dissertation, Nova Southeastern University, Fischler School of Education and Human Services. (Winner of an Outstanding Dissertation award)	2008
Urban, K.E. <i>Development of Pre-Entry Survey for Students Entering the Computer Information Systems Program at Technical College X</i> . 2005: Practicum Major Paper: Leadership, Nova Southeastern University, Fischler School of Education and Human Services.	2005
Urban, K.E. <i>Evaluation of a Cross-Program Web Development Course at Technical College X</i> . 2005: Practicum Major Paper: Politics of Higher Education, Nova Southeastern University, Fischler School of Education and Human Services.	2005
Urban, K.E. <i>Determining the Existence of Gender Differences in First-Semester Grade Point Averages at Mid-State Technical College</i> . 2003: Practicum Major Paper: Research Methodology, Nova Southeastern University, Fischler School of Education and Human Services.	2003
Urban, K.E. and Lawrence, P.A. <i>Defining predictor variables (in a multiple regression model) related to student withdrawals at Wittenberg University</i> . Senior Independent Project, Wittenberg University, June 1981.	1981

SELECTED PRESENTATIONS AND PANEL SERVICE

Urban, K.E. <i>Training Governing Boards on their Role in the Accreditation Process</i> . Higher Learning Commission Annual Meeting, April 2018	2018
Urban, K.E. <i>Five Ways Boards Can Increase Success During Leadership Transitions</i> . Michigan Association of Community Mental Health Boards Fall Conference, October 2017	2017
Urban, K.E. <i>Panel of Presidents (Panel Discussion)</i> . Doctorate in Community College Leadership, Ferris State University, May 2017. With W. Pink (President, Grand Rapids Community College), D. Snyder (President, St. Clair County Community College), and A. Harvey-Smith (Executive Vice Chancellor, Lone Star Colleges)	2017
Urban, K.E. <i>General Session- How the State of Wisconsin is Working Together to Meet Employer Workforce Needs (Panel Discussion)</i> . Governor's Northern Wisconsin Economic Development Summit, December 2014. With D. Anderson (DWD), C. Berry (WEDC), and D. Brukardt (UWS)	2014
Urban, K.E. <i>Accreditation Share Fair</i> . Higher Learning Commission Annual Meeting, April 2014.	2014
Urban, K.E. <i>Pathways Pioneer Institutions: Quality Improvement Clinic</i> . Roundtable, Higher Learning Commission Annual Meeting, April 2013.	2013
Urban, K.E. <i>Pathways Pioneer Institutions: Quality Improvement Clinic</i> . Consultation Table, Higher Learning Commission Annual Meeting, April 2013.	2013
Urban, K.E. <i>Envisioning Success: What an Affordable College Education Means to Wisconsin (Panel Discussion)</i> . Affordability and Persistence in Wisconsin Public Higher Education: A Research, Policy, and Practice Conference, July 2012. With T. Pleger and R. Blue.	2012
Urban, K.E. <i>Impacts of Act 10</i> . Wisconsin Technical College System Boards Association panel, January 2012	2012
Moser, C., and Urban, K.E. <i>Delighting All with an AQIP Quality Checkup Visit</i> . 2009 North Central Association Higher Learning Commission Annual Meeting, Peer Review Program, April 2009.	2009

PROFESSIONAL AFFILIATIONS AND COMMITTEE SERVICE

2016-2017	Michigan Transfer Steering Committee
2016-2017	Manistee Commitment Scholarship Advisory Committee
2016-2017	Mason County Historical Society Board of Directors
2016-present	Manistee County Library Board (appointed official)
2017-present	Higher Learning Commission- Substantive Change Team Chair
2016-present	Higher Learning Commission- Open Pathways Team Chair

2016-2017 Mason County Growth Alliance Board
 2016-2017 Launch Manistee Leadership Team
 2016-2017 Manistee County Local College Access Network leadership team
 2016-2017 Mason County Local College Access Network leadership team
 2015-2017 Michigan Community College Association Board of Directors
 2015-2017 Talent 2025, CEO Leadership Council and Post-Secondary Education Working Group
 2015-2017 West Shore Community College Foundation, Executive Director
 2015-present Manistee Rotary
 2014-2015 Wisconsin Campus Compact Executive Director Search Committee
 2014-2017 American Association of Community Colleges
 2014-2015 Wisconsin Campus Compact Executive Committee
 2014-2015 American Council on Education
 2014-2015 Wisconsin Technical College System Presidents' Association
 2014-2015 Northcentral Wisconsin Workforce Development Board
 2014-2015 Grow North Regional Economic Development Corporation
 2014-2015 Oneida County Economic Development Corporation
 2014-2015 Vilas County Economic Development Corporation
 2014-2015 Rhinelander Noon Rotary
 2014-2015 Rhinelander Kiwanis
 2014-2015 Nicolet College Foundation Board
 2014 WTCS/UWS Universal Undergraduate Credit Transfer Agreement Working Group
 2013-2014 Wisconsin Technical College System Instructional Services Administrators group- President
 2012-2013 Wisconsin Technical College System Instructional Services Administrators group- Vice President
 2013-2015 Nicolet College representative, WTCS Faculty Quality Assurance System working group
 2012-2015 North Central Wisconsin Higher Education Alliance representative
 2010-2015 Wisconsin Technical College System Instructional Services Administrators group
 2010-2015 Wisconsin Technical College System Student Services Administrators group
 2010 Presidents' Association Subcommittee on Alternative Funding and Grants, MSTC representative
 2004-present Higher Learning Commission- AQIP Systems Appraiser, AQIP Checkup Visitor, Open Pathways evaluator, Team Chair (AQIP and Open Pathways), Substantive Change team chair
 2004-2010 Student Academic Achievement Committee, Chair (Mid-State Technical College)
 2004-2010 WIDS Advisory Committee, Mid-State Technical College representative
 2006-2010 Academic ADL Co-Lab Governance Commission, Commissioner
 2009-2010 Web Governance Committee (Mid-State Technical College)
 2003-2004 WTCS Summer International Institute planning committee (and hosting institution)