

Susan M. Campbell
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Education

Ed.D.	University of Massachusetts Major: Higher Education Management
M.A.	University of Southern Maine Major: Adult Education
B.S.	Ball State University Major: Speech; Minors: Psychology, Business

Professional Experience

Independent Higher Education Consultant. January, 2017 - present.

Areas of specialization include student affairs, academic advising, student support services, and organizational development.

Senior Director for Academic and Student Affairs/Senior Advisor to the Dean for Advising and Career Planning, College of Professional Studies, Lowell Institute School – Northeastern University. January, 2015 –January, 2017.

In this fixed length position, initially responsible for the design and implementation of an integrated academic advising and career services function for the Lowell Institute School STEM degree completion programs. Assumed responsibility for the College's Office of Academic Advising in April of 2015 and began focus on improving the student experience through academic and career advising. Major initiatives included reframing the orientation program, developing and supporting initiatives to increase student engagement, including the development of student groups and meet-ups, facilitating the transition from quarters to semesters for the undergraduate portfolio, and engaging advisors in strategic professional development opportunities to enhance their understanding of career development, e.g., MBTI training, career development basics, and Global Career Development Facilitator certification. *Title changed to Senior Director of Academic and Student Affairs in August, 2016.*

Chief Student Success Officer/Chief Student Affairs Officer – University of Southern Maine. August, 2010 – January, 2015.

Provided coordination and leadership for enrollment planning, including recruitment and retention, for the university. Provided oversight for newly created Student Success Centers (academic and career advising), Prior Learning Assessment office, Department of Learning Foundations, Office of Support for Students with Disabilities office, the Registrar's office, Undergraduate Admission, and the Student Support Services program of TRiO. In July, 2013, assumed leadership responsibility for an integrated student affairs unit. Additional areas of responsibility included Student and University Life (residence halls, activities, conduct, dining), Health & Counseling, as well as Athletics. From August, 2014 to January, 2015, assumed special assistant role to focus recruiting efforts for the University. Work involved planning and execution of initiatives to support enrollment goals and facilitating relationships and agreements

with regional community colleges. Reported directly to the Provost and Vice-President for Academic Affairs in this role. *Emerita status as Chief Student Affairs Officer awarded in January, 2015.*

Associate Vice-President for Academic Affairs– University of Southern Maine, Portland, Maine. January, 2005 – August, 2010.

Provided support for the Provost’s office in areas related to program review, institutional data initiatives, schedule development, academic policy interpretation and enrollment management/support initiatives. Researched and resolved student academic appeals as well as other student complaints.

Executive Director, Advising and Academic Resources – University of Southern Maine, Portland, Maine. July, 2001 – January, 2005.

Responsible for management oversight and leadership for five major service program areas: advising services, prior learning assessment, academic assessment, learning foundations, and support for students with disabilities. Unit was created to provide more cohesive service to students.

Director of Advising – University of Southern Maine, Portland, Maine. August, 1996 – June, 2001.

Provided management oversight and leadership for a comprehensive academic advising services center for undeclared, conditionally-admitted, and non-degree students. Office served as resource to the campus. Portland center served as one-stop (admissions, financial aid, registration services) for the campus; Gorham center served as primarily an academic advising center for residential students, with other services dispersed across campus. Also managed an advising caseload of undeclared and conditionally-admitted students.

Director, Admissions and Advising Services – University of Southern Maine, Portland, Maine. February 1993 – August, 1996.

Responsible for undergraduate admissions, including marketing, recruitment, orientation, and enrollment services as well as comprehensive academic advising services for undeclared and conditionally-admitted students. Experienced enrollment growth of 15% (entering cohort) by end of tenure in this position.

Special Assistant to the Vice-President for Student Affairs-Student Financial Aid – University of Southern Maine, Portland, Maine. November, 1991 – February, 1993.

Responsible for the review and restructuring of Student Financial Aid office to provide quality service to students. Conducted survey review of office; revised publications to be user-friendly; supported staff reassignment and development to improve service.

Assistant to the Dean, Lewiston-Auburn College – University of Southern Maine, Portland, Maine. May, 1988 – November, 1991.

Responsibilities in this position for a newly created academic college included curriculum and schedule development, faculty hiring, oversight of student services (admissions, advising, billing, financial aid, enrollment), and administrative support for the Dean’s office.

Director, Summer Session – University of Southern Maine, Portland, Maine. October, 1984 – May, 1988.

Served as USM’s first full-time director of Summer Session. Programming included credit, non-credit, special workshops (children’s activities), and community engagement activities (film, theatre, concerts, art exhibits, etc.).

Acting Director, Campus Center – University of Southern Maine, Portland, Maine. January, 1986 – August, 1986.

Provided creative support for a newly established campus “union”. Initiatives included development of promotional materials and creation of “centers” to encourage student usage of facility.

Coordinator, Off-Campus Centers, Division of Basic Studies – University of Southern Maine, Portland, Maine. August, 1982 – October 1984.

Provided management oversight and leadership for three established off-campus centers and facilitated the development of a fourth center. Developed marketing and promotional strategy to create unique identity and visibility to increase enrollment.

Coordinator, In-town Center, Division of Basic Studies – University of Southern Maine, Portland, Maine. August, 1980 – August, 1984.

Responsible for one of the University’s off-campus centers. Assisted in the development of curricula, schedule coordination, and the provision of comprehensive student services for an academically at-risk population.

Coordinator, New Student Programs, Advising and Information Department – University of Southern Maine, Portland, Maine. Summer, 1982.

Responsible for all aspects of the university’s summer orientation program.

Assistant in the Provost’s Office, Provost’s Office – University of Southern Maine, Portland, Maine. January, 1980 – August, 1980.

Served as a research assistant in the Provost’s office. Projects included data collection for accreditation, review of off-campus programs, and other duties as assigned.

Academic Counselor, Continuing Education Division – University of Southern Maine, Portland, Maine. July, 1979 – January, 1980.

Served as academic advisor to students enrolled in a controlled, open-admission program primarily for adult learners.

Teaching and Curriculum Development

Adjunct Associate Professor, School of Education and Human Development, University of Southern Maine. September 2001 – 2015. In this role, also serve as the coordinator of the student affairs concentration within the Masters in Adult Education degree program. Responsible for teaching Introduction to Student Affairs.

Instructor, University of Southern Maine – Public Policy & Management, Muskie School of Public Policy; Management and Organizational Studies, Lewiston-Auburn College; Public Speaking and Oral Interpretation, College of Arts & Sciences; Peer Leadership Seminar, College of Education and Human Development.

Member, New Degree Program Committee, Arts & Humanities, Lewiston-Auburn College, 1991.

Chair, New Degree Program Committee, Social and Behavioral Sciences, Lewiston-Auburn College. 1988-89.

Member, Freshman Seminar Teaching Team, Division of Basic Studies, University of Southern Maine. 1980-85; Chair, 1983-85.

Conference Presentations (selected)

NACADA Annual Conference, Atlanta, Georgia. Topic: “*Publishing with NACADA*”, October 2016.

National Academic Advising Association Annual Conference, Salt Lake City, Utah. Topic: “*Assessment in Academic Advising*”, October, 2013.

National Academic Advising Association Annual Conference, Chicago, Illinois. Topic: “*Assessment in Academic Advising*”, October, 2008.

Regional Conference, National Academic Advising Association, Pittsburgh, Pennsylvania. Topics: “*Assessment in Academic Advising*” and “*Advising as Teaching*”, April, 2008.

Regional Conference, National Academic Advising Association, Portland, Maine. Topics: “*Academic Advising at the Intersection*” and “*Assessment in Academic Advising*”, March, 2008.

Regional Conference, National Orientation Directors’ Association (NODA), Portland, Maine. Topic: “*Orientation: First Light along the Path to Success*”, February, 2008.

Regional Conference, AACSB Deans, Niagara, New York. Topic: “*Improving Academic Advising*”, October, 2007.

National Academic Advising Association Annual Conference, Las Vegas, Nevada. Topic: “*Defining Academic Advising*”, October, 2005.

National Academic Advising Association Annual Conference, Las Vegas, Nevada. Topic: “*Assessment in Academic Advising*”, October, 2005. [Also presented at the 2006 and 2007 Annual Conferences in Indianapolis, Indiana and Baltimore, Maryland, respectively.]

National Academic Advising Association Northeast Region 1 Conference, Montreal, Canada. Topic: “*Assessment in Academic Advising*,” March, 2005.

National Academic Advising Association Northeast Region 1 Conference, Newport, Rhode Island. Topic: “*The P.A.N.I.C. Button: Peer Advising Network and Information Center*”, March, 2003.

National Academic Advising Association Annual Conference, Denver, Colorado. Topic: “*Decentralized Peer Advising: A Partnership for Success*”, October, 1999.

National Academic Advising Association, Northeast Regional Conference, Syracuse, New York. Topic: “*Developing a First-Year Seminar for the Truly Undeclared Student*”, March, 1998

New England Association of Collegiate Registrars and Admissions Officers Annual Conference, Newport, Rhode Island. Topic: “*Admissions Professionals: Are We Marooned on Our Own Campuses*”? November, 1995.

New England Association of Collegiate Registrars and Admissions Officers Annual Conference, Newport, Rhode Island. Topic: “*ADD: Legal and Ethical Issues*”, November, 1995.

Association for the Study of Higher Education Annual Conference, Boston, Massachusetts. Topic: “*The Construction of Role and Shaping of Organizational Culture: A Symbolic Interactionist Study of Collegiate Mid-level Managers*”, October, 1991.

Association for the Study of Higher Education Annual Conference, Boston, Massachusetts. Topic: “*Methodological Implications of Symbolic Interactionism in Higher Education Research*”, October, 1991.

American Educational Research Association Annual Conference, Chicago, Illinois. Chair, “*Student Development Issues*”, April, 1991.

American Educational Research Association Annual Conference, Chicago, Illinois. Chair, “*Issues in Academic Assessment*”, April, 1991.

American Educational Research Association Annual Conference, Boston, Massachusetts. Chair, “*European Social Theory and Its Implications for Educational Research*”, April, 1990.

Women in Management Conference, University of Southern Maine, Portland, Maine. Topic: “*Women in Higher Education Management*”, April, 1988.

North American Association of Summer Sessions Annual Conference, Toronto Canada. Topic: “*Enhancing the Social and Cultural Environment on Campus in Summer*”, October, 1987.

Northeastern and Middle States Regional Conference of the North American Association of Summer Sessions, Boston, Massachusetts. Topic: “*Creative Financing and Budgeting*”, March, 1987.

American College Personnel Association Annual Conference, Baltimore, Maryland. Topic: “*The Freshman Seminar Revisited: Teaching the Skills of the Eighties*”, April, 1984.

Maine Annual Education Conference, University of Southern Maine, Portland, Maine. Topic: “*The Freshman Seminar*”, April, 1984.

Northeast Region, National Association of Academic Affairs Administrators, Portland, Maine. Topic: “*USM 100: An Introduction to the University*”, November, 1983.

New England Regional Conference on “*The Expanding Role of Part-time Faculty Members in Higher Education*,” Portland, Maine. Topic: “*Intrusive Academic Counseling Services: A Liaison between Students and Faculty*”, October 1981.

National Adult Education Association Conference, Anaheim, California. Topic: “*Learning Off-Campus: New Organizational Models for Serving the Adult Learner*”, September, 1981.

Presentations/Consultations on Academic Advising (selected)

Program Review. University of California-Merced, 2016. (Team was led by Dr. Jillian Kinzie, Indiana University).

Program Review. Armstrong State University, 2014 (NACADA Team included Dr. Jayne Drake from Temple University and Dr. Charlie Nutt from NACADA).

Program Review. James Madison University, 2013. (NACADA Team included Mr. Casey Self from Arizona State University and Dr. Terry Musser from Penn State University).

Assessment and Strategies to Support Student Success, with Dr. Nancy King (Kennesaw State University) and Dr. Rich Robbins (Bucknell University). University of Tennessee System, 2013.

Program Review and Assessment Workshops. Rutgers University-Camden. 2012-1013 (multiple visits). (NACADA Team also included Dr. Jayne Drake, Temple University).

Utilizing Research and Data to Increase Student Persistence and Retention Seminar, with Dr. Charlie Nutt, Executive Director of NACADA. NACADA Winter Seminar, Clearwater Beach, Florida, February, 2011.

Strategies for Increasing Student Persistence and Retention Seminar, with Dr. Charlie Nutt, Executive Director of NACADA. NACADA Winter Seminar, Clearwater Beach, Florida, February, 2010.

The Role of Academic Advising in Student Persistence, with Dr. Charlie Nutt, Executive Director of NACADA. NACADA Webinar Series. September 17, 2009.

Program Review. University of Akron, October, 2009. (NACADA Team included Dr. Nancy King from Kennesaw State University and Dr. Charlie Nutt, Executive Director of NACADA).

Assessment in Academic Advising. University of Tennessee-Knoxville. February, 2009.

Academic Advising Considered: Advising to Support Student Learning. Northeastern University, February, 2009.

Advising by Design: Planning the Future of Academic Advising on Your Campus. NACADA Winter Seminar, San Diego, California, February, 2008.

Accountability in Academic Advising: Data-driven Decision Making to Promote Institutional Change. NACADA Winter Seminar, San Antonio, Texas, January, 2007.

Student-Athlete Academic Success: Best Practices in Persistence and Success (co-presenter with Mary Howard Hamilton, Indiana State University). Academic Reform Institute: A Game Plan for Student-Athlete Success. NCAA/NACADA Summer Institute, Colorado Springs, Colorado, May 30-June 1, 2007.

Program Review. University of Tennessee-Knoxville, February, 2008. Follow-up workshop in February, 2009.

Program Review. University of Wisconsin-Whitewater Academic Advising Center, October, 2006.

Site Visit (part of NACADA Team). Grand Valley State University, Michigan. March, 2006.

Assessment in Academic Advising. University of Wisconsin System. October, 2005.
Academic Advising & Retention. College of Lake County, Illinois, August, 2005.

Site Visit. IVY Tech-Central. April, 2005 and August, 2006.

Assessment in Academic Advising. University of Wisconsin System. April, 2005.

Academic Advising & Retention. Middlesex Community College, Middletown, CT. August, 2003.

Facilitating Successful Transitions: Academic Advising and the First-Year Student, NACADA Summer Institute, August 2003.

Academic Advising as an Extension of Teaching. Center for Teaching Presentation, University of Southern Maine, March, 2002.

Academic Advising: The Role in Student Retention, Success & Transition. Central Maine Technical College, August, 2001. (With B. Higgins and T. Passerman).

Review of Academic Advising Processes and Delivery System. Kennebec Valley Community College, December, 2003. (With B. Higgins) Final report included presentation to faculty and staff regarding findings.

University Involvement (selected)

Co-PI, BHEF/NSF Grant, Northeastern University, College of Professional Studies, 2015-2016.

Director of Activity IV, USM Title III grant, 2013-2015.

Co-Chair, University Enrollment Council, University of Southern Maine, 2011-2015.

Member, NEASC Accreditation Steering Committee, University of Southern Maine, 2008-2011.

Member, Administrative Restructuring Task Force, University of Southern Maine, 2008-2009.

Co-Chair, Schedule Development and Curriculum Management Task Force, University of Southern Maine, Fall 2008.

Member, Data-Warehousing Task Force, University of Southern Maine, 2008-2009.

Member, Provost's Search Committee, University of Southern Maine, 2008-2009.

Guest Facilitator, University of Southern Maine's Supervisor Training Institute. *Personal Pathways to Leadership.* Spring, 2006 (also presented on leadership at the 2003, 2002 and 2001 Institutes and for the Professional Staff Senate in 2000).

Coordinator, Undergraduate Catalog, University of Southern Maine, 2002-2006.

Advising Representative, Student Services Transformation Project, University of Maine System, 2003-2005.

Member, General Education Council, University of Southern Maine, 2003-2009. (Formerly member of Core Curriculum Council, 2001-2003).

Member, Standing Committee on Civility and Diversity, University of Southern Maine, 2001-2003.

Member, University Retention Committee, University of Southern Maine, 1993-95.

Professional and Community Involvement (selected)

Co-Editor, *NACADA Journal*, October, 2016-2019.

Member, Board of Trustees, Cheverus High School, 2012-present.

Member, SACS On-Site Reaffirmation Committee (QEP expert), Christian Brothers University, March, 2011.

President, National Academic Advising Association. 2006-2007.

Member, NCAA Academic Reform Curriculum Board. 2005-2007.

Member, Task Force on Student Engagement. *NASULG & AASCU Voluntary System of Accountability Project*. 2006-2007.

Member, Board of Directors, National Academic Advising Association. 2005-2008.

Chair, Advisory Board, NACADA Assessment Institute, National Academic Advising Association. 2005 -2007.

Faculty Member. NACADA Assessment Institutes, 2005-2008.

Team Leader for AASCU Visit to Minnesota State University-Moorhead. 2006.

Team Leader for Visit to University of Northern Iowa. *AASCU Study on Graduation Rate Outcomes*. March-April 2005.

Member, Board of Directors, MSAD#51 Cumberland-North Yarmouth. Vice-Chair, 2008-2009. 2004-2010.

Chair, Advisory Board, Academic Advising Administrators Institute, National Academic Advising Association. 2002-2005.

Faculty Member. NACADA Administrators' Institutes, 2004-2009.

Regional Chair, Northeast Region 1, National Academic Advising Association. 2003-2005.

Member, Professional Development Committee, National Academic Advising Association, 2002-2007.

Chair, Advising Administration Commission, National Academic Advising Association, 2001-2002.

Member, School Based Planning Team, Mabel I. Wilson School, Cumberland, Maine. 2000-2003.

Member, Executive Committee, Northeast Region 1 NACADA, 2002-2006.
Also served as evaluation chair, site chair, and conference chair for regional conferences.

Chair, Admissions Management Committee, NEACRAO, 1996.

Research/Publications (selected)

Co-author, “Concepts and Contexts of Academic Advising Practice”, with Susan McWilliams in *Beyond Foundations*. Jossey-Bass, October, 2016.

Co-author, “Advising Strategies to Support Student Learning Success: Linking Theory and Philosophy with Intentional Practice”, with Ezekiel Kimball in *Academic Advising Approaches*. Jossey-Bass, 2013.

Co-author, “Quantitative Methodologies for the Academic Advising Practitioner-Researcher”, with Wendy Troxel in *Scholarly Inquiry in Academic Advising Monograph*, NACADA, 2010.

Contributing Author, *Academic Advising Handbook*, 2nd edition. Jossey-Bass, 2008.

Co-author, “Academic Advising in the New Global Century: Supporting Student Engagement and Learning Outcomes”, *Peer Review*, Winter 2008, Vol. 10, No. 1.

Co-author, *Assessment in Academic Advising*. NACADA, 2005.

Co-editor, *Peer Advising Monograph*. NACADA, 2005.

Contributing Author, “Overcoming the Personal Barriers to Success in Distance Learning”, *Distance Learner’s Guide*. Prentice-Hall, 1998 and 2004.

“Advancing Academic Advising through Leadership”. *NACADA Newsletter*, June 2002.

Editor, *Collegian*, New England Junior, Community and Technical College Council. February, 1990-1992. Member, Board of Directors, December, 1986-1992.

Editor, *Maine Track Club Newsletter*, January, 1994- January, 1995.

Booknotes Editor, *Metropolitan Universities*, January, 1992-August, 1996.

Understanding Forces that Influence Role Construction and Enactment: A Study of Mid-level Managers at Paradox University. Unpublished doctoral dissertation, University of Massachusetts, Amherst. February, 1994.

Grant Writing

“First-year Success through Experience and Strength” U.S. Department of Education Title III grant, Fall, 2013. Funded at \$1.6 million over a five-year period. (member of grant writing team; coordinator of Activity 4)

“Student Support Services Program Grant.” U.S. Department of Education, Winter, 2009. Funded at \$219,999 per year for five years.

“Improving Student Success at USM.” MELMAC Educational Foundation Grant. Spring, 2006. Funded at \$225,000.

“Improving Instruction in Mathematics and Science in Maine: Research, Outreach and Update.” Title II grant from Maine State Department of Educational and Cultural Services. Spring, 1987. Funded at \$26,000.

“Institute for Science Education: A Student-Focused Model.” Title II grant from Maine State Department of Educational and Cultural Services. Fall, 1985. Funded at \$20,000.

“Institute for Science Education: A Teacher-Focused Model.” Title II grant from Maine State Department of Educational and Cultural Services. Fall, 1985. Funded at \$15,000.

“Student Tracking, Assessment and Learning Assistance.” Activity V of University of Southern Maine Title III grant. May, 1982. Total Title III grant funded at approximately 4 million over 7 years.

Professional Organizations

National Academic Advising Association
National Association of Student Personnel Administrators
American Association of University Women

Certifications

MBTI Certification, Step I & II
Strong Certification