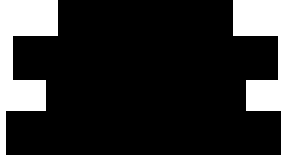


DR. YVETTE UNDERDUE MURPH



EXECUTIVE PROFILE

Twenty-five years of passionate service in higher education at comprehensive, research-intensive, land grant, regional public and private universities, historically black colleges and universities, and Hispanic serving institutions. Substantial results-oriented experience in enrollment management and student affairs. Twelve years of experience in business and mortgage banking sectors.

Education

- Doctorate in Public Administration, University of La Verne, La Verne California, 2005
- Master in Education, Cambridge College, Cambridge Massachusetts, 1994
- Certificate of Graduate Studies, Cambridge College, Cambridge Massachusetts, 1992

Certifications

- COVID-19 Contact Tracing Certificate
- Educational Testing Service (ETS) Certified Rater
- Higher Learning Commission Peer Corps Reviewer
- Pearson Assessment Certified Scorer
- Yellow Belt Six Sigma Methodology

Leadership Development

- The College Board HBCU Enrollment Leaders Virtual Convening 2020
- BB&T Leadership Institute, October 2017
- The Flourish Conference for Women in Leadership, October 2016
- Minnesota State Colleges & Universities, Change Leadership Workshop, August, 2015
- American Association of State Colleges and Universities (AASCU) Millennium Leadership Initiative Institute Class of 2012, June 2012

Instructor and Adjunct Faculty Appointments

- West Virginia State University, College of Business and Social Sciences
- Mississippi Valley State University, College of Professional Studies
- Texas A&M University-Commerce, College of Business and Technology
- University of La Verne, College of Business and Public Management
- Cambridge College, Graduate Studies Preparation Program

Overview of Attributes

- Chief enrollment management and student affairs officer with a proven capacity to contribute expertise during institutional reorganization, projected budget shortfalls, and reductions in state funding.
- Leader in the development, implementation and assessment of data-driven enrollment management and student affairs strategic plans that resulted in increases in undergraduate, graduate, transfer enrollment, expansion in articulation agreements, rise in retention, persistence and graduation rates.
- Proficient in predictive analytics with a proven track record at several institutions in using method to jointly establish enrollment projections, execute strategies to decrease tuition discount rate to meet institutional net tuition revenue goals, and implement student-centered academic success programs.
- Substantial experience in co-curricular assessment to initiate student learning and development outcomes that align with the Council for Advancement of Standards in Higher Education (CAS).
- Adept in marketing and brand awareness campaigns that align with vision, mission, and core values to shape and retain a diverse domestic and international, undergraduate and graduate student body.
- Strong negotiation and communication skills, ability to develop and sustain collaborative partnerships, with diverse internal and external stakeholders.

CHRONOLOGY OF ADMINISTRATIVE EXPERIENCE

WEST VIRGINIA STATE UNIVERSITY

Vice President Enrollment Management and Student Affairs

INSTITUTE, WV

September 2017 to October 2020

LEADERSHIP ROLE

- Served as chief enrollment management and student affairs officer. Guide vision, strategic planning and execution of campus-wide enrollment management and student affairs plan.
- Provided direct leadership for 1 assistant vice president (AVP), 9 department heads, indirect supervision of 68 staffers, and over 35 student employees in the Division of Enrollment Management and Student Affairs (DEMSA): Admissions, Career Services, Counseling and Accessibility Services, Financial Aid and Scholarships, Health and Wellness Center, Housing and Residence Life, International Student Services, Judicial Affairs, Military Services, Retention and Student Success Center, Student Life and Engagement.
- Direct oversight of \$7.4M operating budget, \$6.2M revenue funds budget, \$1.4M auxiliary and fee funded budgets and \$2.1 million scholarship portfolio.

SELECTED ACCOMPLISHMENTS

Institutional Level

- Served on COVID-19 pandemic crisis team and played key role to develop and execute re-opening plan.
- Served on HLC Executive Steering Committee and contributed to accreditation team that successfully achieve standard pathway five-year self-study.
- Served on President's Bond Refinancing Task Force to secure option to refinance facilities bond to yield approximately \$750K in first year savings for institution. Served on Budget Efficiency Task Force and contributed to recommendations presented to the President to reduce the fiscal budget by \$200K.
- Led WVSU team to execute Association of Public & Land-Grant Universities Powered by Publics: Scaling Student Success Transformation Cluster Initiative and serve as liaison for APLU Southern Central Cluster.
- Strengthened partnership between WVSU and Wiley Learning House and Learning Housing International to recruit and enroll traditional and adult learners in online degree programs.

Divisional Level

- Negotiated initiative to establish partnership with Family Care Health Centers to offer healthcare services to students, university employees, and community members at on-site clinic in WVSU Student Union.
- Led collaboration between DEMSA, Division of Academic Affairs and Director of Title III programs to design and implement plan to launch inaugural Summer Bridge Student Success Program in summer 2018.
- Facilitated California Community College HBCU memorandum of understanding that resulted in a 2% increase in transfer students from intentional efforts to strengthen this partnership.
- Contributed to final phase to establish two new articulation agreements with regional community colleges.
- Guided Director of Undergraduate Admissions to secure \$75K for cosmetic upgrade for reception area.
- Procured \$20K to secure furniture for welcome center lobby to enhance delivery of student services.
- Created Scholarship Coordinator position and launched new online WVSU scholarship portal to centralize access to internal and external scholarships and create a student-centered experience to fund education.
- Led EMSA directors to effectively utilize Banner to generate real-time funnel reports to execute and sustain an integrated data-driven driven student engagement life cycle to impact enrollment and retention.
- Established Data Stewards Council to improve efficiency and utility of data collection, data entry, and data integrity, eliminate manual processes, plus streamline and standardize DEMSA business operations.
- Guided Office of International Student Services to prepare for the U.S. Immigration and Customs Enforcement and U.S. Department of Homeland Security site visit that confirmed institutional compliance with SEVP I-20 federal and state regulations.
- Introduced EMSA directors to Lean Six Sigma: 5S and 8 Wastes and implemented method within units.

Enrollment Management Level

- Created Director of Retention and Student Success and established the Office of Retention and Student Success to address student retention, persistence, and graduation rates. Sponsored ACHIEVE early alert system that resulted in an increase of Fall 2018 first-time full-time cohort retention rate from 55% to 61%.
- Guided effort to establish Center for Academic Engagement and two Learning Enrichment Centers to combine delivery of academic support services, tailored tutoring and supplemental instruction.
- Modified policies and enhanced academic advising that resulted in a Fall 2019 to Spring 2020 93% undergraduate retention rate, 97% graduate, an overall rate of 92%.
- United with Provost/VP of Academic Affairs to develop and execute Complete College of America 15 To Finish Implementation Plan, Momentum Year Plan that resulted in 41% of freshmen completing 30 credit hours in the first year, an overall 7% increase.
- Guided Director of Financial Aid to adopt and implement new Satisfactory Academic Progress (SAP) policy to ensure alignment with the U.S. Department of Education Federal Title IV regulations.
- Established Financial Aid Literacy and Scholarship Coordinator position to support student success and enhance financial aid literacy for students and parents.

Student Affairs Level

- Steered Director of Career Services to increase utilization of *Sigi3* career exploration software that resulted in a 544% increase of users (86-486) compared to the 2017-2018 academic year.
- Guided Director of Student Life and Engagement to secure \$80K to upgrade fitness center equipment.
- Assisted Director of Counseling and Accessibility Services to secure \$20K grant for Collegiate Recovery Program funded through the West Virginia Health and Human Resources Bureau of Behavioral Health and Facilities. Students receive holistic services to overcome an addiction and enhance academic/social skills.
- Implemented structural change to Office of Military Services in response to VA Compliance Expanded Survey. Overhauled process to certify veteran educational benefits for active/non-active military students.
- Renegotiated Student Laundry Collegiate Program with vender to include ADA compliant washer/dryer equipment and furnishings, smart technology app for laundry monitoring and reporting. Secured \$20K toward student internship programs.

MINNESOTA STATE UNIVERSITY MOORHEAD
Vice President Enrollment Management and Student Affairs

MOORHEAD, MN
August 2013 to December 2015

LEADERSHIP ROLE

- Served as chief enrollment management and student affairs officer. Provided vision, strategic planning and execution of campus-wide enrollment management and student affairs plan.
- Served on the President's Senior Executive Team and Cabinet, campus custodian to Minnesota State University Association of Administrative and Service Faculty collective bargaining union.
- Provided direct leadership for 1 associate vice president, 14 department heads, indirect supervision of 125 staffers, and over 100 student employees in the Division of Enrollment Management and Student Affairs (DEMSA) that included: Admissions, International Student Services, Financial Aid and Scholarships, Housing and Residence Life, Academic Support Center, First Year Programs, Disability Resource Center, Career Development Center, Student Conduct and Title IX, Diversity and Inclusion, Women's and Rainbow Centers, Early Education Center, Comstock Memorial Union and Student Activities, Hendrix Clinic and Counseling Center, Wellness Center, Intramural and Club Sports, Campus Sustainability and Bookstore.
- Direct oversight of \$11.1M operating budget, \$14.1M revenue funds budget, \$2.1M auxiliary and fee funded budgets and \$5.1M scholarship portfolio.

SELECTED ACCOMPLISHMENTSInstitutional Level

- Contributed to refinement of institution's new vision, purpose, core values, and strategic plan.
- Led effort with VP of Finance and Administration and VP of Alumni Foundation to expand need based and merit scholarship portfolio that resulted in new freshman, transfer and honors scholarships.
- Participated in Laps for Long Run presidential inauguration merit scholarship fundraiser that raised over \$1.2 million. Personally, raised over \$5K in role as Team Captain for the DEMSA.

- Elevated U.S. Bank Campus Banking Partnership and Student Identification Card Program that resulted in a 2.5% growth in student participation compared to 0.5% in previous year, an overall participation rate of 33.2% compared to 30.7% in previous year, a Royalty Payment to university of \$20K and a \$5K donation to the MSUM Alumni Foundation.

Divisional Level

- Restructured the DEMSA administrative leadership team and filled numerous vacant positions to build and stabilize the division that resulted in restored staff morale and departmental productivity.
- Led DEMSA team in efforts to identify and execute strategies to improve communication and relations with internal and external stakeholders that resulted in greater trust, transparency and participation.
- Steered intentional collaborations with Academic Affairs and Finance and Administration that resulted in greater cooperation to share resources to enhance the student-centered academic success life cycle.
- Initiated a focused strategy to build and sustain a culture of co-curricular assessment for the DEMSA that resulted in departmental CAS Standards assessment plans and benchmarks.

Enrollment Management Level

- Led DEMSA to implement an integrated data-driven strategic enrollment and student affairs action plan that included university-wide participation in recruitment and retention initiatives that resulted in:
 - ▶ Spring 2014 increases included 4% freshmen and 6% international student enrollment growth.
 - ▶ Fall 2014 included enrollment decline of 2.14% instead of projected 2.92%; 3% rise in transfer applications; 8% uptick in transfer admits toward matriculation.
 - ▶ Spring 2015 produced an 89.6% fall 2014 cohort semester return – the best fall-to-spring retention rate for any cohort since 2006.
 - ▶ Fall 2015 included 11% increase in returning graduate enrollment; 7% rise in new transfer and 33% uptick in new freshman international applications; 34% growth in international admits.
 - ▶ Spring 2016 included an overall 29% undergraduate enrollment growth; 78% new freshman and 26% transfer growth in enrollment.
- Led International Student Services team to refine marketing plan that resulted in a multi-year recruitment plan based on historical trend data and predictive analytics. Develop electronic collateral that resulted in a 3% increase in page views and 5% increase in unique page views proven via Google Analytics tracking.
- Transformed and implemented a regional and national territory management practice and goal expectation model for recruitment team that resulted in more quantity and better quality in enrollment funnel. Revamped remote recruiter outreach model and strategy to enhance university regional presence.
- Led Undergraduate Appeals Committee to revise freshman admission policy and obtain approval from Faculty Senate and Senior Executive Team that resulted in greater access to higher education for students from rural communities and student athletes.
- Executive sponsor for Core Project Team to implement Hobsons Radius CRM that resulted in a unified relational communication flow plan throughout enrollment funnel stages.

Student Affairs Level

- Actively participated in Revenue Fund Bond Sale to secure \$4.5 million for Comstock Memorial Union \$9 million new addition and renovation project, plus renovation of residence halls and campus retail stores.
- Articulated rationale to campus stakeholders and delegated the Director of Housing of Residence life to develop First-Year Student Live-On Policy that was implemented Fall 2015.
- Guided Director of First Year Programs to develop and execute an action plan to revamp new student orientation program with input from campus stakeholders that resulted in better quality of domestic and international student academic advising and registration.
- Secured Faculty Senate cooperation to foster more faculty advisors to use MAP-Works Early Alert System, that resulted in an overall 56% faculty participation rate and a proven contribution to the 3% increase in the retention of first year students in Fall 2015.
- Commissioned Career Development Center staff to revise Student Employment Manual to ensure compliance with federal, state and IHL System student employment regulations that resulted in supervisor training sessions to ensure institutional adherence to new guidelines.

- Transformed Disability Services to Disability Resource Center and led the entire DEMSA to adopt and apply Universal Design principles to all aspects of student services.
- Led DEMSA leadership team to revise the Student Death Protocol and Procedure that resulted in better coordination among Care Team members in response to campus and student crises.
- Strengthen partnership with Sodexo to enhance Catering, Retail, Residential Dining and Early Childhood Center Daycare service. Secured their senior level support for campus recruitment and diversity initiatives. As a result, Fall 2014 student dining satisfaction rate up 49%; overall meal plan participation rate up 21%; catering revenue up 5.3%; and retail sales up 21%.
- Allocated resources and support to Intramural and Club Sports that resulted in an overall 65% increase in student participation from 2014 to 2015, and a positive impact on student retention.

MISSISSIPPI VALLEY STATE UNIVERSITY
Associate Vice President for Student Affairs
Enrollment Management and Diversity
Interim Dean Center for Excellence and Student Learning

ITTA BENA, MS
September 2011 to July 2013

LEADERSHIP ROLE

- Served as chief enrollment management officer and advised the Vice President for Student Affairs and Enrollment Management and Diversity and President on enrollment and retention initiatives to attain institutional goals.
- Provided direct leadership for 9 directors, indirect supervision of 76 staffers and over 40 student employees in the offices of Undergraduate Admissions, Financial Aid, Registrar, Center for Excellence in Student Learning (CESL), First-Year Experience, Summer Development Program, TRIO Program, Disability Resources and Services, Testing Center. Indirect leadership for Housing and Residential Life, Student Union, Leadership and Engagement Career Services, Student Counseling Center, Health Services, Judicial Affairs and Intramural Sports.
- Jointly administered \$22 million division budget of state appropriated, auxiliary and fee funded budgets and \$3.2 million enrollment management budget; direct oversight of \$1.5 million scholarship portfolios of institutional and endowed funds; and monitored \$257K Trio Grant.

SELECTED ACCOMPLISHMENTS

Institutional Level

- Led Financial Aid team to develop and execute a corrective action plan in response to U.S. Department of Education Program Review audit findings in cooperation with Student Accounts team that resulted in full utility of Banner financial aid module, more accurate and timely student financial aid packages and awards, and reduction in return of Title IV funds to U.S. Department of Education.
- Actively participated in SACS reaffirmation and led the enrollment management and student affairs team to develop and submit co-curriculum assessment plans to Academic Affairs.
- Worked closely with the Executive Diversity Committee to develop and implement a strategic diversity plan that aligned with institutional and university system goals.

Enrollment Management Level

- Reconstituted the Executive Enrollment Management Committee and establish seven highly functional sub-committees. Refined marketing and recruitment plan and led diverse team to implement an integrated data-driven enrollment funnel that resulted in:
 - ▶ Fall 2012 increases included an overall 2% enrollment growth; 20% freshmen, 3% transfer, 9% graduate enrollment increases; 29% uptick in “stop out” readmit enrollment; 38% freshmen, 157% transfer new admits; 73% intent to enroll toward matriculation.
- Steered Financial Aid team to create new Satisfactory Academic Progress (SAP) policy to ensure alignment with the U.S. Department of Education Federal Title IV regulations.
- United with Academic Affairs Associate Provost to untangle the SAP appeal process that shifted punitive attitude toward students to emphasis on student academic success and degree completion.

- Led University Registrar to launch Curriculum, Advising, and Program Planning (CAPP) degree audit and advising system to assist students and academic advisors to monitor progress toward degree completion.
- Guided team to execute action plans to improve student-centered customer service model, relieve redundancy in daily operations and eliminate over \$60K in wasteful expenditures.
- Negotiated contract and coordinated team to work with marketing consultant firm to design new recruitment and promotional collateral for undergraduate and graduate admissions.

Student Affairs Level

- Steered CESL team to revamp and implement an intrusive academic advisement model that resulted in more frequent and consistent academic advising for freshmen students.
- Reemerged Programmed Logic for Automatic Teaching Operations (PLATO) that resulted in an 85% freshman participation rate in self-paced learning to supplement general education courses.
- Led collaborative efforts between Academic Affairs Associate Provost, Department Chairs, Athletic Director and CESL team to utilize Grades First software to track and monitor freshmen students' midterm and final grades that resulted in early identification of at-risk students.

YUM & ASSOCIATES, LLC
President / Principal Consultant

WHITSETT, NC
November 2010 to September 2011

MISSISSIPPI VALLEY STATE UNIVERSITY ~ CONSULTANT SCOPE AND DELIVERABLES

- Scope of work was to counsel the Vice President for Student Affairs, Enrollment Management and Diversity, President and Provost to redefine attainable new freshmen and transfer student recruitment and enrollment goals for Fall 2011. The six deliverables included: (1) introduce Admissions and Financial Aid staff to integrated data-driven enrollment management strategies; (2) guide team to develop and implement office action plans to increase Fall 2011 enrollment; (3) jointly engineer plan to revive relationships with community colleges that resulted in a 18% increase in new transfer student enrollment for Fall 2011; (4) eliminate redundant processes to streamline new and continuing student registration; (5) enhance technology to reduce manual processes; and (6) implement techniques to improve team efficacy and morale.

SOUTHERN CONNECTICUT STATE UNIVERSITY ~ CONSULTANT SCOPE AND DELIVERABLES

- Scope of work was a deliverable to the Provost and Vice President of Academic Affairs to provide a two-day site visit that encompassed three prongs: (1) provide a presentation to the Enrollment Management Council (EMC) focused on integrated data-driven enrollment management strategies to achieve recruitment and matriculation goals; (2) conduct interviews with key departments to assess "as is" enrollment management practices; and (3) facilitate EMC group session to identify and develop action plans to improve delivery of student services.

THE CAMBRIDGE ACADEMIC GROUP ~ CONSULTANT SCOPE AND DELIVERABLES

Queens College

- Scope of work was to partner with The Cambridge Academic Group Senior Principal and provide integrated data-driven enrollment management expertise at the Queens College Enrollment Management Team (EMT) Retreat. The retreat deliverables was to engage the EMT in a brainstorm session to identify recruitment, enrollment and retention strategies, and develop short-term action plans to impact new and continuing Fall 2011 enrollment. The post retreat deliverable encompassed two prongs: (1) to provide an analysis of a survey administered to new freshmen and transfer students to assess their overall experience with the recruitment and enrollment process; and (2) provide recommendations based on feedback revealed in the survey analysis to potentially integrate into enrollment management long-term action plans.

Tuskegee University

- Scope of work was to provide a deliverable to The Cambridge Academic Group Senior Principal to be presented to the Provost and Vice President for Academic Affairs at Tuskegee University that included four specific strategic enrollment management recommendations: (1) restructure the reporting

organizational chart for the divisions of enrollment management and student affairs to achieve greater synergy among units; (2) assess current daily operations to determine procedural and process gaps, adequacy of staffing levels; (3) establish an Enrollment Management Council to elevate stakeholder input and participation in recruitment and retention initiatives; and (4) develop and implement a university-wide enrollment management plan.

NORTH CAROLINA A&T STATE UNIVERSITY
Associate Vice Chancellor for Academic Affairs
Enrollment Management

GREENSBORO, NC
September 2007 to December 2010

LEADERSHIP ROLE

- Served as chief enrollment management officer and led efforts to execute a collaborative integrated data-driven enrollment management plan. Advised Provost and Vice Chancellor of Academic Affairs and Chancellor on enrollment and retention initiatives. Served on Deans' and Administrative Councils and Chancellor's Cabinet 2008-2009.
- Provided direct leadership for 7 directors, indirect supervision of 78 staffers and 35 student employees in the offices of Admissions, Financial Aid, Scholarship, Registrar, New Student Orientation, Aggie Pride Solution Center and Enrollment Technology and Information System.
- Direct oversight of \$3.8 million enrollment management budget of state appropriated and fee funded budgets, and \$4.7 million scholarship portfolio of institutional and endowed funds.

SELECTED ACCOMPLISHMENTS

Institutional Level

- Led effort with Vice President for Business and Finance and Associate Vice President for Institutional Research to develop and execute a financial aid leveraging and tuition discount plan to increase enrollment and net tuition revenue.
- Worked with Vice President for Business and Finance to identify institutional funds to enrich scholarship portfolio that resulted in establishing the Lewis and Elizabeth Dowdy Scholarship to recruit high achieving students and the Dollars for Scholars program to retain students.
- Restored Criminal Background Check Committee and renamed to Campus Safety Investigations Committee; streamlined screening background procedure and amplified usage of the University of North Carolina System and National Clearinghouse expulsion and suspension databases.
- Led collaboration with University Advancement and National Alumni Association Officers to create alumni ambassador recruitment handbook and host recruitment training webinars.

Enrollment Management Level

- Developed and led a five-year comprehensive integrated data-driven strategic enrollment management plan that resulted in:
 - ▶ Fall 2008 increases included an overall 17% increase in new undergraduate enrollment; incoming new freshmen average SAT score up 32 points and average GPA up 21 points.
 - ▶ Fall 2009 increases included an overall 2% increase in enrollment growth since 2005; 19% new undergraduate, 17% freshmen, 37% transfer enrollments; 10% applications; 30% admits.
 - ▶ Fall 2010 increases included an overall 2% increase in enrollment growth; 9% new undergraduate, 8% freshmen, 15% transfer enrollments; 5% applications; 4% admits.
 - ▶ Readmit "stop-out" increases included 7% Fall 2008; 18% Fall 2009; and 38% fall 2010.
- Rejuvenated in-state and out-of-state community college partnerships through articulation agreements, memorandums of understanding and scholarships, executed community college scholarship program that resulted in an overall 7% increase in transfer students enrollment in STEM majors for Fall 2009.
- Established Aggie Pride Solution Center to manage high volume of inbound calls into critical enrollment management units. Led outbound call campaigns to address enrollment funnel completion gaps that resulted in increases in undergraduate and graduate matriculation rate.
- Revamped Aggie Night Program to decrease expenses, improve college dean and faculty participation, eliminate low attendance sites and target sites with steady, high funnel yield rates.

- Reconstituted Default Management Committee and renamed to Default Prevention and Management Committee (DPMC). Worked closely DPMC to develop “Default Prevention and Management Plan” that resulted in a default rate decrease from 11.0 in 2007 to 7.9 in 2008; initiated collaboration between Financial Aid and Registrar units to accurately report student enrollment verification to the National Student Clearinghouse to impact overall default rate.
- Launched College Board Recruitment PLUS for Undergraduate Admissions; PLUS TeleRecruiting for Aggie Pride Solution Center; and Banner Document Management for Undergraduate Admissions and Financial Aid units to transition to paperless operations.

TEXAS A&M UNIVERSITY - COMMERCE
Assistant Vice President Enrollment and Marketing

COMMERCE, TX
January 2005 to August 2007

LEADERSHIP ROLE

- Served as chief enrollment management officer and led integrated data-driven strategic enrollment management plan. Oversaw marketing collateral, website design and maintenance. Served on Provost and Vice President of Academic Affairs Senior Team and Deans’ Council.
- Provided direct leadership for 11 directors, indirect supervision of 86 staffers and 52 student employees in the offices of Admissions, Financial Aid, Scholarship, Orientation and Retention, Registrar, Bursar, Marketing and Enrollment Communications, TRIO/GEAR UP Programs, Disability Resources and Services, Media Relations and Publications, and Website.
- Direct oversight of \$4.3 million enrollment management budget of state appropriated and fee funded budgets, \$9.8 million scholarship portfolio of institutional and endowed funds, \$1.6 million marketing and advertising budget, and monitored \$498K Trio Grant.

SELECTED ACCOMPLISHMENTS

Institutional Level

- Initiated partnership with the Department of Assistive and Rehabilitative Services (DARS) and executed an Interagency Cooperation Contract for Interpreter Services, that procured DARS to absorb 50% of the cost for any hearing impaired enrolled student with an “active case file”, that resulted in a 50% expenditure savings for the Office of Disability Resources and Services.
- Identified top three feeder community colleges and led alliance between deans and faculty of both institutions to establish articulation agreements (AA) that targeted STEM majors that resulted in 13 new AA. Initiated partnership with Tarrant County College to establish an AA in Associates of Applied Sciences and Bachelor of Applied Arts and Sciences between both institutions. Developed community college partnerships that resulted in regional and national AA and inter-institutional dual enrollment agreements.

Enrollment Management Level

- Executed vision to restructure the Orientation, Advising, Registration, and Retention Committee and renamed to Strategic Enrollment and Retention Steering Committee to align with the President’s goal to achieve 10,000 students by 2009, Academic Affairs enrollment and retention goals, and State of Texas *Closing the Gaps by 2015* higher education plan focused on student participation, success, excellence and research rates among Black, Hispanic, White populations.
- Refined and implemented a three-year data-driven enrollment management plan despite three unanticipated transitions in the Provost post within a sixteen month period that resulted in:
 - ▶ Fall 2006 increases included an overall 2% enrollment growth; 5% new undergraduate, 8% freshmen, 2% transfer enrollment; 7% applications; 10% admits.
 - ▶ Fall 2007 increases included an overall 7.75% enrollment growth the highest since 1978; 14% new undergraduate, 16% freshmen, 12% transfer enrollment; 10% applications; 3% admits.
- Implemented Hobsons CRM to execute a personalized and coherent communication flow plan and to better predict conversation and yield rates throughout enrollment funnel levels.
- Initiated strategy to overhaul the University Day program that resulted in an increase of 63% in on-site applications; 37% increase in on-site admits in Fall 2007 compared to Fall 2006.

- Launched Fall 2007 ad campaign to target a specific student demographic that resulted in a 74% rise in applications, 89% early admits in February 2007 compared to February 2006.
- Reorganized Career Development Center student work-study and federal work-study programs and designated task to Office of Financial Aid to streamline student employment function.
- Guided team to implement CAPP degree audit, Banner Registration Module and Document Management for Admissions, Financial Aid, Registrar units that resulted in a systemic transition to paperless operations.
- Established LEO Call Center to manage high volume of inbound calls into the Office of Financial Aid. Created Pride Telecenter for student ambassadors, faculty, Alumni Foundation supporters and Parent Advisory Council members to execute outbound call campaigns.

Marketing and Website Level

- Led efforts to create new marketing collateral and redesign current brochures that resulted in a unified family of recruitment publications to promote university academic programs.
- Renegotiated marketing and advertising contracts with ad agency that resulted in expansion of diverse media markets to boost university regional and national image and brand awareness.
- Centralized process to approve publication ad copy, cooperatively created templates for brochures and flyers to ensure integrity of institutional graphic standards.
- Led and coordinated campus stakeholders to cooperatively upgrade website and student portal.
- Initiated five-year budget analysis of internal administration of collegiate licensing collection, and concluded university had inconsistently taken advantage of revenue streams, that resulted in the decision to outsource management of the license and trademark portfolio.

UNIVERSITY OF LA VERNE
Tenure Included Three Positions

LA VERNE, CA
August 1998 to December 2005

Director of Articulation and Institutional Image

LEADERSHIP ROLE 3

- Reported to Provost and Vice President of Academic Affairs and served as the authority for articulation agreement initiatives, reported to the President on institutional image matters.
- Under the direction of the Office of the President worked closely with the executive team to articulate, promote and obtain stakeholder input for University’s institutional image campaign.
- Administered domestic and international trademark portfolio and monitored graphic standards.

SELECTED ACCOMPLISHMENTS

- Developed effective transfer student articulation policies and procedures that resulted in a 23% increase in new transfer student enrollment for Fall 2005.
- Engaged deans and faculty to identify majors to expand portfolio of articulation agreements (AA) across disciplines that resulted in partnerships with top twenty feeder community colleges to establish 38 AA that targeted STEM, business, education, and public administration majors.
- Led collaboration with Southern California Community Colleges to co-author and execute AA, inter-institutional dual enrollment and credit memorandums of understanding to increase non-traditional student enrollment at off-campus regional sites
- Created an electronic tracking system to manage AA portfolio and administer an annual internal and external inventory. Developed AA Handbook and Institutional Style Manual.
- Rejuvenated Professional Marketing Group and engaged team to develop and implement a single pervasive message and image that align with the University’s vision, mission and core values.

Special Projects Manager

LEADERSHIP ROLE 2

- Reported to Provost and Vice President of Academic Affairs with administrative responsibility for an array of institutional initiatives that required a high level of confidentiality.
- Served on leadership transition team to transfer ownership of the ULV Athens, Greece campus. Collaborated with peers at ULV Athens campus to establish and implement international AA with two local universities that offered comparable undergraduate and graduate degrees majors.

- Staffed the Deans Council, Faculty Personnel Committee, Executive Committee of the Faculty Senate and others as assigned by the Provost. On request attended meetings in the Provost stead and provided briefs on matters derived from those constituents and executed appropriate action.
- Served as the Interim Director for the Office of Graduate Admissions.

SELECTED ACCOMPLISHMENTS

- Appointed by President to serve as team leader to co-author and submit a cooperative Hispanic Serving Institution Title V Partnership Federal Grant in collaboration with Citrus Community College to the U.S. Department of Education. Efforts resulted in a \$3 million Title V grant award to establish a Transfer Student Center to provide a seamless transfer experience for domestic and international students.
- Provided expertise in predictive modeling to Director of College of Law to identify new markets and develop an aggressive regional and national recruitment plan that resulted in an overall 3% increase in enrollment for Fall 2003; 13% increase in applications; and 8% in admits.
- Revamped graduate admissions practices that resulted in a centralized applicant database, more efficient application and matriculation process, and better interaction with departmental chairs.
- Coordinated classified and administrative professional staff strategic planning focus groups that resulted in broader input and support for the University’s new institutional goals and objectives.

Director of Admissions and Marketing for College of Law

LEADERSHIP ROLE 1

- Served as expert on all aspects of admissions and marketing and advised Dean on opportunities to strengthen the regional image and brand awareness of the University of La Verne College of Law San Fernando Valley Campus.
- Directed 1 assistant director, 2 coordinators, 7 staffers, and 3 student employees in the Admissions and Marketing Office, Career Development and Job Placement Center and Alumni Office.
- Administered \$275,000 marketing and advertising budget. Jointly prepared and managed \$2.8 million administrative and instructional budget with Dean and Registrar.

SELECTED ACCOMPLISHMENTS

College Level

- Played key role on Leadership Transition Teams to first implement name change from University of La Verne College of Law to San Fernando Valley College of Law (SFVCL) and then eventually transfer ownership of SFVCL to another institution.
- Collaborated with the San Fernando Valley Bar Association and offered facility as an approved site to administer instruction for Minimum Continuing Legal Education.

Admissions and Marketing Level

- Developed and executed data-driven strategic recruitment campaign to attract prospective students to a state bar accredited institution that resulted in:
 - ▶ Fall 1999 increases included an overall 3% enrollment growth, 13% applications; 6% admits.
 - ▶ Fall 2000 increases included an overall 9% enrollment growth, 23% applications; 11% admits; 57% prospect pool.
 - ▶ Fall 2001 overall 1% decrease in enrollment, 38% increase in applications; 19% admits.
- Develop and managed advertising and marketing campaign that included newspaper, radio television and billboard medias that resulted in broader regional and national name recognition.
- Collaborated with faculty to modernize open house program and establish Sample Law School Class and Information Seminars that resulted in more faculty participation at recruitment events.

Career Development and Job Placement Center Level

- Initiated and led effort to establish inaugural Career Development and Job Placement Center (CDJPC) that provided students and alumni with personalized career exploration, professional development workshops, and assistance with job placement and internships.
- Steered CDJPC Coordinator to create an online interactive career guide that included: career and personality self-assessment tools; resume, cover letter, thank you letter samples; and interview tips.

- Instigated cooperation between CDJPC Coordinator and Alumni Coordinator to solicit alum to participate in speaker series to share their career path and insight on law practice career options.
- Worked closely with CDJPC Coordinator to outreach and build relationships with employers; host annual employer career fair, develop and manage job posting website.

Alumni Office Level

- Led Alumni Coordinator to execute College of Law Deans' plan to strengthen alumni relations that resulted in a coordinated effort among faculty and Alumni Association to increase alumni participation, goodwill and support for their alma mater.
- Accompanied Alumni Coordinator on visits to current and potential donors that resulted in the creation of an alumni book scholarship and in the first year raised \$9K.
- Instigated cooperation between Alumni Coordinator, Assistant Director of Admissions, Alumni Association and Student Government Association to establish an Alumni Mentor Program that matched first year students with alums who served as inspirational role models.

UNIVERSITY OF REDLANDS
Enrollment Manager

REDLANDS, CA
October 1997 to August 1998

LEADERSHIP ROLE

- Reported to Associate Dean and managed Los Angeles and Burbank regional territory.
- Cultivated new markets to recruit traditional and non-traditional adult learners, mid-level executives and civil service professionals for accelerated bachelors and master degree programs.
- Planned and executed onsite and offsite open houses.

SELECTED ACCOMPLISHMENTS

- Served as team leader to establish and ultimately manage the Burbank, CA Regional Campus.
- Developed and executed recruitment plan to attract non-traditional adult learners that resulted in record enrollment increases in Fall 1997 by 13%, Early Spring 1998 by 21% and Spring 1998 by 36%.
- Established collaborative partnerships with Los Angeles County Sheriff's Department, Bank of America, and Pacific Bell Telephone that resulted in offering onsite accelerated Bachelor of Arts and Master in Business Administration degree programs.

CAMBRIDGE COLLEGE
Admissions Representative and Financial Aid Liaison

CAMBRIDGE, MA
September 1992 to October 1996

LEADERSHIP ROLE

- Developed and managed Springfield, MA and Hartford-New Haven, CT territory. Marketed undergraduate and graduate accelerated degree programs and certificate credit programs to K-12 public school systems, community colleges, corporations and non-profit organizations.
- Worked closely with Regional Dean to execute television and print media ad campaigns to heighten institutional regional awareness.
- Financial aid liaison between the regional and main campuses.

SELECTED ACCOMPLISHMENTS

- Worked closely with faculty to co-author articulation agreements with Springfield Technical Community College that resulted in a 17% increase in new transfer enrollment for Fall 1995.
- Established partnership with Springfield Public Schools to offer onsite certificate credit programs to Public, Alternative and Charter school administrators, teachers and social workers.
- Cooperatively implemented strategies with Director of Financial Aid that resulted in timely processing of financial aid awards and greater student satisfaction of financial aid services. Coordinated financial aid literacy workshops for new and continuing students.
- Established and chaired inaugural Springfield Regional Campus Student Advisory Council.

**GREATER SPRINGFIELD CHAMBER OF COMMERCE
SPRINGFIELD SCHOOL VOLUNTEERS, INC.
Business/Education Coordinator**

**SPRINGFIELD, MA
December 1992 to July 1994**

LEADERSHIP ROLE

- Administered Business Education Collaboration Agreement, an alliance between Greater Springfield Chamber of Commerce, Springfield Public Schools and Springfield School Volunteers, Inc. Marketed BECA to a diverse constituency to promote support and participation in school/business partnerships.

SELECTED ACCOMPLISHMENTS

- Initiated sustainable relationships with business and community leaders that resulted in 4 high schools, 1 alternative high school, 13 junior high schools and 24 elementary schools school/business partnerships. Developed and implemented an annual evaluation system to measure school/business partnership success, establish benchmarks and identify best practices.
- Established a monthly brown bag lunch roundtable to provide an informal opportunity for constituents to engage in an open dialogue on local, state and federal education policy and issues; consider and implement opportunities to bridge the gap between educators and business leaders in the best interest of students.

Selected University Service

West Virginia State University

- HLC Executive Steering Committee; President's Legislative Advisory Council; Resource and Planning Advisory Committee; Student Fees Committee; Strategic Enrollment Management Committee; Research and Development Corporation Board of Directors.

Minnesota State University Moorhead

- Campus Care Team; Co-Curricular Assessment Committee; Dining Service Steering Committee; Gender Equity in Athletics Committee; MnSCU Enrollment Management Think Tank; Strategic Enrollment Management Committee; Master Facility Plan Committee Executive Steering and Advisory Committee; Revenue Fund Advisory Committee; Planning and Budget Committee; MnSCU Capital Project Advisory Team; Presidential Search Advisory Committee; Co-Chair Presidential Inauguration Committee.

Mississippi Valley State University

- Center for Excellence in Student Learning Advisory Committee; Co-Curriculum Assessment Committee; Executive Diversity Committee; Strategic Diversity Plan Sub-Committee; Executive Enrollment Management Committee; Mississippi State Institutions of Higher Education Articulation Sub-Committee; Southern Association of Colleges and Schools Reaffirmation Steering Committee.

North Carolina A & T State University

- Enrollment Management Committee and Strategic Enrollment Executive Council; UNC Tomorrow Response Plan Phase I-II Increase Access to Higher Education Work Group; NCAA Division 1: Athletics Certification Rules Compliance Steering Committee and Academic Progress Rate Response Committee; Southern Association of Colleges and Schools Steering Committee and Federal Mandates Sub-Committee.

Texas A&M University-Commerce

- BANNER Implementation Steering Committee; Community College Transfer Advisory Committee; Culture of Customer Service Committee; Strategic Enrollment and Retention Committee; Teacher Education Recruitment Task Force.

University of La Verne / San Fernando Valley College of Law

- California State Bar Self Study Executive Team; Community College Advisory Committee; Institutional Image Committee; Professional Marketing Group; Western Association of Schools and Colleges Reaffirmation Coordinating Committee; University Strategic Planning Committee.

Dissertation

- Underdue Murph, Y. (2005) “A Meta-Analytic Review of the Relationship Between Transformational Leadership During Complex Organizational Change and Worker and Organizational Outcomes in Public and Private Sector Organizations”, September 2005.

Master Thesis

- Underdue Murph, Y. (1994) “The Role of Business in Education: A Guide for Springfield Public School Business Partners”, May 1994.

Research

- University of Colorado at Boulder Institute for Research on Social Problems Carnegie Study, Research Team. Study focused on two strategies to modify racial attitudes and behavior among kindergarten and second grade children in Denver and Boulder public schools.

Fundraising

- *West Virginia State University*
Established need-based Student Life Scholarship and secured seven donor pledges that total \$17.5K.
- *Minnesota State University Moorhead*
Participated in Laps for Long Run presidential inauguration merit scholarship fundraiser that raised over \$1.2 million. Personally, raised over \$5K in role as Team Captain for the DEMSA.
- *San Fernando Valley College of Law*
Cultivated donor relationships to establish alumni book scholarship and raised over \$9K for fund.

Grant Awards

- (2020-2024) U.S. Department of Agriculture 1890 Scholarship Program, Co-Project Director, Funded \$750,000
- (2007-2008) Division of Enrollment Management at North Carolina A&T State University Re-engineer Division of Enrollment Management Processes and Business Practices, Submitted to Cambridge Academic Group in response to HBCU Grant Program, Funded \$30,000.
- (2009-2010) UNC Minority Male Mentoring Pilot Program: A Partnership between North Carolina A & T State and University Alamance Community College, Submitted to University of North Carolina System, in response to U.S. Department of Education College Access Challenge Grant Program, Funded \$1,000
- (2005-2010) HSI Title V Partnership Federal Grant Collaboration between University of La Verne and Citrus Community College, Submitted to U.S. Department of Education, Funded \$3 Million.

Television

- Producer and Host of “*The Leopard Connection*” at LV3TV La Verne Community Television
- Producer and Host of “*What About Women*” at WVIT 30 Connecticut’s NBC Station

Keynote Speaker

- Waste Management Institute Certificate Ceremony, “*Mercy, Mercy Me (The Ecology) Things Ain’t What They Use to Be*”, December 2008
- Cambridge College Springfield, Graduate Studies Preparation Program Certificate Ceremony, “Retraining, Retooling and Rethinking Your Talents”, May 1995

Moderator and Panelist

- Minnesota State Colleges and Universities Student Affairs/Diversity and Multiculturalism Conference, “*What Diversity Means to a Senior Administrator*” Vice President’s Panel, February 2015
- Guilford Technical Community “Summit on College Readiness Planning Committee and Moderator, March 2010
- North Carolina Reach Statewide Training Conference “Collaboration for the Educational Success of North Carolina’s Foster Youth”, Campus Based Supports Panelist, November 2009
- GEAR UP North Carolina Summer Institute Admissions Panelist, July 2009

Conference Presentations

- Sisters of State Women’s Empowerment Day, “Financially Fit”, Co-Presenter, April 2018
- Tri-College University RA Conference, “*Tips for Successful Networking*” October 2014
- 24th Annual Adult Higher Education Alliance, “*Blueprint for a Successful Pre-Construction of a Collaborative Learning Community*”, Fall 2005
- National Association of Partners in Education (NAPE) Symposium on Partnerships in Education, “*A New Role for Business/Education Partnerships*”, September 1994

Selected Professional Development and Training

- Ruffalo Noel-Levitz National Virtual Conference on Enrollment and Student Success, July 2020
- Wiley Education Services and Learning House, Connect Higher Education Summit, June 2019
- PaperClip Communications, Threat Assessment and Management Certificate, October 2019
- Higher Learning Commission Annual Conference, April 2019
- Association of Public & Land-Grant Universities, 2018 Annual Meeting, November 2018
- Association of Public & Land-Grant Universities, 2018 HBCU Summit, June 2018
- Complete College America 2017 Annual Convening: Access to Their American Dreams, November 2017
- 46th Annual Legislative Conference, “Defining the Moment-Building the Movement”, September 2016
- Higher Learning Commission Workshop on Student Persistence and Completion, October 2014
- Mississippi State University 2012 Diversity Conference: Enhancing Diversity in Higher Education: Undergraduate Retention, and Recruitment of Graduate Students, Faculty and Staff, March 2012
- Southern Association of Colleges and Schools (SACS), Sixth Annual Small College Initiative “The Importance of Institutional Effectiveness for Quality Improvement” April, 2011

Affiliations

- Academy of Management Member
- Alpha Kappa Mu Honor Society, Honorary Member
- American Society for Public Administration Member
- Delta Sigma Theta Sorority, Member
- National Association of Personnel Administrators (NASPA) WVSU Institutional Membership Designee
- National Association for the Advancement of Colored People (NAACP), Supporter
- Society of Public Administration and Management Member
- The League of Women Voters of the Piedmont Triad

Selected Board Service

- Clay Center for the Arts & Sciences, Board of Directors, 2020-Present, Charleston, WV
- Higher Learning Commission, Peer Corps Reviewer, 2018-Present
- Enrollment Management Report: Practical Guidance in Recruitment, Admissions, Retention and Financial Aid, Advisory Board, 2006-Present
- Fargo-Moorhead Area Foundation Board Member and Grants Committee Member, 2015
- American Association of Collegiate Registrars and Admissions Officers (AACRAO) Enrollment Management and Retention Committee, 2012-2013 and 2013-2014
- National Science Foundation Scholarships in STEM Panel Reviewer, 2012
- Mississippi Association of Student Financial Aid Administrators Conference Planning Committee, 2011-2013
- Consortium of Southern California College and Universities, President 2005-2006
- Shawnee Park Youth Development Foundation, Inc. Board Member, 2018-Present, Dunbar WV

Selected Community Service

- AIDS Service Center (ASC)/Foothill Unity Center Volunteer, Pasadena, CA
- Big Brothers/Big Sisters of Hampden County Volunteer, Springfield, MA
- Court Appointed Special Advocate of Springfield Corporator, Springfield, MA
- Commerce Public Library Literacy Program Volunteer, Commerce TX
- Fargo Public Library Outreach Volunteer, Fargo ND
- Pasadena Library Literacy Services Successful Partners Adult Reading Center Tutor
- Los Angeles County Office of Education, El Camino School MOVE Program Volunteer

Publications

- Underdue Murph, Y. (2015). *“Focused Effort to Build Culture of Co-Curricular Assessment”* Closing the Loop, May 2015 Issue
- Underdue Murph, Y. (2008). “Retain Your Top Students with Scholarships Based on Merit, Need”. Enrollment Management Report: Practical Guidance in Recruitment, Admissions, Retention and Financial Aid, December 2008, Volume 12, Issue 8
- Underdue Murph, Y. (2008). “Communicate To Create Successful Data-Driven EM Plan”. Enrollment Management Report: Practical Guidance in Recruitment, Admissions, Retention and Financial Aid, January, 2008, Volume 11, Issue 10
- Grandone, M.E., & Underdue Murph, Y. (2007). *“Five Rules I Work By”*. National Association of Student Personnel Administrators In Higher Education (NASPA) Regional Newsletter, “Student Affairs West,” October 2007, Volume 27, Issue 3, Region VI.
- Grandone, M.E., & Underdue Murph, Y. (2005). *“Mastering the Interview”*. National Association of Student Personnel Administrators (NASPA) Regional Newsletter, “Student Affairs West,” February 2005, Volume 25, Issue I, Region VI.
- Underdue Y. (1994) The Springfield Business/Education Collaborative: “Monsanto Company and Indian Orchard Elementary School School/Business Partnership Develops Early Science and Math Program,” May 1994, Volume XII, No. V.
- Underdue Y. (1994) The Springfield Business/Education Collaborative: “Western Massachusetts Electric Company Takes a Second Helping”; “A Fair Exchange Between Business and Education,” January 1994, Volume XII, No. I.
- Underdue Y. (1993) The Springfield Business/Education Collaborative: We’re The Best! We Know It! We’ve Got the Awards to Show It!” November 1993, Volume XI, No. XI.
- Underdue Y. (1993) The Springfield Business/Education Collaborative: “A Collaborative Vision” September 1993, Volume XI, No. X.
- Underdue Y. (1993) The Springfield Business/Education Collaborative: “Business Leaders Become Principal for a Day,” June 1993, Volume XI, No. VI.
- Underdue Y. (1993) The Springfield Business/Education Collaborative: “Education Committee Adopts New Mission” January 1993, Volume XI, No. I.

Instructor and Adjunct Faculty Appointments

West Virginia State University, Institute, WV College of Business and Social Sciences

Department of Master Public Administration

- Research Methods for Public Affairs MPA 615
- Organizational Theory and Management MPA 630

Mississippi Valley State University, Itta Bena, MS College of Professional Studies

Department of Business Administration

- Group and Team Dynamics OMP 320
- Organizational Behavior (Hybrid) OMP 330

University College

- First Year Experience FY 101
- First Year Experience FY 102

Texas A&M University-Commerce, Commerce, TX College of Business and Technology

Department of Marketing and Management

- Marketing Management (On-Line Course) MKT 521

University of La Verne, La Verne, CA College of Business and Public Management

Department of Public Administration

- Communications in Management PADM 480 / HSM 480
- Ethics and Social Responsibility PADM 333
- Foundations in Public Administration (TA) PADM 690
- Organizational Theory and Development PADM 523

Department of Organizational Leadership and Management

- Communications in Management MGMT 480
- Leadership Theory and Practice MGMT 520
- Organizational Theory and Development MGMT 523
- Graduate Seminar MGMT 596
- Research Seminar MGMT 581

Cambridge College, Cambridge, MA

Graduate Studies Preparation Program

- Academic Planning Seminar GSPP 100
- Critical Thinking (TA) GSPP 310
- Effective Writing Skills (TA) GSPP 300