

## ANDREW R. DORSEY

### Summary of Qualifications

- Eleven years of increasing responsibility in higher education leadership, progressing from lead instructor to campus vice president and college chief academic officer with executive responsibility for operations of a 3000 FTE campus.
- Over 10 years of additional leadership experience in private, government, and non-profit organizations, including extensive financial analysis and project management experience.
- Strong record of forming community partnerships to further the mission of the college, especially K-12 partnerships. These include an early college, an extensive dual credit program, a replication of a national model dropout recovery program, and joint high school-college CTE programs.
- Demonstrated academic leadership, including developing faculty training programs, expanding and improving distance learning offerings, restructuring CTE programs, developing academic policies and procedures and fostering faculty initiatives.
- Solid experience in financial management, grounded in accounting and finance training in an MBA program and honed through financial analysis of power plant and cogeneration operations, general ledger responsibility for a non-profit organization, and overall budget responsibility for a large community college campus.

### Work Experience

#### **Vice President, Westminster Campus/Collegewide Chief Academic Officer**

*Front Range Community College, Westminster, CO. 2005 – present; CAO 2007 – present*

**As Campus Vice President**, oversee all campus operations, including instruction, student services, and facilities for an approximately 3000 FTE comprehensive community college campus. Budget oversight for over \$16 million annually. Member, President's Cabinet. Key campus accomplishments include:

- After several years of flat or declining enrollment, campus FTE has grown for four consecutive semesters, through a coordinated effort of reorienting CTE programs, improving recruiting, and forming high school partnerships.
- Developed the initial contacts, led the project study team, and wrote most of the application that enabled the campus to be awarded a Gateway to College grant. The campus is the first site in Colorado, and one of only 18 in the country, to be selected to implement this national model dropout recovery program. The program is funded largely by the Gates Foundation and requires colleges to enter a competitive selection process to replicate the program.
- Negotiated and implemented a 2+2 degree program between Metropolitan State College of Denver (MSCD) and FRCC –Westminster, the first MSCD 2+2 with a Colorado community college. Under the program, MSCD has delivered junior and senior classes at FRCC Westminster since spring 2006. MSCD is currently offering three programs on campus and discussing two more. Developed much of the language for the MOU between MSCD and CCCS that forms the basis for MSCD agreements with other colleges as well.
- In conjunction with deans of instruction, coordinated a strategic initiative to create partnerships with area high schools, appointing the campus's first high school program coordinator and a high school student support specialist. Oversaw creation of two key high school partnerships – Front Range Early College, with Mapleton School District, and an

extensive post secondary educational options program with Adams District 14; also led growth of several smaller, program specific partnerships.

- Also in conjunction with deans of instruction, coordinated a review of technical education programs that resulted in closing three programs, adding four and significantly expanding another.
- Restructured instructional leadership to add a campus CTE dean to continue to rebuild and expand programs that needed additional leadership; this freed one dean to work successfully and intensively on expanding high school partnerships.
- In partnership with the dean of student services, whom I hired, led revitalization of student services, with a key focus on improved customer service. Added permanent staff to our front counter to improve initial contacts with students, upgraded call center with addition of a permanent staff member and improved training, added two advisors and hired a new advising director, and significantly improved advising operations.
- Also in partnership with the dean of student services, reorganized outreach and recruiting, joining it with our call center to better coordinate outgoing information, adding a student ambassador program, a CTE specific recruiter, and reinstating councilor breakfasts and parent nights.
- In collaboration with the Vice President of Finance and Administration, wrote a CCHE approved program plan for a major facility renovation, oversaw creation of an updated facility master plan, developed a new site for our Brighton Center and am currently leading development of a long term building space plan for the Westminster Campus.
- Past president of the Adams County Education Consortium, a unique partnership of businesses, K-12 districts, workforce and economic development organizations, and community colleges.

**As the College's Chief Academic Officer**, oversee curriculum and program development and program approval, Perkins funding, vocational credentialing, study abroad, and revision/creation of academic policies for the college, which overall has over 9,000 FTE and about 23,000 student headcount.

- Convene and oversee the instructional dean's council and bring forth policy recommendations to cabinet, including revisions to overload and release policies, revisions in pay structures for select courses, and changes in degree requirements.
- Provide leadership and guidance to two collegewide faculty-led committees, the Curriculum Committee and Academic Guidelines and Procedures Committee. Recently (August, 2008) added oversight of study abroad, the college's professional development program, the student services deans council, and the assessment of student achievement committee.
- College representative to the CCCS system Vice President's Council, and serve as the primary liaison between the college and the system on curriculum and academic issues.

#### **Associate Vice President for Advancement (Collegewide)**

*Front Range Community College, Westminster, CO. 2005*

- Managed the college foundation, public relations and marketing, new campus development in the greater Brighton area, and outreach to school districts in Adams County.
- Key member of team that helped form the Adams County Education Consortium. Coordinated the meetings of the consortium development team and co-wrote the final report that formed the basis for this innovative partnership between K-12 districts, community colleges, and business. The consortium has just completed its third year.
- Restructured the marketing budget, eliminating mailing of the printed schedule and using those funds to lead the department to create an award winning college magazine (KNOW) for direct mailing.

- In conjunction with the Information Technology Department, led a major redesign of the college web site.
- Researched and purchased the first donation tracking system for the foundation.

### **Dean of Instruction, Westminster Campus**

*Front Range Community College, Westminster, CO. 2004-2005*

- For an eight month period, prior to promotion, managed five instructional departments, a 10-member library staff, a \$5 million plus grant funded program, and an outreach center in Brighton.
- In collaboration with the faculty senate chair and my co-dean, convened meetings of faculty that led to several key campus initiatives, including a new student orientation program and writing *across the curriculum* initiative.
- Restructured library staffing after extensive analysis of service needs and in response to significant college budget cuts that led to four position eliminations. Key challenge was implementing cuts while maintaining the library's partnership with the City of Westminster, which did not want significant service changes.
- Worked with a local hospital and school district to develop an innovative way to fund and offer a joint Nurse Aide training program in Brighton.

### **Associate Dean of Instruction and Director of Distance Learning, Westminster Campus**

*Front Range Community College, Westminster, CO. 2000-2004*

- Led Online Learning, two academic departments, the Brighton Center, the campus library, and a large offsite grant program.
- Developed the first systematic online instruction training program at the Westminster campus, including writing a comprehensive manual for sessions that trained over 100 faculties. The training helped significantly improve online course quality.
- Increased online course offerings and enrollment by 100% (50 sections and 300 FTE); reorganized online operations, phasing out all telecourses and converting them to online delivery. Also systematically identified other courses with high potential for online enrollment and worked with faculty to develop online versions of those courses.
- Established an online faculty advisory committee and implemented a key recommendation of the group – to fund and operate an instructional design center. Recruited faculty to staff the center and develop training for other faculty. Established, with the committee, a series of online course quality standards.
- Appointed by President to lead a faculty task force that successfully transformed separate online learning departments into a single college wide venture.
- Served as college administrator and overseer of a \$5 million federally funded distance learning program to train interpreters for the deaf nationwide. The program operated under mandates and constraints that required schedules and procedures significantly different from traditional college operations, necessitating frequent negotiations between program and college staff.
- Oversaw reorganization and revitalization of the campus' multi-media graphics department, including hiring new program faculty, adding an associate's degree and two certificates, and reorienting the curriculum to meet industry needs.
- Led the campus expenditure of over \$500,000 in technology grant funds. Purchased and directed installation of the first SmartBoards on campus, including developing and teaching the first SmartBoard training sessions for faculty.
- Liaison between the college and the City of Westminster to address issues arising from our 80,000 sq. ft. joint use library. Renegotiated the city's share of operations and maintenance payments after analysis of several years cost data. Resolved a number of problems, including parking issues, management of reference services, and hours of operations while implementing significant budget cuts during the budget reversions in 2002-03.
- Worked closely with the Brighton center site director to expand the center hours of operations, adding daytime classes and helping form a partnership with the Brighton Collegiate Academy.

**Chair, Arts and Communications, Boulder County Campus (1999-2000)**

**Lead Instructor, Psychology and Economics, Boulder County Campus (1997-2000)**

**Faculty, Psychology and Economics, Boulder County Campus (1996-97)**

**Part-time Faculty, Psychology (1993-1996)**

*Front Range Community College, Boulder, CO. 1993-2000*

- Chair of the college's Curriculum Committee and Faculty Evaluation Committee for two years each; coordinated a major overhaul of the faculty evaluation system and was part of a three person team that reorganized the college's curriculum approval procedures to match the college's new organizational structure.
- First faculty member to serve on the Boulder Vice-Presidents Council (1998-99).
- Served as summer chair of two other departments; over three years, interviewed, hired, and oriented more than 25 faculty in more than 10 disciplines.

**Assessment Coordinator**

*The Naropa Institute, Boulder, CO. 1996-97*

- Coordinated development of assessment plans for 13 different academic departments as part of the Naropa Institute's first NCA accreditation. Compiled and edited all the plans for final presentation to the visiting team.

**Interim Executive Director (1994-95)**

**Finance Manager (1995-96)**

*YWCA of Boulder County, Boulder, CO. 1994-96*

- As interim director, managed a \$400,000, 20-employee human services agency.
- Led a renovation and expansion of the agency's daycare facility, revitalization of a support program for single and divorcing parents, and the the agency's most successful fundraising year to that point.
- As finance manager, handled all aspects of financial management for the organization, including general ledger and payroll.

**Program Manager and Counselor, Career Services.**

*YWCA of Boulder County, Boulder, CO. 1991-1994*

- Co-managed a job search and career counseling program serving more than 1000 clients per year. Developed and led job search workshops and career assessment classes. Recruited, trained, and supervised over 15 volunteers.
- Formed successful partnerships to deliver programs for Boulder County Social Services and the Boulder County Workforce Board. The former was for a lifeskills training program for women leaving welfare and the latter for a job search program for workers over 50.

**Vice President, Corporate Development**

*Oxford Tire Recycling, Boston, MA. 1988-1989*

- Developed the fuel market research and fuel acquisition plan to support a \$100 million financing of a power plant; the analysis became both the basis of the company's decision to move forward with financing and construction and the basis for the initial fuel contracts when the plant was opened.
- Developed detailed internal analysis of the waste tire market that the firm used to plan both power plant operations and develop its tire shredding business.
- Spoke at regional trade shows, before two state legislative committees and to local officials about tire recycling.

### **Project Manager**

*Oxford Energy Company, Boston, MA. 1987-1989*

- Managed route selection, permitting, and selection of a contractor for the longest (at that time) underground transmission line in the United States. The \$8 million project included extensive evaluation of the technology and interviews with the leading underground transmission line vendors in the world; several meetings with Connecticut Light and Power to convince them to accept the technology, and extensive environmental reviews, including wetlands review, a detailed endangered species review, and negotiations with a railroad.
- Served as the main witness in hearings before the Connecticut Siting Council in the hearings to determine approval of the power line referenced above. The hearings require extensive response to pre-prepared staff questions as well as in-person testimony and several hours of responding to oral questions from the public and council members.
- Developed the financial analysis for a winning power bid to finance a 20MW power plant fueled by waste tires.

### **Research and Marketing Manager**

*Information Data Search, Cambridge, MA. 1985-1986*

- Sold and managed more than \$400,000 in market research projects for Fortune 1000 firms in 18 months.
- In conjunction with a graphic designer who redeveloped our marketing pieces, developed a successful marketing plan for series of corporate training seminars that increased attendance by 100%.

### **Legislative Director**

*U.S. Congressman Bill Gradison, Washington, D.C. 1981-1983*

- Managed a staff of eight legislative aides and up to five interns.
- Chief legislative advisor on votes on the House floor; prepared daily voting briefing sheets with research on each bill and known amendment and staff recommendations.

### **Instructor, Mathematics and Review Section Leader, Economics**

*Harvard University, Cambridge, MA. 1979-81*

- Wrote many of the test questions and key parts of a study guide that were used for several years as part of Harvard's quantitative reasoning requirement.

### **Education**

**M.A., Counseling Psychology, 1993**

4.0 G.P.A.

**Lesley College, Denver, CO**

**M.B.A. 1985**

First year honors (top 20% of class). Selected by the faculty to tutor students in accounting and corporate finance.

**Harvard University, Cambridge, MA**

**B.A., Magna Cum Laude in Economics. 1981**

Dean's list all semesters. John Harvard academic scholarship.

**Harvard University, Cambridge, MA**

### **Awards**

**President's Award**, Front Range Community College, 2008 (presented to several college staff for work on accreditation)

**Master Teacher**, Boulder County Campus, Front Range Community College, 1999

### **Recent Community Leadership**

Past-President (2007-2008) and Current Member, Board of Directors (2005-present), Adams County Education Consortium

Co-Chair, Brighton Economic Development Education Subcommittee (2007-Present), and Board Member (2005-Present), Brighton Economic Development

Board Member (2007-Present), Metro North Chamber of Commerce

Member, Metro North Chamber Business Government Alliance (2006-Present)