

## CURRICULUM VITAE

Passionate administrator and strategic leader well-equipped to advance growth of a higher learning institution based on 20+ years of servant leadership and genuine appreciation for the life-changing services universities provide.

### Summary

Competitive, empathetic, and ethical leader with growth mindset recognized as “compass of the organization.” History of galvanizing individuals around shared objectives and inspiring teams to achieve aggressive goals. Strategic, innovative problem solver accustomed to courageously asking hard questions, taking decisive action, managing expectations, and handling conflicts head-on. Capable of balancing multiple priorities while pursuing excellence to enhance experiences for students, faculty, staff, alumni, donors, and other stakeholders.

### Gains by the Numbers

- 36.36% Average YoY Philanthropy Boost since 2019
- \$74M Research & Scholarship Award Hike since 2016
- 16% Enrollment Increase since 2015
- 30 New Academic Programs since 2015
- 70% of Direct Reports Pursuing Advanced Degrees
- Raised Millions via Lobbying & Alumni Programs

### Professional Experience

Augusta University (AU) / AU Health System, Inc. (AUHS), Augusta, GA

2015 – Present

Partner with president as #2 executive to transform \$2B public research institution, health system, and related entities, including 10 colleges and schools, 9,500 students, 1,000+ full-time faculty, and 14,000 staff. Helm organization through periods of rapid growth, joining team after merger of Augusta State University and Georgia Health Sciences University to form Georgia Regents University and supporting change management as consolidated organization continues to formulate its unique name, culture, and brand.

#### EXECUTIVE VICE PRESIDENT FOR ADMINISTRATION & CHIEF OF STAFF

Provide strategic leadership across policy, operations, budget / financial performance, and planning. Thoughtfully cultivate internal / external communications while proactively addressing PR and political issues. Champion inclusive, transparent culture, stimulating professional growth and achievement through coaching and mentoring of direct and delegated reports throughout 9 offices, touching all aspects of integrated university system. Collaborate with EVPs and shared services leaders across Finance, Operations, Academic Affairs, Health Affairs, Medical Affairs, Economic Development, and AU Medical Associates to encourage cohesive vision, mission, and strategic directives across academic, research, and clinical activities alongside conservative budgeting. Routinely speak on behalf of president before various general, student, faculty, and staff assembly committees. \*Title updated in 7/2021 from EVP External Relations to better reflect system-wide influence and responsibilities.

- Helped determine leadership for presidential task force on developing authentic and sustainable strategy for sharing inclusive story of university celebrating contributions of diverse individuals from our past, our present, and future.
- Developed fiscal strategies by identifying risks and opportunities, tightening budgets, spending, and headcount; promoting accountability; growing enrollment; and creating better fiscal hygiene, which increased University reserves by 112% (\$35M) since 2016.
- Improved Office of Philanthropy and Alumni Engagement effectiveness by up to 74.1% YoY, delivering \$12.7M (FY 2018), \$16.5M (FY 2019), and \$28.7M (FY 2020).
  - Personally captured largest corporate gift in University history (\$5.2M) and lobbied state to match initiative, funding tuition for medical school students who serve 3 years in rural / underserved parts of GA.
- Secured \$60M for College of Science & Mathematics building, \$14M in new recurring formula fund for Medical College of Georgia, and greatest single investment in cybersecurity (\$100M+) from state for constructing 320,000-sq.-ft. Georgia Cyber Center through intensive lobbying.
- Facilitated redirection of \$9M to bolster student support and degree attainment through comprehensive administrative review.
- Boosted state-wide COVID testing by landing \$5.1M in philanthropy and bridging communication between AUHS, Governor’s Office, GA Dept. of Health, and GA National Guard.
- Established Office of Volunteer Engagement, resulting in formation of Blue Coat Ambassador program within Medical Center, expanded medical reserve team, and recruitment of 1,500+ volunteers.
- Handpicked to serve as interim VP for government relations (2018 – 2019), strategic partnerships and alliances (2016 – 2017), and advancement (2016 – 2017); volunteered as executive sponsor for women’s leadership pipeline (2017 – 2018).

*Earned multiple promotions at public Carnegie doctoral / R2 institution serving 26,000 global students, culminating in developing and executing local, state, and federal government relations strategies.*

**VICE PRESIDENT FOR EXTERNAL AFFAIRS (2014 – 2015)**

**VICE PRESIDENT OF GOVERNMENTAL RELATIONS & COMMUNITY ENGAGEMENT (2012 – 2014)**

Motivated and guided high-performance teams throughout 3 offices (Marketing and Communications, Protocol and Special Events, and Government Relations). Built culture of honor, respect, and ownership using community-building events and consistent communications. Traveled frequently to state capitol to fortify relationships and help meet University goals through lobbying. Orchestrated master planning, managed budgets, and allocated funds appropriately to drive University growth and development.

- Recognized in Georgia Southern University's "40 Under 40" (2014) to acknowledge professional successes and influence around the state.
- Coordinated with president and external stakeholders to promote positive change, significantly contributing to creation of new College of Engineering, improvement in Athletics program from FCS to FSB Division, and negotiation of multi-million-dollar partnership / beverage contract with Coca-Cola.
- Unleashed innovation by influencing City of Statesboro to partner with University on downtown fabrication laboratory and business incubator.
- Secured funding for vital capital projects – such as Health Center (\$10M) and Military Sciences building (\$9.5M) – from diverse government resources, including \$200,000 from Bulloch County Commission and \$500,000 from City of Statesboro.

**ASSOCIATE VICE PRESIDENT FOR GOVERNMENTAL RELATIONS (2011 – 2012)**

Set political and legislative agenda, presented compelling cases for funding, and selected faculty and students to speak with legislators. Advised president and other key administrators on issues related to legislation and regulations affecting University. Promoted University agenda and secured funding as primary university advocate in state capitol and registered lobbyist with state Ethics Commission. Traveled throughout entire state to answer questions and influence key decision makers. Updated faculty senate, student government associations regarding progress.

- Facilitated passage of SB 396, which enabled transfer of Herty Advanced Materials Authority to University, yielded \$12M through acquisition in 2012, and increased research portfolio by ~\$13M/year.
- Generated funding for Eminent Chair in Banking (\$500,000), HERTY Advanced Materials (\$614,000), and Biology building equipment (\$5M).

**DIRECTOR OF GOVERNMENTAL RELATIONS (2006 – 2011)**

Forged meaningful relationships and conducted strategic advocacy efforts to secure state and federal funding for essential projects. Led team of legislators through 2-phase strategy to become one of few universities to complete funding requests during Great Recession. Created Capitol Impact advocacy network to engage alumni and leverage relationships with legislators.

- Secured \$2.6M for design, \$15M for first phase, and \$21M for second phase of Biology building (2009 – 2011).
- Garnered \$171,000 total for Altamaha River Basin research, \$180,000 for Water Policy Center, and \$369,000 for precision water technology to develop water policy initiative to pass on to state and federal government.
- Captured \$1.5M through private and matched funding to create endowment to support eminent chairs, recruit outstanding experts in their fields, and expand University prestige / student experiences.
- Restored \$1.5M to budget for College of Information Technology by relentlessly defending value of institution, translating need, and deploying advocates to speak on College's behalf.

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**CAREER NOTE (2004 – 2006):** Left Georgia Southern University for two years to work for Safe Path Children's Advocacy Center as Director of Development and University of Georgia as Major Gifts Officer – Franklin College of Arts and Sciences.

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**ATLANTA REGIONAL DEVELOPMENT DIRECTOR (2002 – 2004)**

**DIRECTOR OF ANNUAL GIVING (2001 - 2002)**

Introduced novel, forward-thinking fundraising schemes to increase alumni engagement and associated income. Engaged in comprehensive corporate development efforts and campaign planning to elevate program sustainability. United volunteer teams around common goals through clear vision and communication.

- Instituted annual giving campaign, increasing alumni participation by 10% in greater Atlanta area.
- Marshaled 200+ volunteers to stimulate \$1M+ in gifts for annual A Day for Southern campaign, outshining all previous years.
- Automated Phonathon, advancing revenue generation and data analytics gathering to inform future campaigns.

## Teaching

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**INSTRUCTOR, Augusta University, Augusta, GA, 2021 – Present:** Teach *Fundamentals of Academic Inquiry* course to energize, excite, and prepare first-year students to maximize their collegiate journey.

**LEAD TEACHER, Augusta Men’s Forum, 2021 – Present:** Lead 25 – 30 men in weekly discussion.

## Education & Credentials

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**Doctor of Education – Higher Education Management, University of Georgia, Athens, GA, 2019**

*Dissertation: “Presidents Assuming Office During Times of Fiscal Strain.”*

*Supervising Professor: Dr. James C. Hearn*

**Master of Education – Higher Education Administration, Georgia Southern University, Statesboro, GA, 2014**

**Bachelor of Business Administration - Finance, Georgia Southern University, Statesboro, GA, 1999**

*President / Vice President / Parliamentarian, Student Government Association (SGA)*

*President / Parliamentarian, Phi Sigma Pi National Honor Fraternity*

## Professional Development

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**Protocol Officer Certification, Protocol School of Washington, 2014**

**Regional Economic & Leadership Development Program, Georgia Academy for Economic Development, 2010**

## Publications

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Keen, R.T. (2019) *Presidents Assuming Office During Times of Fiscal Strain* (Dissertation). Athens, Georgia: University of Georgia.

## Presentations

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**Augusta University Graduate Student Government Association, presentation on servant leadership and encouragement, 2020**

**Georgia Society of Volunteer and Retail Professionals, presentation on self-care and serving others, 2019**

**Augusta University Jaguar High School Summer Program, presentation on Leadership and Service, 2018**

**Women’s Leadership Pipeline, Capstone Speaker, 2016**

## University Committees

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**Co-Chair, Committee to Develop 5-Year Strategic Plan, Augusta University / AU Health System, Inc., 2021 – Present**

**Co-Chair, University Operational Transition Task Force, Augusta University / AU Health System, Inc., 2020 – Present**

**Member, President’s Executive Cabinet / President’s Health Systems Cabinet, Finance Committee, IT Governance, Chair, Augusta University / AU Health System, Inc., 2015 – Present**

**Co-Chair, University Campus Re-opening Project, Augusta University / AU Health System, Inc., 2020 – 2021**

**Steering Team Member, Comprehensive Administrative Review, Augusta University / AU Health System, Inc., 2018 – 2020**

**Chair, Shared Services Realignment Task Force Project, Augusta University / AU Health System, Inc., 2017 – 2020**

**Chair, Various Executive Search Committees, Augusta University / AU Health System, Inc., 2015 – 2020**

## Community Leadership / Affiliations

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**Executive Economic Development Group, Augusta Tomorrow, 2020 – Present**

**Board of Directors, Columbia County Chamber of Commerce, 2018 - Present**