

Sandra K. Woodley

HIGHER EDUCATION SENIOR STRATEGIST/SENIOR FELLOW

2016

National Association of System Heads (NASH)

Washington, D.C.

American Association of State Colleges and Universities (AASCU)

I serve as Senior Strategic Advisor for NASH, a national professional organization comprised of CEOs for university management boards across the nation. Currently I am consulting on a national initiative related to improving student success with guided pathways using predictive analytics, redesigning the math pathway, and high impact practices for students. In addition, I serve as a Senior Fellow for AASCU and am currently conducting policy research to benefit the Leadership Academy for new presidents and chancellors.

PRESIDENT

2013 – 2016

University of Louisiana System

Baton Rouge, Louisiana

I served as chief executive officer for the University of Louisiana System, the state's largest higher education system. The System serves about 90,000 students at nine universities, over 750 academic degree programs, and a total operating budget of \$774 million. As the single, authoritative representative of the system, I worked with the governor, the legislature, the Board of Regents, other state officials, and the public on matters of higher education policy. I was responsible to the Board for managing the administration and policies of the nine universities and for setting the strategic direction for the system. The nine university presidents reported directly to me, and I served as chair of all institutional presidential search committees.

During my tenure I led presidential searches at Nicholls State University, Northwestern State University, and Grambling State University. I also led a statewide analytics project that utilized statistical peers for performance comparisons; developed and implemented the system's first interactive dashboard to enhance transparency and strategic planning; explored ways to use technology and social media to connect students and employers; and forged partnerships with key state agencies including Louisiana Economic Development, the Louisiana Workforce Commission, and the World Trade Center of New Orleans. I worked collaboratively with higher education and workforce leaders to successfully negotiate a political strategy that stabilized higher education funding for the first time in six years and funded a new \$40 million strategic investment in higher education called the Workforce and Innovation for a Stronger Economy (WISE) Fund.

VICE CHANCELLOR FOR STRATEGIC INITIATIVES

2010 – 2013

University of Texas System

Austin, Texas

I served as the executive officer in charge of long-term strategic planning, policy research and accountability for the University of Texas System and its 16 academic and health institutions. I led the development of strategies and tools directly related to achieving the goals established in the vision of the system in the Chancellor's Framework for Excellence. My team designed and implemented a unique and nationally known interactive, electronic dashboard to track progress, diagnose challenges, and provide policy research to support evidence-based decision making aimed at achieving the System's aggressive goals.

I also led and worked very closely with high-level academic and professional teams to develop policies, initiatives, and analytics related to the long-term vision of the System. These teams have included university presidents, provosts, executive leadership, faculty, students, legislative leaders, and governor's staff. Projects and initiatives included faculty productivity, improving graduation rates, degree production, efficiency, research, technology transfer, tuition, affordability, and student debt. I

was also appointed to serve as the liaison for the chancellor to the Board of Regents on two high-level taskforces—Blended and Online Learning and University Excellence and Productivity.

STRATEGIC PLANNER, CHIEF FINANCIAL OFFICER

2007 – 2010

Arizona University System

Phoenix, Arizona

I served as the executive officer in charge of long-term strategic planning, policy research, and finance policy for the Arizona Board of Regents. The Board governs the three public research universities in Arizona: Arizona State University, the University of Arizona, and Northern Arizona University. As CEO and strategic planner, I was responsible for developing financial policy, leading the system's strategic planning and performance efforts, overseeing the university capital development plans and requests, and developing accountability systems and connections with community college leaders and economic development leaders related to joint strategic planning.

I managed the Board's finances, operations, and human resources. I was responsible for working directly with the Regents; presidents of the universities and their senior staff; members of the legislature and legislative staff; governor's staff; and business leaders in developing and explaining the various strategies, goals and funding recommendations included in the strategic plan and the Board's funding and tuition policies.

I was lead staff on multiple major projects for the Board, including developing a long-term statewide strategic plan, managing the development of decision support models to inform the planning process, overseeing the development of long-term financial projection models needed to cost out the plan, developing budget recommendations, staffing the Regent's Tuition Task Force, developing tuition and affordability policy recommendations, leading a comprehensive funding model review, managing detailed short-term action plans related to the long-term strategic goals and objectives, and developing accountability systems and reporting dashboards related to the strategic plan.

VICE PRESIDENT OF FINANCE, PLANNING, & PERFORMANCE

2003 – 2007

Kentucky Council on Postsecondary Education

Frankfort, Kentucky

I served as the executive officer in charge of finance, strategic planning and policy research related to university performance. The Council coordinates reform and improvement in Kentucky's postsecondary education system in the framework established by the *Postsecondary Education Improvement Act of 1997* and is the coordinating board for all public universities and community colleges. As CFO and strategic planner, I was responsible for developing financial policy, managing capital requests and planning, leading system-wide strategic planning efforts, and developing accountability systems necessary to align with the strategic goals of the system. I managed the operations, internal audit, and finances of the Council. I was also responsible for working directly with Council members, presidents of the colleges and universities and their senior staff, members of the legislature and legislative staff, governor's staff and business leaders in developing and explaining the various financial policies and strategic planning components of the Council.

I was lead on many complex projects for the Council, including developing budget recommendations for the Council and the system of institutions, developing tuition policy recommendations, managing planning and performance functions, developing accountability systems and reporting, leading the Affordability Policy Group, administering a comprehensive funding model review, handling reciprocity agreements, and managing and developing policies for multimillion dollar statewide strategic trust funds.

ASSOCIATE EXECUTIVE DIRECTOR*Alabama Commission on Higher Education***1999 – 2003***Montgomery, Alabama*

I initially served as the executive officer in charge of finance in 1999. In 2001, I was promoted to Associate Executive Director and given additional duties related to institutional research and information systems. The Commission is the coordinating board for Alabama colleges and universities. My responsibilities included developing and managing the financial policies for the system, developing an annual unified budget recommendation for the Legislature, managing the student record information system, serving as state coordinator for reporting data and analyses to the federal government and developing analyses and research concerning higher education policies and practices.

I was lead staff on various projects for the Commission including managing the development of a comprehensive database for students and faculty, leading a funding formula study, and was the Commission's representative on the governor's taskforce related to performance-based budgeting.

SENIOR FINANCIAL ANALYST*Alabama Legislative Fiscal Office***1994 – 1999***Montgomery, Alabama*

I served as the senior financial analyst to the legislature regarding the public community and technical colleges and universities, the Alabama Commission on Higher Education, and economic development agencies in Alabama. The Legislative Fiscal Office is a non-partisan agency that serves the legislature by providing support for developing legislation and state budgets and analyses of proposed legislation, state agencies, and colleges and universities.

My responsibilities included developing detailed fiscal notes of all proposed legislation related to assigned areas, developing funding distribution scenarios for budget analyses, analyzing and preparing responses to legislative requests, and completing several major research projects for the Department of Transportation funding programs, college and university funding adequacy, and a study related to national merit-based college scholarship programs.

COORDINATOR, ECONOMIC FORECASTING GROUP*Auburn University, Center for Government and Public Affairs***1991 – 1994***Montgomery, Alabama*

I was employed as a coordinator for the Auburn University Center for Government Economic Forecasting Group. The Economic Forecasting Group was responsible for the tax revenue forecasting model used by the state legislature and the Governor's finance director to develop state budgets. My responsibilities as coordinator included data collection and analyses, assisting with maintaining the econometric forecasting model and analyses, developing reports for the governor and legislature, and assisting with economic cost benefit analyses. I reported to the director who was also lead economist on the forecasting model.

Education

Bachelor of Science in Business Administration Auburn University Double Major: Finance & Economics, with high honor Montgomery, Alabama	1991
Master of Business Administration Auburn University Montgomery, Alabama	1993
Doctor of Business Administration-Management H. Wayne Huizenga School of Business and Entrepreneurship Nova Southeastern University Ft. Lauderdale, Florida	2005

Teaching

- **Adjunct Instructor**—economics; Auburn University, Montgomery Alabama
- **Adjunct Instructor**—accounting and statistics; Midway College, Kentucky

Leadership Positions

- Board of Directors, National Association of System Heads (NASH), 2014 – 2016
- Council of State Representatives, American Association of State Colleges and Universities (AASCU), 2014 – 2016
- Board Member, Southern Regional Education Board (SREB), 2013 – 2016
- Member, Louisiana Workforce and Innovation for a Stronger Economy (WISE) Council, 2014 – 2016
- Member, Louisiana Innovation Council, 2013 – 2016
- Member, Louisiana Committee of 100, 2013 – 2016

Selected Invited Presentations

- **March 12, 2015**, SXSWedu Conference. *Opening College and Career Pathways with Analytics*. Austin, TX.
- **November 5, 2014**, Chronicle of Higher Education webinar. *Be the Big Plan on Campus: Data Visualization Improved Accountability, Transparency & Workforce Creation at the University of Louisiana System*.
- **October 10, 2012**, Premier Business Leaders Series. *UT dashboard as a National Model. Information Management*. Las Vegas, NV.
- **September 24, 2012**, 2012 SAIR Conference. *Cost of Degree and Attrition in Higher Education* (with Lee Holcombe and Nathaniel Johnson). Orlando, FL.
- **September 24, 2012**, 2012 SAIR Conference. *A National Model for Excellence: The University of Texas System Productivity Dashboard*. Orlando, FL.
- **June 4, 2012**, 2012 AIR National Conference. Panel (with Lee Holcombe and Nathaniel Johnson). *Cost of Degree and Attrition in Higher Education*. New Orleans, LA.
- **August 4, 2011**, Texas Higher Education Symposium—Closing the Gaps: Past, Present and Future. *Higher Education Administration Student Association's Distinguished Lecturer*. San Antonio, TX.
- **April 5, 2011**, Texas Women in Higher Education Annual Conference. *Rules of the Road: Accountability, Outcomes Funding, Course Learning Assessment*. Austin, TX.
- **February 16, 2011**, Texas Association for Institutional Research Annual Meeting. *Graduation Success Performance and Strategies*. Austin, TX.

- **December 4, 2009**, Texas Higher Education Coordinating Board's Leadership Conference. *Where are the Cost Efficiencies in Higher Education?* Dallas, TX.
- **August 12, 2009**, SHEEO (State Higher Education Executive Officers) Policy Conference. *2020 Vision for Arizona*. Denver, CO.
- **August 14, 2004**, SHEEO Professional Development Conference. *Funding Educational Technology*. Philadelphia, PA.
- **April 5, 2001**, Alabama Association for Institutional Research (AAIR). *Insights into ACHE Faculty Database*. Sheffield, AL.

Selected Publications, Monographs, and Research Papers

- **2012** White Paper. *Best Practices in Information Management, Reporting and Analytics for Education*.
- **2012** The University of Texas System; Office of Strategic Initiatives. Research Briefs, Vol. 2: *Tuition and Revenue Analyses*.
- **2011** The University of Texas System; Office of Strategic Initiatives. Research Briefs, Vol. 1: *Graduation Success, Productivity & Efficiency, Faculty Work*.
- **2005** *A critical analyses of the effect of performance funding and budgeting systems on university performance* (UMI 3178214) Dissertation.
- **2004** Essays in Education, v. 11. *The History of Desegregation and the Theory of Student Choice*.
- **1993** White Paper. *Critical Analyses of Higher Education Desegregation in the Knight vs. State of Alabama Case*. Alabama Commission on Higher Education.