
William A. Sederburg

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HIGHLIGHTS OF QUALIFICATIONS

- Goal-driven and results oriented strategic leadership experience at both the state higher education system level and institutional level.
- Extensive state policy and political leadership honed through more than a decade of public service as a state legislator, specializing in higher education and health policy.
- Broad and successful experience working in different institutional and state governance environments, working effectively with campus presidents to steer a common state higher education agenda.
- Wide-ranging portfolio as a higher education innovator, with a strong record of management, accountability and institutional advancement in the areas of strategic planning, budgeting, academic planning, student access and success, and capital planning.
- Excellent stakeholder relations capabilities: solid record of accomplishment working with an array of constituencies and coalitions in advancing educational and economic development initiatives.
- Strong higher education advocate: extensive experience working with governors, legislators, the press, and a range of constituency groups to advance public support for higher education.
- Skilled at building a senior executive leadership team while also possessing a grassroots leadership development orientation; strong proponent of fostering enhanced diversity and career advancement throughout the campus and system level.

CAREER SUMMARY

2008-Present	Commissioner, Utah System of Higher Education
2003-2008	President, Utah Valley University
1994-2003	President, Ferris State University
1991-1994	Vice-President for Public Policy and Director, Public Opinion Research Institute
1978-1991	Michigan State Senator, Ingham County (Lansing & East Lansing), Michigan
1974-1991	President, Survey Research Company
1977-1978	Executive Director, Michigan House Republican Caucus
1975-1977	Director, Research and Programs, Michigan House Republican Caucus
1973-1975	Postdoctoral Fellow, Department of Political Science, Michigan State University
1971-1994	Adjunct Faculty Member and Lecturer, Michigan State University, Kalamazoo College, Alma College, Albion College, Western Michigan University and Wayne State University

EDUCATION CREDENTIALS

Michigan State University, Ph.D., Political Science, Public Administration, 1974
Michigan State University, M.A., Political Science, 1972
Minnesota State University, Mankato, B.A., Education and Political Science, 1969

HIGHER EDUCATION LEADERSHIP – STATE SYSTEM

Commissioner, Utah System of Higher Education, August 2008 – Present

The Utah System of Higher Education was formed under the governing auspices of the Utah State Board of Regents in 1969. The system includes eight degree granting two and four-year public institutions of higher education, enrolling 173,000 students annually. The Board consists of eighteen regents and with the Commissioner, oversees the establishment of policies and procedures, executive appointments, master planning, budget and finance, legislative proposals; develops governmental relationships; and performs administrative unit and program approval for higher education for the State of Utah.

Selected Accomplishments:

- **Collaboration and strategic visioning:** Appointed by the Utah State Board of Regents, having received unanimous support from all of the state’s public college and university presidents, the governor and legislative leadership; charged with strengthening the commissioner’s office, enhance the system’s relations with political leaders, and develop and execute a strategic plan for the Board of Regents and State of Utah.
- **State higher education financing:** Helped mitigate further reductions in state funding for higher education beyond initial intentions by state political leaders; worked with the Governor and legislative leadership to strengthen the system’s fiscal capacity during the height of the recent recession. Presently working on creating a “mission based” funding model for future appropriations.
- **Advocacy:** Directed a broad-based public outreach agenda, which included newspaper editorials and public television programming featuring legislators’ opinions about higher education. Created the *Friends of Higher Education*, a group of 200 business leaders who are working collectively to advance the state’s higher education policy and funding priorities. The designation as one of Utah’s 100 most influential leaders by Utah CEO Magazine is demonstration of the strengthened alliance and integration of the state’s higher education and economic development agenda.
- **Planning:** Working with the Board of Regents, facilitating an extensive strategic planning and policy development effort to boost college participation, degree completion and promote economic development. In the Governor’s State of the State speech, he specifically asked the Regents and me to develop a state plan for the future of higher education. Public input on the plan is currently taking place via an “online public hearing,” providing the state’s citizens to vote on various policy recommendations (see www.higheredutah2020.org).
- **Economic development:** Bolstered the Utah State System of Higher Education’s economic development agenda; negotiated an agreement with legislative leaders to redirect job training funds more broadly to encourage economic development efforts at the system’s regional campuses; created a “Cluster Acceleration Program” to improve coordination of higher education services with key industry clusters in Utah, an initiative which was featured by the Governor’s 2010 State of the State address.
- **College Merger:** Successfully facilitated a complex merger of the College of Eastern Utah into Utah State University, necessitated by fiscal realities and the lack of population growth in Eastern Utah.
- **Gubernatorial Partnership:** Successfully gained the strong support of the Governor to support our higher education agenda. Most recently, I got the Governor’s Commission on Educational Excellence, including state business leaders to adopt our long range goal for education.

HIGHER EDUCATION LEADERSHIP – INSTITUTIONAL

President, Utah Valley State University, Orem, UT 2003–2008

Founded in 1941 as a vocational school, Utah Valley University has grown to become the state's second-largest public university, with a current enrollment of more than 32,000 students, 1,400 full-time and 3,200 part-time faculty and staff. The university currently offers 58 bachelor degrees, 66 associate degrees, 21 certificate/diploma programs, and 3 master's degrees in education, business and nursing. Previously called Utah Valley State College (UVSC), the school attained university status in July 2008. Its 228-acre main campus is in Orem, with five branch campuses located regionally. During my presidency, the university's operating budget grew from \$80 million to \$130 million.

Selected Accomplishments:

- **Attainment of University Status:** Secured university status by a unanimous vote of the legislature in 2007 (effective in 2008) after overcoming significant early opposition by developing a political and educational strategy in partnership with the Commissioner of Higher Education, Governor, and legislative leaders. The transition to university status also came with an additional \$10 million base funding commitment by the legislature.
- **Academic Program Expansion:** When selected as President, the Utah Board of Regents had placed a freeze on new academic programs. UVU led the effort to revise the Regent's academic approval process, lift the freeze, and gain approval of new degrees. During my presidency, UVU added 35 new Baccalaureate degrees in a variety of fields. As part of the university status effort, 120 additional faculty members were hired to teach in new degree areas. The selection of new degrees was part of an extensive planning effort on campus to become a "comprehensive regional state university."
- **"Engaged University" Recognition:** With new university status, I led an initiative to expand on the institution's mission by seeking recognition as an "engaged university," according to the new elective classification by the Carnegie Foundation; a recognition that was granted in 2009. I facilitated creation of a Center for Engaged Learning, budgeted funds for faculty grants to align their curriculum with the model, and adopted a new mission statement reflective of the engagement model. The UVU Engagement Model, incorporating "People, Place and Profession," has been well received by the state, faculty and community.
- **Economic Development:** As president of UVU, I served as a leading advocate for Utah to get regional schools more directly engaged in workforce planning, entrepreneurial education, incubation of new businesses, and limited, applied research.
- **Hispanic Initiative:** In recognition of a fast growing Hispanic population, created an institutional "Hispanic Initiative," which led to a doubling of Hispanic students. Financial aid and programming support was increased. Included in the initiative was a *Latino Educators of the Future* program that prepares Latino high students for careers in the teaching profession.
- **Recruitment and Retention:** Completely overhauled the institution's student recruitment and retention policies and programs. An integrated, tailored marketing, advising and scholarship coordination effort was implemented. Longitudinal student data systems were put in place to track student progress, structured learning and first year experience courses were created, and more proactive academic counseling was put into place.
- **Fund Raising:** Increased fundraising significantly; in 2007 alone the university received commitments totaling \$35 million in private funds, including \$20 million for naming the school of business.
- **Athletics:** UVU is the only school in the U.S. that has transitioned from a community college athletics program directly to Division I. NCAA certification was approved in 2009.
- **Capital Improvements:** Rewrote the campus master plan and led the effort to construct over \$100 million in facilities, including a state of the art digital learning center.

President, Ferris State University, Big Rapids, MI 1994–2003

Founded by former Governor and U.S. Senator Woodbridge N. Ferris in 1884 as an industrial training school, the institution has evolved to become a leading career-oriented public comprehensive university. The university now enrolls more than 13,000 student at its 880-acre main campus and several off-campus locations throughout the state. Two- and four-year programs are offered in ten academic colleges, including one of the nation's largest applied colleges of technology. Professional doctorates are also offered through colleges of optometry and pharmacy.

Selected Accomplishments:

- ***Institutional Rejuvenation:*** During my Presidency, Ferris State accomplished a great deal. When named president in 1994, enrollment had dropped by 24%, 40% of the residence hall rooms were vacant, six unions were without contracts, the university budget was under control of the circuit court, over 100 positions were being eliminated, morale was low, and the university faced a very uncertain future. I led an ambitious revival of the institution. Outcomes included significant increases in enrollment and retention, improved fiscal health, major enhancements to the campuses' physical plant, expanded academic programming, improved relations with labor unions, and overall increased visibility as an institution poised to become a national leader in career oriented technical and professional education.
- ***Merger with Kendall College of Art and Design:*** In the fall of 2000 Kendall College of Art and Design became part of Ferris State University. The merger allowed FSU/Kendall to proceed with a \$2.5 million construction and improvement project to the Kendall building in downtown Grand Rapids, Michigan. With the merger, Ferris State became one of the largest art colleges in the Midwest. In July 1998, we purchased an additional building in downtown to facilitate growth. Enrollment has grown by 25% at Kendall since the merger agreement.
- ***Campus Renovation and Improvements:*** Secured funding for over \$120 million in new construction. The capstone projects consisted of a \$42 million technology intensive "digital learning commons" and \$10 million student services building. A remodeled student recreation center, student convocation center, elastomer building, campus quad, new university entrance, technology building, and artificial turf on the football field were completed during my tenure.
- ***University College:*** Created the "University College," to provide more structured career advising and learning support services to facilitate the success of all "undecided" students, as well as those with special needs. It also houses tutorial services and a new honors program, which has flourished.
- ***Center for Teaching, Learning and Faculty Development:*** Established a new office dedicated to faculty professional development. The Center provides ongoing professional development opportunities as well as a summer institute for selected faculty members.
- ***Fund Raising:*** Increased private fundraising by 300%. We recreated the Ferris Foundation, enhanced the yield on return, and sought funds for a number of projects. The largest gift was a grant of \$2 million from the Dow Foundation for a Dow Center of Art and Technology at Kendall/FSU in Grand Rapids. It was, at that time, the largest single grant ever given to Ferris. We added Assistant Deans for Advancement in each of the university's colleges.
- ***University-Wide Staff Leadership Development:*** Created two unique staff development programs. The "*Ferris Summer University*" Program is an intensive multi-day program for all university employees designed to familiarize them with the university and to provide professional development training. The program is a recipient of a Best Practices Award from the College and University Professional Association for Human Resources. The *Ferris Employee Leadership Development Program* is a nine-month cohort style program comprised of employees representative of the entire university. Curriculum involved a variety of experiential exercises pertinent to quality leadership as well as the opportunity to get acquainted with university's operations in a broad context.

STATE LEGISLATIVE AND REGIONAL POLICY LEADERSHIP

Michigan State Senator, Ingham County (Lansing and East Lansing), Michigan, 1978-1991

Selected accomplishments

- Chaired the senate subcommittee on higher education appropriations for seven years. As Chair, I visited and met regularly with faculty, students and administrators on each campus and became familiar with the strengths and weaknesses of each institution. I strove to achieve optimal levels of state support as well as equitable distributions among institutions and programs. In addition, numerous program initiatives were undertaken on Michigan campuses through approval of Program Revision Requests (PRRs), which were funded by the committee.
- Led \$57 million state capitol building restoration project
- Created nation's first computer bulletin board for legislative constituent communication (1983)

Chair, Midwestern Higher Education Compact (MHEC) March 1991–May 1994

Served as charter chair of the Midwestern Higher Education Compact, a collaborative of what has now grown to include ten Midwestern states. As the MHEC's first chair, I led a successful search for our first President, developed the initial cooperative program initiatives, including the creation of a virtual private network for telecommunication; consensus on a student reciprocity agreement, and a property insurance risk management program.

Chair, Council of State Governments Task Force on Higher Education Nov. 1989–March 1991

Chaired a task force of mid-western legislators aimed at creating a compact of Midwestern states dedicated to the goals of providing increased educational opportunities and efficiencies through inter-state cooperation. In eighteen months, we were successful in getting legislation passed in seven states, thereby creating the compact. I directed drafting the compact language and implementing a strategy for getting the language adopted in each of the seven states. Called the Midwestern Higher Education Compact, the organization became operational in March 1991.

PUBLIC AFFAIRS AND CIVIC LEADERSHIP

Current

Board of Directors, American Association of State Colleges and Universities
 Policies and Programs Committee, American Association of State Colleges and Universities
 Executive Committee, State Higher Education Executive Officers
 Trustee, Utah Technology Council
 Vice Chair, Advocacy Committee, United States Tennis Association
 Co-Chair, Salt Lake United Way Education Change Council
 Board of Trustees, Salt Lake United Way

Previous

Executive Board, United Way of Utah County
 American Council of Education, Commission on Lifelong Learning
 Chair-elect, Provo/Orem Chamber of Commerce
 Co-Director, Oxford Conclave
 Executive Board, Commission for Economic Development, Orem
 Member, Utah Cultural Alliance Board
 Chair, Lutheran Social Services of Utah
 Member, Michigan State Board of Education
 Member, Michigan State Library Board
 Member, Michigan Lung Association Board
 Trustee, Lutheran Social Services of Michigan

Board of Visitors, Ford Institute, Albion College
 Governor's South Africa Divestiture Task Force
 Civil Service Commission on Comparable Worth
 Chair, Michigan Capitol Committee
 Member, Impression Five Board of Trustees
 Member, Meridian Township Officer Compensation Commission
 Chair, Council of State Governor's Task Force on Higher Education
 Chair, Senate Health Policy Committee
 Chair, Senate Appropriation Subcommittee on General Government
 Chair, Senate Appropriation Subcommittee on Higher Education
 Chair, Senate Select Committee on the Future of Higher Education
 Chair, Senate Select Committee on Tuition and Affordability
 Board Member, Midwest Higher Education Commission
 Board Member, American Social Health Association
 Chair, Ingham Education Foundation
 Member, American Association of State Colleges and University's (AASCU) Emerging Issues Task Force
 Member by Governor's Appointment, State Court Information Management Commission
 Board Member, Distributed Learning Workshop
 Board Member, Kendall College of Art and Design
 Member, William M. Bulger Excellence in State Legislative Leadership Award Selection Committee
 Chair, Cyber-State.org
 Chair, ArtServe Michigan
 Board Member, Michigan Education Trust
 Governor Appointee, Executive Committee, & Commissioner of Midwest Higher Education Commission
 Board Member, Precision Metal Forming Education Foundation
 Board Member, West Michigan Health Alliance

SELECTED AWARDS AND RECOGNITIONS

Utah C.E.O. Magazine – Top 100 Influential leaders in Utah (to be published in January 2011)
 Michigan State University – Robert Ewigleben 2010 Lecturer (MSU Higher Education Program)
 Minnesota State Mankato Outstanding Alumni Award
 Michigan State University Outstanding Alumni Award
 Utah Public Relations Society, “Communicator of the Year, 2007”
 City of Orem, Utah, “Public Educator of the Year, 2007”
 Utah Business Magazine, 1 of top 100 business leaders, 2007
 Connect Magazine, 1 of top 25 executive leaders of Utah, 2007
 Michigan College and University Placement Council Award for Public Service
 Kalamazoo College Honorary Doctor of Law Degree
 Michigan Arts Alliance Special Recognition
 Michigan Department of Public Health Director's Conference Award for Leadership in Combating Preventable Health Risks to Citizens of Michigan
 American Cancer Award for Outstanding Contributions in the Area of Public Issues Toward the Prevention and Eradication of Cancer
 William P. Faust Award for Support for Handicapper Issues
 Association of Independent Colleges and Universities Award for Contributions to Independent Higher Education
 American Lung Association Public Service Award for Promoting a Healthy Environment
 American Cancer Society Public Service Award for Promoting Clean Air in Michigan

Kappa Delta Pi Award for Outstanding Service to the Honor Society
 MSU College of Social Science Distinguished Graduate Award
 Michigan Technology Council for Leadership in Promoting Technological Development
 National Science Foundation Fellowship, Michigan State University
 Phil Sirotkin Award for Higher Education Leadership (Midwest Higher Education Commission)

HIGHER EDUCATION TEACHING EXPERIENCE

Michigan State University

American Politics
 Executive Leadership
 Public Bureaucracy
 Michigan Government
 Organizational Theory
 Public Administration
 Legislative Process

Ferris State University

Public Administration
 Freshman Orientation

Alma College

High Technology
 Democracy
 The Political Experience

Albion College

Public Administration

Kalamazoo College

Legislative Process

Utah Valley University

State Legislative Process

PRESENTATIONS AND PUBLICATIONS

Throughout the past thirty years I have made hundreds of presentations on higher education issues. In 2007 I was recognized as the Utah Public Relations Association "Communicator of the Year." Organizations I have presented to in recent years include:

- American Association of University Administrators
- American Association of State Colleges and Universities
- American Medical Association
- Centers for Disease Control
- Michigan Governor's Career Education Conference
- National Conference of State Legislatures
- Midwestern Governors Association
- Midwestern Higher Education Compact
- National Governors Association
- The College Board

A list of selected writings I have authored for scholarly journals and professional publications is available upon request. Among the topics I have written about are facilitating university change; institutional, political and policy leadership; education finance and policy; and health policy

PROFESSIONAL SOCIETY MEMBERSHIP

American Political Science Association
 Phi Beta Kappa Honor Society
 Kappa Delta Pi Honor Society
 Omicron Delta Kappa Honor Society
 Golden Key Society