

**MINNESOTA STATE
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Workforce and Organizational Effectiveness Committee **Date:** March 16, 2022

Title: Appointment of President for Bemidji State University / Northwest Technical College

Purpose (*check one*):

Proposed New Policy or
Amendment to Existing Policy

Approvals Required
by Policy

Other Approvals

Monitoring/Compliance

Information

Brief Description:

It is anticipated that Chancellor Malhotra will recommend the appointment of John Hoffman as President of Bemidji State University / Northwest Technical College.

Scheduled Presenter(s):

Devinder Malhotra, Chancellor

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION
Appointment of President for Bemidji State University / Northwest Technical College

BACKGROUND

Following the announcement of the retirement of Faith Hensrud as President of Bemidji State University and Northwest Technical College in August 2021, Chancellor Malhotra initiated a national search for the next president. The executive search firm Greenwood and Asher was retained to assist with the recruitment of this position.

A search advisory committee was appointed. The members are:

Rosanne Erickson, BSU Administrative Assistant to CIO and to Executive Director
Communications & Marketing (AFSCME)
Sandy Thole, Nursing Lab Assistant (AFSCME)
Dennis Lunt, BSU Associate Professor of Philosophy (IFO)
John Gonzalez, BSU Professor of Psychology (IFO)
Pat Donnay, Professor of Political Science (IFO)
Madeline Turnquist, BSU Biology Lab Supervisor (MAPE)
Paula Demars, NTC Institutional Effectiveness Coordinator (MAPE)
Aaron Ebbighausen, BSU Campus Security Supervisor (MMA)
Gwen Oster, NTC Electrician Faculty (MSCF)
Alicia Carley, NTC Biology Faculty (MSCF)
Erika Bailey-Johnson, BSU Sustainability Coordinator (MSUAASF)
Sherry Lawdermilt, BSU/NTC Chief Information Officer (Administrator)
Chrissy Downwind, BSU/NTC Executive Director American Indian Resource Center
(Administrator)
Tim Lutz, Superintendent, ISD 31 (Community Member)
Tuleah Palmer, President and CEO, Blandin Foundation (Community Member)
Susan Jarvis, President and CEO Stanford Health of Northern Minnesota (Community
Member)
Caleb Travis, BSU Student
Maggie Dahlberg, NTC Student

The following individuals provided support to the committee:

Ginny Arthur, Search Chair, President – Metropolitan State University
Deb Gehrke, Executive Search Manager – HR Director for the System Office

Megan Zothman, Campus Human Resources Officer – Bemidji State University /
Northwest Technical College

The position was advertised nationally in a variety of higher education and diversity publications. At the same time, the search consultants initiated an aggressive recruitment campaign. There were a total of 53 (fifty-three) applicants. From this pool, the search advisory committee selected 13 (thirteen) individuals for initial interviews and forwarded its assessment of the candidates to the chancellor. On the committee's recommendation, Chancellor Malhotra selected 4 (four) finalists to participate in the system office virtual interviews. The virtual interviews were conducted by Chancellor Malhotra, members of the chancellor's cabinet, and Trustees Cirillo, Cowles, and Moe.

Reference and background checks were conducted.

After careful consideration and review, the chancellor selected one candidate to recommend to the Board of Trustees for approval.

At this time, Chancellor Malhotra recommends John Hoffman to be the President of Bemidji State University and Northwest Technical College.

RECOMMENDED COMMITTEE MOTION

The Workforce and Organizational Effectiveness Committee recommends that the Board of Trustees adopt the following motion.

RECOMMENDED BOARD MOTION

The Board of Trustees, upon the recommendation of Chancellor Malhotra, appoints John Hoffman as President of Bemidji State University / Northwest Technical College, with the anticipated effective date of July 1, 2022, subject to the completion of an employment agreement. The board authorizes the chancellor, in consultation with the chair of the board and chair of the Workforce and Organizational Effectiveness Committee, to negotiate and execute an employment agreement in accordance with the terms and conditions of the Minnesota State Colleges and Universities Personnel Plan for Administrators.

Date Presented to the Board of Trustees: 03/16/22

Date of Implementation: 07/01/22

John L. Hoffman, Ph.D.

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Crookston, MN 56716 | 218.281.8341 | jlhoff@crk.umn.edu

Curriculum Vitae

EDUCATION

DEGREES

Doctor of Philosophy in Educational Policy and Administration, Higher Education,
University of Minnesota, St. Paul, Minnesota

Master of Arts Degree in Educational Policy & Administration, Higher Education,
University of Minnesota, St. Paul, Minnesota

Bachelor of Science Degree in Secondary Education, Physics and Theology,
Bachelor of Arts Degree in Business Leadership,
Concordia University, Seward, Nebraska

EXECUTIVE TRAINING EXPERIENCES

Millennium Leadership Initiative Protégé, 2021-2022
American Association of State Colleges and Universities (AASCU)

Student Success Institute for Provosts, 2021-2022
American Association of State Colleges and Universities (AASCU)

PROFESSIONAL EXPERIENCE

UNIVERSITY OF MINNESOTA CROOKSTON

2018 – PRESENT

The University of Minnesota Crookston is one of the five campuses of the University of Minnesota System. UMN Crookston is a regional university with degree-seeking enrollment of 1,700 students and total enrollment of 2,800, approximately half of whom complete their degrees through online programs. In keeping with its land-grant mission, UMN Crookston serves the highest proportions of first-generation college students, students from low-income families, students from rural Minnesota, and non-traditional adult learners in the University of Minnesota System.

Acting Senior Vice Chancellor (2021 – 2023)

[Following the appointment of the UMN Crookston Chancellor as Acting Executive Chancellor with time split between the Crookston and Morris campuses of the University of Minnesota] Expanded leadership for campus-wide strategic planning; community, alumni, and donor relations; and representation of UMN Crookston within the UMN System and Northwest Minnesota. Advisory roles added for academic planning and efficiency and enrollment management collaborations with the University of Minnesota Morris campus.

Selected Accomplishments:

- Co-authored the University of Minnesota System-wide strategic enrollment management plan, which is the first goal of the new UMN System-wide strategic plan.
- Led UMN Crookston aspects of the University of Minnesota System-wide “Vax 2.0” plan addressing vaccination requirements, reporting, tracking, and educational initiatives.
- Facilitated the campus team and authored the report for the Fall 2021 HLC Focused Visit at UMN Crookston resulting in all 18 criteria and core components determined to be fully met with no areas of concern.

Vice Chancellor for Academic and Student Affairs (2018 – 2021)

Service as the senior academic officer and provide leadership and oversight for the division of student affairs, enrollment management, institutional effectiveness, student academic success and advising, the office of the registrar, the library, and international programs. Represent UMN Crookston on system-wide committees for academic affairs, strategic enrollment management, and academic services and resources. Tenured as a full professor in the University of Minnesota System.

Selected Accomplishments:

- Implemented new student success programs including the design, adoption, and launch of first-year seminar courses; the launch of a Student Success Center; enhanced diversity, equity, and belonging programs; and the introduction of comprehensive intrusive advising strategies. Over two years, results include reducing the first-year retention rate gap between BIPOC and white students from 19.7% (2012-2018) to 10.1% (2019-2021) and increased performance on two-thirds of core learning outcomes for all students and in all core outcomes for students of color.
- Overhauled enrollment management functions including implementing holistic test-optional admissions review, initiating data-informed recruitment practices, instigating financial aid leveraging, and launching an integrated "I Am (🇺🇸) Crookston" marketing campaign. Results to date include increased new student enrollment (pre-COVID); increased yield; reductions in summer melt; increased proportions of students of color, low-income students, and first-generation students; and increases in average H.S. GPAs. Efforts in 2018-2020 led to combining enrollment management functions at UMN Crookston and the University of Minnesota Morris in 2021 to enhance recruitment scale, scope, and reach.
- Restructured the Senior Administrative Leadership Team to involve senior academic leaders and administrators from student engagement and wellness, student success and advising, equity and inclusion, enrollment management, athletics, and institutional effectiveness. Changes resulted in increased cross-functional actions and greater attention to enacting strategic planning goals and priorities.
- Facilitated a comprehensive university reorganization in the first year resulting in a 2.4% reduction in operational expenses in order to achieve a balanced budget. Changes in course enrollment efficiencies resulted in a 9.4% reduction in adjunct and faculty overload costs, while increasing the proportion of courses taught by tenured and tenure-track faculty.
- Implemented succession planning for all faculty to anticipate retirements and hire new faculty to ensure sufficient tenure-line to lecturer and full-time to part-time ratios, thereby maintaining academic quality for students and productivity for faculty.
- Served as the UMN Crookston lead for two negotiated contracts with University Education Association (UEA) Crookston faculty.

CALIFORNIA STATE UNIVERSITY-FULLERTON, FULLERTON, CALIFORNIA

2008 – 2018

Cal State Fullerton aims to become a "model public comprehensive university, nationally recognized for exceptional programs that prepare a diverse student body for academic and professional success." With just over 40,000 students, it is the largest institution in the California State University System. The College of Education enrolls approximately 1,700 graduate and credential students who are served by more than 80 full-time faculty members. The Department of Educational Leadership consists of 13 full-time faculty who serve approximately 300 certificate, credential, masters-level, and doctoral students.

ADMINISTRATIVE ROLES

Chair, Department of Educational Leadership (2014 – 2018)

Provided leadership for a department of 10 tenured/tenure-track faculty, three full-time lectures, and 30 part-time instructors. Developed and monitored cost center, stateside, auxiliary, and foundation budgets in excess of \$3.5 million annually. Assessed instructors' strengths and scheduled and delegated teaching assignments accordingly. Represented the Department on a variety of College and University committees, as well as with outside entities engaged in a variety of partnerships.

Selected Accomplishments:

- Increased new student enrollment by 29% while also increasing the racial and ethnic diversity of students, reducing time to degree, increasing graduation rates, and maintaining no measurable achievement rate gaps by race or gender.
- Promoted faculty diversity in the Department, increasing the proportion of annual course units taught by faculty of color to 58%, from 40% since 2013.
- Increased Department-wide composite student "A" and "B" ratings of instruction to 92.1% in 2016-17 from 87.6% in 2012, the highest ratings in the history of the Department.
- Cultivated faculty members' scholarly pursuits, culminating in conducting 106 scholarly and professional conference presentations and publishing 40 refereed journal articles, twelve book chapters, two edited books, and more than \$5 million in funded grants.

Director, Doctor of Educational Leadership Program (2012 – 2018)

In addition to duties as department chair, provided leadership for the Doctor of Education Leadership Program.

Selected Accomplishments:

- Developed a four-year revenue-forecasting model, eliminated a \$300,000 annual budget shortfall, and achieve positive revenue projections with zero cuts to student services and while improving graduation and time-to-degree rates.
- Grew program enrollment to largest and most diverse in the California University system, with 50 new class members in 2016 and in 2017, 70% of whom were students of color. Since 2012, new student enrollment increased by 18.4% and the percentage of students of color rose to by 7.1% to 74.1%.

Acting Chair, Department of Educational Leadership (2013 - 2014)

Supervised full-time and part-time faculty, managed departmental budgets, and ensured substantive academic advisement for 250 graduate students.

Selected Accomplishments:

- Initiated a distributed leadership model, providing greater student focus and services and reducing costs, leading to the permanent appointment as Chair of the Department.

FACULTY ROLES

Associate Professor, Educational Leadership (2013 – 2018)

Provided instruction for advanced graduate courses. Oversaw and evaluated student progress and offered additional advisement when needed. Created course syllabi, compiled specialized materials for outside reading assignments, and utilized technology to enhance learning techniques. Maintained an aggressive scholarly agenda.

Selected Accomplishments:

- Secured a \$676,721 grant to fund an international cohort of the master's in higher education program serving 17 students from Shanghai, China.
- Achieved 96.1% "agree" and "strongly agree" ratings for student evaluations of individually taught courses.
- Published eight refereed journal articles and one scholarly book chapter in four years.
- Secured advancement to the rank of full professor on June 15, 2018 (effective August 20, 2018)

Assistant Professor, Educational Leadership (2008 - 2013)

Designed curricula, instructed courses, evaluated students, and updated learning management system for courses and programs. Maintained an aggressive scholarly agenda. Represented university at various conferences and served on various department, college, and university committees.

Selected Accomplishments:

- Co-created a new master's level student affairs preparation program including course development; leadership for all program assessment and evaluation efforts; coordination with the Division of Student Affairs and external partners for a graduate assistant program; and recruitment and admissions efforts.
- Co-created a new community college specialization for the Doctor of Educational Leadership program including course development; leadership for all program assessment, evaluation, and accreditation efforts.
- Achieved 91.6% "agree" and "strongly agree" ratings for student evaluations of individually taught courses.
- Published six refereed journal articles and one scholarly book chapter in five years.
- Earned peer reviews of "excellent" (highest possible ranking) in scholarship, teaching and service leading to early tenure and advancement in rank to associate professor.

CALIFORNIA STATE UNIVERSITY – LONG BEACH, LONG BEACH, CALIFORNIA

2004 - 2008

Cal State Long Beach is described as a, "...diverse, student-centered, globally-engaged public university committed to providing highly-valued undergraduate and graduate educational opportunities through superior teaching, research, creative activity, and service for the people of California and the world." The University enrolled approximately 37,000 students at the time of my employment. More than 1,500 undergraduate, graduate, and credential students were served by the College of Education, and the Educational Doctorate program was offered jointly with the University of California, Irvine.

Coordinator, M.S. in Counseling, Student Development in Higher Education (2006 – 2008)

Managed the student development in higher education (SDHE) concentration of the master's degree in counseling program.

Selected Accomplishments:

- Provided leadership for recruitment, outreach, and admissions processes for a competitive master's degree program, ensuring highly diverse cohorts.
- Revised the curriculum for the Management of Student Development in Higher Education course.

Lecturer (2004 – 2008)

Designed and delivered courses in leadership, management, policy, evaluation, and theory, for both master and doctoral programs.

Selected Accomplishments:

- Collaborated on the development of an independent Doctor of Education program and provided leadership for the development of the WASC Substantive Change proposal for the Ed.D. Program.
- Prepared and delivered 12 new course offerings over a three-year period and achieved above average teaching evaluations.

CONCORDIA UNIVERSITY, IRVINE, CALIFORNIA

1998 - 2004

Concordia University, Irvine is a private, faith-based liberal arts university affiliated with the Lutheran Church—Missouri Synod. During my tenure at CUI, enrollment nearly doubled from just under 1,000 to nearly 2,000 undergraduate and graduate students. More than 80% of undergraduate students lived on-campus or in college-provided housing near the campus.

Assistant to the Provost (2003 – 2004)

Provided leadership for program development and evaluation efforts and undergraduate research programming.

Selected Accomplishments:

- Oversaw the development of a business plan for the new Master of Arts in Coaching program.

- Coordinated five major policy revisions, including academic integrity, sabbatical leaves, and use of standardized tests in the admissions process.
- Spearheaded creation of a new University website featuring student comments and success data, leading to a 29% increase in website hits.

Dean of Students (1998 - 2003)

Supervised Student Affairs staff including Directors for Departments of Residence Life, Intercultural Relations, Leadership Development, Student Activities and Orientation, Counseling Services, and Health Services. Led departmental planning and assessment efforts. Researched, prepared, and monitored budgets. Served as Senior Student Conduct Officer.

Selected Accomplishments:

- Led strategic student success efforts that resulted in increased overall retention rates, closing the retention gap between white students and students of color from 12% to 1%, and increased the retention rate for Latinx students by 12%.
- Improved satisfaction with student affairs functions for all students including a 3% improvement overall, a 12% increase for satisfaction with conduct procedures, and an 8% increase for student voice in policies.
- Significantly improved satisfaction for students of color as demonstrated by measured increases of 5% overall, 20% for student voice in policies, 15% for cultural programs, and 14% for residence life.
- When I arrived at Concordia, only one member of my staff was a person of color and only two had earned master's degrees. After 5 years as Dean of Students, five of the nine direct reports on my staff were persons of color, five had earned master's degrees, and one had completed their doctorate.
- Developed a department-wide formula budget, detailing needs during a period of rapid enrollment growth (30% increase in total enrollment and 45% increase in housing demand).
- Collaborated with faculty and students to revise sexual assault and harassment policies and implemented comprehensive prevention, intervention, and response programs.
- Revised disciplinary sanctioning practices resulting in a 26% decrease in total violations, a 15% decrease in the number of repeat offenders, and an 18% increase in student self-reported satisfaction with the disciplinary system.

CONCORDIA UNIVERSITY, ST. PAUL, MINNESOTA

1995 - 1998

Concordia University, St. Paul is a private faith-based liberal arts university affiliated with the Lutheran Church—Missouri Synod located in the urban "Lexington-Hamline" neighborhood of the Twin Cities. At the time of my employment, the enrollment of almost 2,000 students was divided between undergraduate students living on-campus, undergraduates living off-campus, and degree-completion and graduate students.

Interim Dean of Student Affairs (1997 – 1998)

Reporting to the President, served as the Senior Student Affairs Officer overseeing Residence Life, Student Conduct, Student Government, the Student Union, and Multicultural Services.

Selected Accomplishments:

- Designed, created and wrote grants to support the Student of Color Mentor Program, 100% of student mentors involved over three years were retained, and they and helped increase student of color retention to 71% from 57%.
- Served as Senior Student Conduct Officer, revising disciplinary sanctioning practices resulting in 56% decrease in violations (spans time as Assistant to the Vice President for Student Affairs).
- Coordinated efforts to transition from college to university, including departmental reorganization, moving from academic quarter to semesters and from NAIA Division III to NCAA II standing.

Assistant to Vice President of Student Affairs and Residence Hall Director (1995 – 1997)

Assisted the Vice President in a variety of duties related to the supervision of Residence Life, Student Union, Student Government, Athletics, Multicultural Services, and Academic Support Services. Served as the senior conduct officer and sole Residence Hall Director for the campus. Provided oversight of the campus-based food pantry serving students and the local community.

Selected Accomplishments:

- Implemented the campus's first residence hall director program serving as the sole RD for five residence halls housing approximately 750 students supported by 22 resident assistants.
- Chaired President's Task Force for Diversity and the Vice President's Task Force to Restructure the Department of Student Affairs, leading to the implementation of a student of color mentor program.

CONCORDIA UNIVERSITY, SEWARD, NEBRASKA

1994 - 1995

Concordia University, Nebraska (formerly Concordia University, Seward) is a private, faith-based liberal arts university affiliated with the Lutheran Church—Missouri Synod and located in the rural college town of Seward, Nebraska. At the time of my employment, Concordia enrolled approximately 1,400 students.

Major Gifts Officer

Actively fostered relationships with alumni, key individuals, corporate and community organizations to enhance business development. Created marketing programs and spent 80% of my time identifying and soliciting new donors and 20% engaged in strategic planning.

Selected Accomplishments:

- Secured more than \$100,000 in new donor gifts.
- Cultivated a relationship with a key leader from the state's largest newspaper, who later served multiple terms on Concordia's Board of Regents.

SCHOLARLY JOURNAL ARTICLES & BOOK CHAPTERS

1. Hoffman, J. L., & Ortiz, A. (2021). Supervision in the field of student affairs. *Leadership Exchange: Solutions for Student Affairs Management*, 19(3), 24-31.
2. Osteen, L., Hoffman, J. L., & Eanes, B. E. (2021). Designing experiences focused on the professional competency areas (pp. 27-54). In D. M. DeSawal, F. Ross, III, & Associates (Eds.), *Supervised practice: Connecting professional competency areas to professional development in student affairs*. Washington, DC: NASPA.
3. Hoffman, J. L., & Hernández, S. (2020). Institutional types, roles, and public good: Organizational structure. In J. P. Freeman, C. L. Keller, & R. L. Cambiano (Eds.), *Higher education response to exponential societal shifts* (pp. 1-22). Hershey, PA: IGI Global.
4. Hoffman, J. L., & Vorhies, C. (2017). Leadership 2.0: The impact of technology on leadership development. *New Directions in Student Leadership*, 153, 21-33. doi: 10.1002/yd.20227
5. Soltani, P., Gutierrez Keeton, R., & Hoffman, J. L. (2017). Non-cognitive variables and student learning in Extended Opportunity Programs and Services. *Community College Journal of Research and Practice*, 41(7), 405-421. doi: 10.1080/10668926.2016.1194238
6. Abu-Ghazaleh, N., & Hoffman, J. L. (2016). Interaction effects of campus racial composition and student racial identification. *Community College Journal of Research and Practice*, 48(8), 656-667. doi: 10.1080/10668926.2015.1090358
7. Bell, D., Hackett, C. D., & Hoffman, J. L. (2016). Student satisfaction and success in a low-income community college environment. *Journal of Applied Research in Community Colleges*, 23(1), 1-16.

8. Coria, E., & Hoffman, J. L. (2016). Financial aid tipping points: An analysis of aid and academic achievement at a California community college. *Community College Journal of Research and Practice*, 40(2), 160-170. doi: 10.1080/10668926.2014.993441
9. Kirtman, L., Bowers, E., & Hoffman, J.L. (2016). Engaged scholarship: (Re)focusing on our mission. *Metropolitan Universities*, 27(2), 36-49. doi: 10.18060/21125
10. Rabitoy, E. R., Hoffman, J. L., & Person, D. R. (2015). Supplemental instruction: The effect of demographic and academic preparation variables on community college student academic achievement in STEM-related fields. *Journal of Hispanic Higher Education*, 14(3), 240-255. doi: 10.1177/1538192714568808
11. Bresciani, M. J., Hoffman, J. L., Baker, J., & Barnes, J. (2014). Looking ahead: Moving toward a more holistic approach to assessment. In M. Moore-Gardner, K.A. Kline, & M.J. Bresciani (Eds.) *Assessing student learning in community college student support and academic services: Tools and strategies straight from the practitioners* (pp. 154-174). Sterling, VA: Stylus.
12. Person, D. R., Garcia, Y., Fujimoto, E., Nguyen, K., Saunders, K., & Hoffman, J. L. (2014). Increasing educational attainment and aspiration in an underserved community. *The Urban Review*, 46(3), 493-506. doi: 10.1007/s11256-014-0282-9
13. Rabitoy, E. R., Hoffman, J. L., & Person, D. R. (2012). Supplemental instruction on a community college campus: The effect of demographic and environment variables on academic achievement. *Journal of Applied Research in the Community College*, 20(1), 6-16.
14. Hoffman, J. L., & Bresciani, M. J. (2012). Identifying what student affairs professionals value: An analysis of professional competencies listed in job descriptions. *Research and Practice in Assessment*, 7(1), 26-40.
15. Dickerson, A. M., Hoffman, J. L., Anan, B. P., Brown, K. F., Vong, L. K., Bresciani, M. J., Monzon, R., & Hickmott, J. (2011). A comparison of senior student affairs officers and student affairs preparatory faculty expectations of entry-level professionals' competencies. *The Journal of Student Affairs Research and Practice*, 48(4), 463-479. doi: 10.2202/1949-6605.627
16. Hoffman, J. L., & Bresciani, M. J. (2010). Assessment work: Examining the prevalence and nature of learning assessment competencies and skills in student affairs job postings. *The Journal of Student Affairs Research and Practice*, 47(4), 495-512. doi: 10.2202/1949-6605.6082
17. Hoffman, J. L. (2010). An organization's search for meaning: A humanistic existential theory of organizational meaning and voice. *The Journal of Psychological Issues in Organizational Culture*, 1(2), 40-63. doi: 10.1002/jpoc.20019
18. Hoffman, L., Hoffman, J. L., Hoffman, J. L. S., & Cleare-Hoffman, H. P. (2010). Culture, religion, and spirituality: How spirituality saved religion. In J. H. Ellens (Ed.), *The healing power of religion: How faith helps humans thrive* (Vol. 2; pp. 191-206). Santa Barbara, CA: Praeger.
19. Hoffman, L., Hoffman, J. L., Dillard, K., Clark, J., Acoba, R., Williams, F., & Jones, T. T. (2008). Diversity and the God Image: Examining cultural difference in the experience of God for a college-age population. *The Journal of Psychology and Theology*, 36(1), 26-41.
20. Hoffman, J. L., & Lowitzki, K. (2005). Predicting college success with high school grades and test scores: Limitations for minority students. *The Review of Higher Education*, 28(4), 455-474. doi: 10.1353/rhe.2005.0042
21. Hoffman, J. L. (2005). Getting involved: A typology of student involvement at a Christian university. *Growth, the Journal of the Association for Christians in Student Development*, 5(5), 16-28.
22. Hoffman, J. L. (2002). The impact of student cocurricular involvement on student success: Racial and religious differences. *The Journal of College Student Development*, 43(5), 712-739.

PROFESSIONAL CONFERENCE PAPERS & PRESENTATIONS (PEER-REVIEWED, 2016 - 2021)

1. Brown, L. C., Wemimo, A., Goel, S., Hoffman, J. L. (2020, July). *Teaching financial wellness rooted in African tradition and data*. NASPA Virtual Conference on Student Success in Higher Education.
2. Hoffman, J. L. S., & Hoffman, J. L. (2019, November). *Sculpting race: An interactive approach for using racial identity theory in training*. Presentation at the NASPA IV-East Annual Conference, Des Moines, IA.
3. Hoffman, J. L., Henning, G., Bayless, L., Rice, A., & Shea, H. (2018, March). *Using CAS for evaluating program effectiveness and enhancing student learning*. Presentation at the Annual Meeting of NASPA: Student Affairs Administrators in Higher Education, Philadelphia, PA.
4. Nguyen, J., Gutierrez Keeton, R., & Hoffman, J. L. (2017, November). *Leaving so soon? Attrition of Asian Pacific Islander entry-level student affairs professionals*. Presentation at the Annual NASPA: Student Affairs Administrators in Higher Education Region V-VI Conference, Seattle, WA.
5. Nguyen, J., & Hoffman, J. L. (2016, March). *Attrition of Asian Pacific Islander entry-level student affairs professionals*. Presentation at the Annual Meeting of NASPA: Student Affairs Administrators in Higher Education, Indianapolis, IN.
6. Person, D. R., Garcia, Y., Ayala, C., Ibarra, C., & Hoffman, J. L. (2016, March). *A peer mentorship nursing program to support undergraduate student success*. Presentation at the Annual Meeting of NASPA: Student Affairs Administrators in Higher Education, Indianapolis, IN.
7. Person, D. R., Garcia, Y., Alexander, T., Porron, L., & Hoffman, J. L. (2016, March). *Methods of promoting success of male students of color in post-secondary education*. Presentation at the Annual Meeting of NASPA: Student Affairs Administrators in Higher Education, Indianapolis, IN.
8. Abu-Ghazaleh, N., & Hoffman, J. L. (2015, April). *How the interaction of students' racial identification and community college racial composition affect students' engagement and persistence: A correlational inferential study*. Scholarly research paper presented at the Annual Meeting of the Council for the Study of Community Colleges, Fort Worth, TX.

PROFESSIONAL CONSULTATIONS AND PROGRAM REVIEWS

1. Hoffman, J. L. S., & Hoffman, J. L. (2017, November). *Professional development for just, equitable, and inclusive student affairs practice: Digging deeper into healing, collaboration, and advocacy*. Full-day professional development consultation. Occidental College, Los Angeles, CA
2. Hoffman, J. L. S., & Hoffman, J. L. (2016, January). *Professional development for just, equitable, and inclusive student affairs practice*. Full-day professional development consultation. Occidental College, Los Angeles, CA.
3. Hoffman, J. L., & King, T. (2014, January). *GEAR UP leadership evaluation report: Preliminary report*. Unpublished program evaluation report. Center for Research in Educational Access and Leadership, California State University, Fullerton, CA.
4. Hoffman, J. L., & Perez, E. (2012, December). *GEAR UP leadership evaluation report: Midpoint evaluation*. Unpublished program evaluation report. Center for Research in Educational Access and Leadership, California State University, Fullerton, CA.
5. Mitchell, P., & Hoffman, J. L. (2012, October). *California State University, Fresno: WASC Special Visit*. Special Visit for the 5 Year Review of the Doctor of Education Program.
6. Person, D. R., Tran, N., Hoffman, J. L., & Associates. (2012, April). *Capacity building in higher education research for Vietnam National University-Ho Chi Minh City*. Professional development training for VNU faculty and administrators, California State University, Fullerton, CA.
7. Hoffman, J. L. (2010, November). *GEAR UP leadership evaluation report: Preliminary report*. Unpublished program evaluation report. Center for Research in Educational Access and Leadership, California State University, Fullerton, CA.

8. Hoffman, J. L. (2010, October). *Honolulu Community College: Division of Student Affairs – Site-Based Professional Development Consultant* [Academic Impressions].
9. Hoffman, J. L., & Williams, H. B. (2009, May). *Pepperdine University: Program review report for the office of intercultural affairs*. Center for Research in Educational Access and Leadership (C-REAL), California State University, Fullerton, CA.
10. Hoffman, J. L. (2009). *Kapi'olani Community College: Division of Student Affairs – Site-Based Professional Development Consultant* [Academic Impressions].

ADDITIONAL PROFESSIONAL CONFERENCE AND SPEAKING PRESENTATIONS (2016 – 2021)

1. Hoffman, J. L., & Varma, K. (2021, April). *Strategies for recruiting diverse faculty*. "Talking Heads" Academic Leadership Development Series. University of Minnesota System—Faculty and Academic Affairs, Minneapolis, MN.
2. Hoffman, J. L. (2020, August). *An organizational perspective: View on equity, inclusion, and belonging at UMN Crookston*. Presentation to the University of Minnesota System Diversity Community of Practice, Minneapolis, MN.
3. Hoffman, J. L. (2019, November). *Using the NASPA-ACPA professional competencies to launch and sustain your career as a student affairs educator*. Presentation for the New Professional Institute of the NASPA Region IV-West Professional Conference, Fargo, ND.
4. Goh, M., Garrick, S., Schweiger, F., Kaveh, M., Lanyon, S., Hoffman, J. L., Jenkins, G., Forbes, V., Quam, J., Ericksen, J., Bellas, A., & Lindstrom, D. (2019, April). Dean's panel discussion. Panelist for a presentation at the Keeping Our Faculty Symposium, University of Minnesota, Minneapolis, MN.
5. Hoffman, J. L. (2019, March). *Knowledge communities and the professional competencies*. Presentation at the annual meeting of NASPA: Student Affairs Administrators in Higher Education, Los Angeles, CA.
6. Hoffman, J. L. (2018, June). *The professionalization of student affairs educational practice in community colleges: A synthesis of selected research and implications for practice*. Invited presentation at the inaugural Community College Studies Conference, University of California Los Angeles, Los Angeles, CA.
7. Lowry, K. M., & Hoffman, J. L. (2018, March). *Navigating the community college experience: Issues, trends, and best practices*. [Panelist] Annual meeting of NASPA: Student Affairs Administrators in Higher Education, Philadelphia, PA.
8. Hoffman, J. L., & Pendakur, V. (2018, March). *Contested issues debate: NASPA 2018: Should campuses regulate free speech?* Presentation at the Annual meeting of NASPA: Student Affairs Administrators in Higher Education, Philadelphia, PA.
9. Hoffman, J. L., & Hoffman, J. L. S. (2018, February). *The journey that transforms us: An interactive approach to understanding racial identity development*. Student Congress on Racial Reconciliation (SCORR), Biola University, La Mirada, CA.
10. Hoffman, J. L., Peña, D., Soltani, P., & Thomas, J. (2017, October). *The role of research and assessment in student affairs practice*. Presentation at the Western Regional Careers in Student Affairs Day Conference. University of California, Irvine, CA.
11. Hoffman, J. L., & Hoffman, J. L. S. (2017, October). *Sculpting race: Examining the developmental side of student race relations in higher education*. Presentation at the Western Regional Careers in Student Affairs Day Conference. University of California, Irvine, CA.
12. Hoffman, J. L., Bhattar, R., Jenkins, K., & Zeb, A. (2017, May). *When religious, secular, and spiritual identities converge: Putting dialogue into practice*. Plenary presentation at the NASPA Religious, Secular, and Spiritual Identities Convergence. UCLA, Los Angeles, CA.
13. Hoffman, J. L. (2017, January). *Skilling building: Accountability, assessment, and appreciative inquiry*. NASPA Community College Division Symposium. Mt. San Antonio College, Walnut, CA.
14. Mink Salas, K., Person, D. R., Hoffman, J. L., & Bergerson, A. (2016, November). *Publishing panel*. NASPA Western Regional Conference Research Institute. Seattle, WA.

15. Hoffman, J. L. (2016, November). *Research applications roundtable*. NASPA Western Regional Conference Research Institute. Seattle, WA.
16. Hoffman, J. L. (2016, October). *The ACPA and NASPA professional competency areas: Applications for practice*. Series of presentation for the NASPA Hawai'i Careers in Student Affairs event. University of Hawai'i Manoa, Honolulu, HI.
17. Hoffman, J. L. S., & Hoffman, J. L. (2016, October). *Sculpting race: Identity, intersection, and social justice*. Presentation for the NASPA Hawai'i Careers in Student Affairs event. University of Hawai'i Manoa, Honolulu, HI.
18. McLean, C., Lowry, K., Hoffman, J. L., Olivares-Urueta, M., Carter, P., & Ramos, L. (2016, September). *Finding the right shot: Exploring careers in student affairs*. Webinar presentation for NASPA's Careers in Student Affairs Month.
19. Hoffman, J. L. S., & Hoffman, J. L. (2016, September). *Sculpting race: Identity, intersection, and social justice*. Keynote address at the University of California Los Angeles Student Staff Social Justice Training Institute, Los Angeles, CA.
20. Lohman, L., Hoffman, J. L., & Brew, L. (2016, August). *Balancing your chair roles: Leading and managing*. Presentation at the California State University Department Chair Leadership Institution, Fullerton, CA.
21. Lohman, L., Hoffman, J. L., & Brew, L. (2016, August). *Department vision and department goals*. Presentation at the California State University Department Chair Leadership Institution, Fullerton, CA.
22. Meyer, S., Loffredo, V., Hoffman, J. L., Kenney, K., Meents-DeCaigny, E., & Gordon, S. (2016, March). *ACPA/NASPA professional competencies for student affairs educators update*. Presentation at the Annual Meeting of NASPA: Student Affairs Administrators in Higher Education, Indianapolis, IN.
23. Hoffman, J. L., Montagno, M., Naiman, G., Schneider, F., & Victa, D. (2016, January). *Engaging White students in social justice and multicultural education*. Webinar presentation for the California Council of Cultural Centers in Higher Education (CaCCCHE).

HONORS/AWARDS/RECOGNITION

Distinguished Alumni Award, College of Education and Human Development, University of Minnesota, Twin Cities (November, 2019)

Pillar of the Profession, NASPA (March, 2017)

Diversity, Equity, and Inclusion Award for the Doctor of Educational Leadership Program, California State University, Fullerton (October, 2016)

Sandra Kuchler Excellence in Mentoring Award, NASPA Region VI (November, 2012)

Whittier Volunteer of the Year, City of Whittier Social Services Commission (November, 2010)

Individual Diversity Award, Diversity and Affirmative Action Committee, Western Association of College and University Housing Officers (WACUHO), 2001

SELECTED ACADEMIC SERVICE

SYSTEM-WIDE COMMITTEES

- System Enrollment Council, University of Minnesota (2018 – Present)
 - Vice Chair/Chair-Elect (2021 – 2022)
- Advisory Committee for the University of Minnesota Diversity, Equity, and Inclusion System-wide Review (2021-2022)
- Diversity Community of Practice, University of Minnesota, (2020 – Present)
- Academic and Student Affairs COVID-19 Response Committee, University of Minnesota, (2020 – Present)
- "Sunrise" College and Campus Reopening Committee, University of Minnesota, (2020 – Present)
- System Enrollment Council, University of Minnesota (2018 – Present)

- Search Committee for the Vice Chancellor for Academic Affairs and Dean of Faculty, University of Minnesota Morris (2019)

UNIVERSITY COMMITTEES

- University Graduate Education Committee, California State University, Fullerton (2015 – 2018)
 - Chair, University Graduate Education Committee (Spring, 2018)
- University Constitution Committee, California State University, Fullerton (2016 – 2018)
- Faculty Hearings Panel, California State University, Fullerton (Fall, 2015)
- All University Responsibility for Teacher Education Committee (AURTEC) , California State University, Fullerton (2013 – 2018)
- Search Committee for the Director of Internal Audit, California State University, Fullerton (2013 – 2014)
- Substantive Change Committee for the Development of the Educational Doctorate, California State University, Long Beach (2007 – 2008)

COLLEGE COMMITTEES

- College of Education Task Force on Faculty Roles and Responsibilities (2011 – 2018)
- College of Education Leadership Council (2013 – 2018)
- College of Education Advisory Board (2013 – 2018)
- Search Committee for the Director of the Center for Careers in Education (2016)
- College of Education Task Force on International Partnerships (2011 – 2012)

DEPARTMENT COMMITTEES AND SERVICE

- Steering Committee for the Doctor of Educational Leadership Program (2010 – 2018)
- Executive Board for the Doctor of Educational Leadership Program (2012 – 2018)
- Faculty Search Committees (2009-2010, 2010-2011, 2011-2012, 2015)
- Department “Co-Lead” under an external interim department chair (2011 – 2012)

PROFESSIONAL SERVICE HIGHLIGHTS

NASPA: STUDENT AFFAIRS ADMINISTRATORS IN HIGHER EDUCATION

- Mentor for participants in the SERVE Academy, an executive development program for mid-to-senior level professions representing the diversity of NASPA’s membership (2018 – 2021)
- Faculty, NASPA IV-West New Professionals Institute (2019)
- Member of the NASPA Board of Directors: Director, Professional Standards Division (2017 – 2019)
- Member of the National Professional Standards Division Board: Region VI Representative (2012 – 2017)
- Member of the ACPA-NASPA Joint Task Force to Review Professional Competencies (2014 – 2015)
- Member of the Region V-VI Conference Planning Committee: Chair of the Mid-Level Professionals Institute (2012)
- Faculty Liaison to the Southern California Executive Committee, NASPA Region VI (2011 – 2012)
- Member of the Region V-VI Conference Planning Committee: Co-Chair, Region V-VI Dorothy Keller New Professional & Graduate Student Institute (2009)
- Excellence Awards Committee: International, Multicultural, Cultural, LGBTQ, Spirituality, Disability, and Related Awards (2009 – 2010)
- Contributing Editor, *NetResults*, the Academy for Leadership and Executive Effectiveness (1999 – 2000)

CAS: COUNCIL FOR THE ADVANCEMENT OF STANDARDS IN HIGHER EDUCATION

- Representative, Council of Representatives (representing NASPA) (2017-2019)
- Financial Advisory Committee (2017-2019)
- Working Group for Integrating the CAS Standards in Student Affairs Preparation Programs (2018)

JOURNAL OF RESEARCH AND PRACTICE IN ASSESSMENT

- Member of the Editorial Board (2012 – 2013)

WESTERN REGIONAL CAREERS IN STUDENT AFFAIRS CONFERENCE

- Member of the Advisory Board (2007 – 2018)

ASERVIC: ASSOCIATION FOR SPIRITUAL, ETHICAL, AND RELIGIOUS VALUE ISSUES IN COUNSELING

- Member of the National Board of Directors (1999 – 2000)
- Executive Committee Chair for Strategic Planning & Policy (1999 – 2000)

OTHER PROFESSIONAL ORGANIZATION MEMBERSHIPS

- ACPA: College Student Educators International (1999 – Present, intermittent)
- ASHE: Association for the Study of Higher Education (2002 – Present, intermittent)
- CSCC: Council for the Study of Community Colleges (2011 – 2018)

RELATED COMMUNITY SERVICE

FRANKLIN UNIVERSITY ED.D. PROGRAM ADVISORY BOARD

- Member of the Advisory Board (2019 – 2022)

AZUSA PACIFIC UNIVERSITY, ADVISORY BOARD, COLLEGE COUNSELING & STUDENT DEVELOPMENT

- Member, Advisory Board (2008 – 2013)

INTERCOMMUNITY COUNSELING CENTER, WHITTIER, CA

- President, Board of Directors (2009 – 2011)
- Vice President, Board of Directors (2007 – 2008)
- Chair, Fund-Raising Committee (2007 – 2009)
- Member, Board of Directors (2006 – 2011)

PREPARING FOR A DEGREE, GARDEN GROVE

- Member, Board of Directors (2008 – 2012)

ST. ANDREW LUTHERAN CHURCH, WHITTIER, CA

- Treasurer (2014 – 2015)
- Senior Pastor Search Committee (2013 – 2014)
- Co-Chair, Senior Pastor Search Committee (2007 – 2008)

SCHOOLSFIRST CREDIT UNION

- Member, President's Forum (2013 – 2017)