

# DR. BRYAN NEWTON

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## EDUCATION

### **Doctor of Philosophy in Education and Human Resources Studies (2019)**

COLORADO STATE UNIVERSITY – Fort Collins, Colorado

*Dissertation: An Exploration of the Lived Experiences of Senior-Level Community College Followers in the Co-Creation of the Leadership Process.*

### **Juris Doctor (1994)**

THE OHIO STATE UNIVERSITY COLLEGE OF LAW – Columbus, Ohio

### **Bachelor of Arts in History (1991)**

SOUTHERN ILLINOIS UNIVERSITY AT EDWARDSVILLE – Edwardsville, Illinois

## PROFESSIONAL EXPERIENCE

WOR-WIC COMMUNITY COLLEGE

2015 TO PRESENT

### ***VICE PRESIDENT FOR ENROLLMENT MANAGEMENT AND STUDENT SERVICES***

Wor-Wic Community College, located in Salisbury, Maryland is a two-year, comprehensive community college offering both credit and non-credit offerings. More than 3,600 credit students and 3,000 non-credit students attend the college annually. Responsible for the enrollment, student services, marketing, communications, and child development center functions of the college, as well as leadership in strategic planning, budgeting and governance.

#### ***Significant Accomplishments:***

- Led vision, mission, and strategic planning sessions and participated in all campus leadership decisions. Created strategic priorities for the campus that included enrollment, student success, diversity, and institutional effectiveness.
- Responsible, along with my colleagues, for the budget of the institution which exceeds \$32 million in FY 2024. Supervised a division totaling 68 people.
- Led the strategic creation of an enrollment management process that aligned with the Guided Pathways philosophy. The process includes career assessment, enrollment coaching, advising and orientation and its goal is to prepare students to be ready to learn on the first day of class.
- Developed a plan and process for creating an inaugural Academic Advising Center and centralizing academic advising across campus. The plan and process were aligned with our Guided Pathways philosophy and funded through the implementation of a \$1.9 million Title III Strengthening Institutions grant.
- Wrote for and implemented over \$10 million in federal and state grants including TRIO Student Support Services, Veterans Upward Bound, Title III Strengthening Institutions, Child Care Access Means Parents in School (CCAMPIS), Maryland State Department of

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Education 21<sup>st</sup> Century Community Learning Centers, and Maryland State Department of Education Pre-Kindergarten Expansion.

- Designed and implemented the college's first free community college program and implemented the \$15 million Maryland Community College Promise Scholarship.
- Created the college's first Wor-Wic Leadership Development Institute designed to take mid-level professionals and cultivate and equip them with the skills to reach their maximum potential and career goals.
- Served on the Middle States Commission on Higher Education Steering Committee as well as the Governance, Leadership, and Administration work group.
- Led the college's website redevelopment and redesign committee to create a new, modern website that focuses on potential students and the community. Wrote most of the college's website copy, and responsible for governance and maintaining quality.
- Introduced the student services division to several technology changes including document imaging, online transcripts, content relationship management for both recruitment and student success, student texting, line queuing and online new student orientation. Worked with the information technology department and the campus to successfully launch each product.
- Wrote the inaugural Second Chance Pell grant to the U.S. Department of Education and was one of 67 colleges and universities to receive the grant. The first class graduated in 2019.
- Led the college's inaugural Food for Students initiative and created the first food pantry and community garden. The endowment campaign raised more than \$100,000 to support an effort to end food insecurity among our students.
- Developed the college's Title IX policy and procedure after new regulations were implemented in 2020.
- Facilitated the hiring of the college's first Director of Early College initiatives. The college has grown its dual enrollment program by more than 50% since 2015.

AIKEN TECHNICAL COLLEGE

2011 TO 2015

## ***Vice President, Enrollment Management & Student Experience***

Aiken Technical College located in Aiken, South Carolina is a two-year community college offering both credit and non-credit offerings. In 2015 the college had a credit enrollment of 2,359. Became Vice President in April 2014 as part of a reorganization bringing together all the college's enrollment and student services as well as institutional responsibility for marketing and public relations.

### ***Significant Accomplishments:***

- Introduced Completion by Design's Student Experience as a conceptual framework for a new division and the campus. The Student Experience focuses on providing high-quality interactions from the time a student makes a connection with the college until they have completed their educational objective.
- Led reorganization of new division combining functional areas from three college divisions. Successful reorganization resulted in higher quality student experiences,

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greater efficiency in intake and financial aid services, and a reduction in college expenses.

- Developed a comprehensive marketing and enrollment management plan. The plan identified five target markets for the college, created substantial goals and objectives to achieve enrollment growth, established plans for quality enhancement in intake and student services, and focused on engagement strategies to retain students.
- Guided the creation and implementation of the college's *Within Reach Initiative*, a partnership with the Aiken County Public School District. *Within Reach* was a comprehensive engagement strategy to increase educational attainment in Aiken County. The initiative included increased engagement with Aiken County's middle and high schools, with substantial partnership activities designed to raise awareness of the need for a college education and to highlight the connection between college completion and economic growth and development.
- Facilitated design of a new student leadership model that increased engagement activities, redesigned student leadership structure and responsibilities, and made optimum use of limited college resources.

## ***Associate Vice President of Marketing & Enrollment Management***

Reporting to the President, led the planning, program development, budget oversight, data analysis, and institutional coordination of Aiken Technical College's enrollment and marketing offices. Responsible for leadership of the following functional areas: admissions and records, academic advising, enrollment management, intake services, marketing and communications, orientation, public relations, recruitment, and transfer services.

### ***Significant Accomplishments:***

- Served as the college's first Associate Vice President for Marketing & Enrollment Management. Created new college division from the ground up establishing vision, goals, budget, and annual planning for the Marketing & Enrollment Management division. Brought together functional areas from existing divisions into a new organizational structure and developed a new enrollment management culture focused on student service excellence.
- Led the creation and implementation of the college's first one-stop Enrollment Services Center. Chaired campus-wide Student Intake Task Force to recommend changes to the campus enrollment services model, review and revise all enrollment communications, and recommend changes to intake policies and procedures. Developed new organizational structure, position descriptions, communications, and processes.
- Implemented technological enhancements to improve service delivery and increase student satisfaction. Researched, proposed, and implemented workflow technology to improve speed of service, document imaging to assure the integrity of student records and to provide efficiency in records handling, and an electronic transcript solution to send and receive transcripts in an online environment improving transcript delivery for students and alumni.
- Successfully transitioned all academic advising into a new enrollment services model. Created new enrollment advisor positions to serve as front-line academic advisors and enrollment specialists for prospective students and new students taking transitional coursework. Responsible for administration and development of all academic advising for the college.

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- Developed all video, publications, materials, and marketing strategies for the ATC Foundation's successful *Putting Knowledge to Work* capital campaign. In-house creation of strategies and materials saved more than \$50,000 in consultant and marketing fees. Campaign raised more than \$2 million to support construction of a new Center for Energy and Advanced Manufacturing.

SELF-EMPLOYED

2010 to 2011

## ***Higher Education Consultant***

Worked part-time while engaged in doctoral course work as a higher education consultant for Ivy Tech Community College's Central Administration. Projects included training of executive staff, research and reorganization proposals regarding statewide international admissions and retention efforts, and drafting of policies and procedures.

IVY TECH COMMUNITY COLLEGE – CENTRAL ADMINISTRATION

2008 to 2010

## ***Assistant Vice Provost, Admissions & Enrollment Management***

Ivy Tech Community College with its headquarters in Indianapolis, IN is a statewide, singly accredited, two-year community college with 14 regions and 23 campuses. Ivy Tech's 2015 enrollment was 185,000 students in both credit and non-credit programs. Appointed to position in the Office of the Provost in 2008 after a national search process. Responsible for student recruitment and admissions processes, strategic enrollment management, international programs, and new student orientation.

### ***Significant Accomplishments:***

- Created and changed admission processes that reduced barriers to enrollment, particularly creation of a guest student policy and elimination of high school transcript requirements.
- Assisted with implementation of a statewide Call Fulfillment Center to fulfill all inquiries and answer questions during the admissions process. Success of the Center led to its extension in assisting current students with issues regarding registration, financial aid, and other areas of the college.
- Led international admissions and programming in reforms of international student policies and implemented statewide training program for Designated School Officials.
- Created J-1 Student and Faculty Exchange Proposal and gained approval from U.S. Department of State for statewide program.
- Project manager for statewide Good to Great Student Affairs Summit, a new annual event designed to allow Ivy Tech student affairs leaders to discuss and find solutions to critical issues. Summit featured national student affairs experts.

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IVY TECH COMMUNITY COLLEGE – BLOOMINGTON

2001 to 2008

## *Vice Chancellor for Student Affairs*

Ivy Tech Community College – Bloomington, located in Bloomington, IN, is a two-year comprehensive community college offering credit and non-credit offerings. In 2015 the college had credit enrollment of 5,623. Responsible for the enrollment and student services functions of the college, as well as marketing/public relations and civic engagement/service learning (Note: Position retitled from Dean of Student Affairs with no change in responsibility in 2006).

### *Significant Accomplishments:*

- Instituted multiple semester registration system, allowing students to plan their education several semesters in advance. New system resulted in the ability to make accurate enrollment projections, and more efficiently utilized human and financial resources dedicated to enrollment.
- Designed and implemented process improvements that resulted in significant decreases in student wait times for advising and registration.
- Created region's first Enrollment Services area that coupled traditional enrollment functions with marketing. The entrepreneurial merger of these areas led to increased enrollment growth and a refinement of the region's message to its target markets.
- Increased minority enrollment and minority involvement in campus activities, and established first diversity officer for the Bloomington campus.
- Led campus to become the third fastest growing community college in the country among colleges its size as determined by the publication *Community College Week*.
- Created new student life and student organization guidelines, introduced a new model for the student government association incorporating a campus activities board and student senate, and guided student organizations to adopt stricter financial management procedures.
- Served as a statewide student grievance coordinator for the Ivy Tech system, successfully coordinating multiple grievances involving alleged student misconduct.
- Created the region's Center for Civic Engagement, the first of its kind for two-year institutions in the state of Indiana, and produced multiple events and activities to develop a service-oriented environment for students, faculty, and staff.
- Produced the O'Bannon Institute for Community Service, an annual two-day event recognized throughout the state as a premier civic engagement activity. Senators, governors, journalists, and other notable figures have been featured at the Institute.
- Chaired committee of administration and faculty responsible for integrating service learning into curriculum across multiple programs.

## *Executive Director of Human Resources & Regional Relations*

Managed Human Resources during period of growth from 80 full-time employees to 125 full-time employees. Developed new methods of recruiting adjunct faculty and streamlined hiring process. Led campus to add wellness program for employees, including an annual health fair and the establishment of an employee assistance program.

### *Significant Accomplishments:*

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- Designed and delivered supervisory training program for all staff and faculty supervisors.
- Created annual recruitment fair for full - and part-time faculty resulting in hiring of 20% of all attendees.
- Used technology to streamline adjunct faculty contract process, saving time and personnel cost involved in prior methods.

## ***Executive Director of Resource Development***

Conducted employee giving campaign that exceeded its goal by \$30,000. Executed first-ever major gifts campaign for the Bloomington campus and successfully raised funds for equipment needs of a new facility. Increased scholarship awards during this period from 15% of all giving to 30% of all giving and established major new scholarships with community partners.

### ***Significant Accomplishments:***

- Led campus through a feasibility study for a three million dollar capital campaign to support life science programs, scholarships, and civic engagement.
- Designed successful recognition program for employee contributions.
- Wrote successful grant proposal for Eisenhower Professional Development Program allowing area secondary teachers to receive training geared to technical and vocational education.

## ***Adjunct Faculty – Business***

Taught part-time in Business and General Education divisions at Ivy Tech – Richmond and Ivy Tech – Bloomington. Courses included Business Law, Introduction to Business, Career Preparation, and College Orientation.

### ***Significant Accomplishments:***

- Developed distance education business law course for Ivy Tech – Richmond.
- Taught two-way video courses, distance education courses, and hybrid courses in both business and general education.

WERNLE CHILDREN’S HOME

1999 to 2001

## ***Chief Development Officer***

Responsible for all development, public relations, and marketing activities for church affiliated non-profit organization. Developed and implemented a \$1.6 million capital campaign for the construction of a new Wellness Center.

### ***Significant Accomplishments:***

- Increased funding categories (annual fund, major gifts, planned gifts, etc.) by 15%.
- Made weekly presentations to affiliates throughout a three state service area.
- Managed planning and implementation of construction of a \$1.2 million wellness center.

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## ***Director of Planned Giving & Grants***

Created organization's inaugural planned giving program. Conducted planned giving workshops for affiliated groups throughout three states. Developed individual proposals and worked with donors to make short- and long-term gifts.

## ***Significant Accomplishments:***

- Negotiated largest major gift in the organization's 120 year history.
- Wrote several successful grant proposals during a six-month period.

## **SELECTED COMMITTEE SERVICE**

### **Aiken Technical College Committee Service**

Chair, Student Intake Task Force

Co-Chair, Statewide Joint CAO-CSSO Enrollment Management Task Force

Treasurer, SC Technical College System Chief Student Services Officers Peer Group

Liaison, SC Technical College CSSO Admissions & Enrollment Management Peer Group

### **Ivy Tech Community College Committee Service**

Chair, Statewide Admissions Leadership Team

Chair, Statewide International Student Representatives Group

Chair, Civic Engagement/Service Learning Committee

Chair, O'Bannon Institute for Community Service Committee

Chair, Regional Strategic Marketing Committee

Chair, Capital Campaign Communications Committee

Member, Higher Learning Commission (NCA) Criterion 1 Review Committee

### **Wor-Wic Community College Committee Service**

Chair, Maryland Chief Student Affairs Officers Group (2018-2020)

Legislative Liaison, Maryland Association of Community Colleges (2018-Present)

Chair, Wor-Wic Community College Website Redesign and Redevelopment Committee

## **SELECTED PRESENTATIONS & PUBLICATIONS**

Johnson, D., Messatzzia, A., & Newton, B. *Reimagining the Enrollment Process Using Guided Pathways*. American Association of Community Colleges 2023 Annual Convention. Denver, Colorado. April 2023.

Johnson, D. & Newton, B. *Lessons Learned in Establishing a College Promise Program*. Chesapeake and Potomac Association of Collegiate Registrars and Admissions Officers. Montgomery College, Maryland. June 2018.

Newton, B. *Building a Foundation for SEM Through a One Stop Center Implementation*. Strategic Enrollment Management Conference 2013 – American Association of Collegiate Registrars and Admissions Officers, Chicago, Illinois. November 2013.

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Newton, B. (2013). The Three Fs of Leadership. In L. Lonabocker and H. Zimar (Eds.), *Leadership Lessons: Vision and Values for a New Generation* (pp. 113-120). Washington, D.C.: AACRAO.

Newton, B. *You Had Me at Hello: Utilizing Enrollment Strategies to Impact Student Success*, National Council on Student Development 2009 Annual Conference, Denver, Colorado. October 2009.

Newton, B. & Smith, J. *The Scholarship of Teaching: The Unfulfilled Dream of Assessing Student Learning in Community Colleges*, Higher Learning Commission Annual Conference, Chicago, Illinois. April 2009.

Newton, B. & Smith, J. *The Scholarship of Teaching: Fulfilling the Dream of Assessing Student Learning in Community Colleges*, Ivy Tech Community College Learning College Conference, Merrillville, Indiana. February 2009.

Newton, B. & Smith, J. (2008). "Steering in the Same Direction: The Importance of Academic and Student Affairs Relationships to Student Success." *College & University Journal*, Vol. 84, No.1 *American Association of Collegiate Registrars and Admissions Officers*.

Newton, B. & Smith, J. *Steering in the Same Direction: The Importance of Academic and Student Affairs Strategic Collaboration to Enrollment Growth and Student Persistence in the Community College*, American Association of Community Colleges 2008 Annual Convention, Philadelphia, Pennsylvania. April 2008.

Newton, B. & Smith, J. *The Value of Service Learning in a Learning College*, Learning College Summit 2007 – League for Innovation in the Community College, Dallas, Texas. June 2007.

## **SELECTED PROFESSIONAL DEVELOPMENT AND AFFILIATIONS**

Leadership Bloomington (2001)

Senior Professional in Human Resources Certification (2003)

American Association of Community College's Future Leader Institute (2006)

Title IX Investigator, Association of Title IX Administrators Certification (2014)

Shore Leadership (2016)

American Association of Community College's Future Presidents Institute (2022)

## **CIVIC & SERVICE ACTIVITIES**

### **United Way of the Lower Eastern Shore (2016- Present)**

- Chair, Board of Directors (2020-2021)
- Executive Vice Chair, Board of Directors (2019-2020)



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- Chair, Strategic Planning Committee
- Chair, Nominating Committee

## **Shore Leadership Advisory Board (2018-Present)**

- Chair, Board of Directors (2021-2023)
- Vice Chair, Board of Directors (2018-2020)

## **American Association of Community Colleges Commission on Small and Rural Colleges (2023-Present)**

## **Maryland Two-Generation Family Economic Security Commission (2021-Present)**

## **Governor's Emergency Opioid Intervention Team (2019-2022)**

## **American Association of College Registrars and Admissions Officers (2004-2022)**

- Member of Editorial Board, *College and University Journal*, (2008-2022)

## **St. Peter's Episcopal Church (2016-Present)**

- Vestry (Church Council) (2019-Present)
- Chair, Planned Giving Committee
- Junior Warden

## **United Way of Aiken County (2011-2015)**

## **Indiana Association of United Ways (2010-2011)**

## **United Way Community Services of Monroe County (2003-2010)**

- Secretary, Board of Directors and Member of Executive Committee
- Chair, United Way Executive Director Search Committee
- Chair, Public Relations Committee

## **Greater Bloomington Indiana Chamber of Commerce (2001-2008)**

## **Bloomington, Indiana Kiwanis Club (2001-2004)**

## **Bloomington, Indiana Rotary Club (2001-2004)**