

Michael S. Carr Ph.D.

Experience

National Louis University, Chicago, Illinois

NLU, a designated Hispanic and Minority Serving Institution (HSI, MSI), is a leading private nonprofit institution, serving nearly 10,000 students annually at the undergraduate and graduate levels at multiple campuses and online. NLU has been recognized for innovation and impact including: Top 10 Universities who are “Making the world a better place” Money Magazine; “New Urban University” – Bill & Melinda Gates Foundation Recognition; 2020 Online Learning Consortium Effective Practice Award. NLU is also a Carnegie designated institution for Community Engagement

Deputy Provost

(August 2019-present)

- As a member of President’s Cabinet and reporting to the President, in addition to the Vice Provost responsibilities, acts as a senior leader in advancing change leadership across the academic enterprise and providing direction and executive oversight that promotes academic excellence and positive student outcomes.
- Co-lead of the development of a new division at NLU, Accelerate U, which focuses on short-term certificates which align to bachelor degrees and employer partners’ needs to provide rapid employment opportunities while filling talent gaps
 - In year 1, developed a medical assistant certificate with 4 hospital systems with a projected enrollment of 140 students
- Developed the 2030 Strategic Plan Pillar of Preparing Our Students for the Future of Work
 - Selected Activities Include:
 - Includes expansion of the academic portfolio aligned to in demand competencies
 - Increasing short term stackable credentials
 - Identifying and elevating areas of strength for the University leading to regional distinction
- Developed a research and scholarship strategic plan for the university
 - Working with the faculty committee, Research Strategy Implementation Team, established strategic goals, institutional supports, and impact metrics for research and scholarship
 - Aligned a faculty internal grant program, SEED Grants, to institutional strategic goals and external funding resulting in over \$200,000 from public grants and private foundations awarded to faculty for research and scholarship

(Deputy Provost select accomplishments and duties continued)

- Working with the senior team, successfully mobilized the institution to remote learning and work in response to the outbreak of the coronavirus disease
 - Established protocols and faculty professional development to maximize student engagement in courses
 - In this fiscal year, NLU has a 6.5% increase in enrollment and a 9.5% increase in revenue over prior year

- Co-Chair of the University Leadership Council
 - This committee comprised of faculty and staff who are in leadership roles provides insight to the President from the different University departments.
 - In the 2020-2021 academic year, I am leading the University in preparation for the HLC 2021 comprehensive site visit.

Vice Provost

Academic Programs and Faculty Development

(January 2018- August 2019)

Duties and select accomplishments include:

- Leads the institutional teams in mergers and acquisitions
 - Integration of former Argosy students. Led a team over all aspects of integration including enrollment, financial, aid, and academics. In addition, successfully submitted applications for regulatory approvals to the Department of Education, Higher Learning Commission, Illinois Board of Higher Education, Florida Department of Education, and programmatic accreditors. Obtained approvals and over 450 students enrolled at NLU within 6 weeks after the Argosy closure.
 - Led the academic integration and submitted all required documents for the Change of Control application for the Kendall College acquisition

- Provides administrative leadership and direction to Kendall College
 - Direct management of faculty, staff, and the college budget
 - In collaboration with the President, provides strategic direction for Kendall College
 - Developed a strategic plan with associated work plan and metrics to increase the regional distinction, alumni relations, and enrollment.
 - Redesigned the associates degree and developed Title IV eligible Culinary and Baking and Pastry Certificates

(Vice Provost select accomplishments and duties continued)

- Guides and manages a comprehensive academic system of high quality, relevant programs and curriculum offerings of the University. In addition to portfolio oversight, oversees annual and 5-year program review.
 - In partnership with college curriculum committees in the last academic year, developed 3 new programs and redesigned 18 programs aligned to in-demand competencies
 - In partnership with the faculty chair of the University Curriculum Committee, updated the academic planning handbook which includes new guidelines to a comprehensive program review
 - Chair of the New Program Group
- Supervises the Director of Institutional Research
 - Working with the Provost and Director of Institutional Research developed the academic year 18-19 data driven critical enabler strategic plan. This serves as a driver in focusing on and improving key metrics including retention, completion, employment, and learning outcomes.
 - Working with the University Curriculum Committee established metrics for an annual program review dashboard which includes DEI metrics
- Works with the Faculty Senate Chair and Senate Committees to develop Senate yearly goals and update policy revisions as needed.
 - In 2019, updated the faculty workload policy and the promotion and tenure policy
 - Created a new professional practice track from the non-tenure track and includes the opportunity for multi-year appointments
- Supervises and works closely with the Director of Engaged Research to ensure faculty are supported to expand research and scholarship across the institution through external and internal grants.
 - The Office of Engaged Research and College Advancement collaborated to submit a Department of Education Grant. In 2019, the application resulted in a \$2.5 million grant to increase Latinx graduate degree attainment
 - Awarded a \$50,000 Illinois State Board of Education grant to partner with North Chicago School District to develop a teacher residency program to address teacher shortages in high need districts

(Vice Provost select accomplishments and duties continued)

- Supervises the Executive Director of Accreditation and Assessment. Led a team which managed the accreditation and regulatory requirements for the following activities:
 - Leading NLU's preparation for the 2021 HLC comprehensive site visit.
 - Illinois State Board of Education (ISBE) submissions for the online Early Childhood Education program. NLU has the only online, Early Childhood Education licensure program in Illinois.
 - Successful Higher Learning Commission on-site location visits to Lurie Children's Hospital, Elgin campus, University of Dubuque, Wekiva High School (Wekiva, Florida), and the NLU Florida Regional Center
 - Submitted successful self studies to programmatic accreditors including, the American Psychological Association and the Council for Accreditation of Counseling and Related Educational Programs
- In the Provost's absence, led the Academic Affairs Committee of the NLU Board of Trustees.
 - Presented and led discussions on University Assessment, Faculty Professional Development, and the Kendall College integration
- Provides Leadership to the Office of Teaching and Learning to ensure that faculty are supported to continuously improve teaching and learning for NLU students.

Oakton Community College

Assistant Vice President for Academic Affairs

(2013- December 2017)

Duties and select accomplishments include:

Co-chair of the Student Success Team: Led a 44 member college-wide committee and associated subcommittees comprised of faculty, staff, and administrators that were responsible for analyzing student success data in order to develop large-scale initiatives as well as assess program effectiveness.

Selected committee project include:

- Developed a faculty-student engagement program to promote faculty-student interaction in order to increase student persistence. In fall 2016, 141 faculty participated impacting over 2,300 students. Fall-to-Fall persistence rates increased 17% for those students participating in the program.

(Assistant Vice President select accomplishments and duties continued)

- Instituted a mandatory new student orientation for new students beginning in summer of 2015. Fall to Spring persistence rates increased by 11% for those participating in new student orientation.
- Instituted a developmental reading co-requisite course. Persistence rates increased by 10% and credential completion rates increased by 9% for those students who co-enrolled in the developmental reading and a college credit course.
- Established the Educational Standards Review Board (ESRB). This shared governance committee comprised of faculty, staff, and administration reviews policies and procedures to ensure academic excellence and equitable experiences for all students. This committee approved five college-wide policy changes to improve student success in the 15-16 academic year.

Provided general direction and supervision to the Department of Grants and Alternative Funding. This department secured over \$1.7 million annually in external funding in order to support programming, personnel and professional development.

Served on the Oakton Program for Assessment and Learning Steering Committee

The steering committee comprised of faculty and administrators oversees the course, department, and General Education assessment activities on campus. In 2016, 95% of departments submitted a program assessment action plan.

Acts as a peer reviewer for the Higher Learning Commission (HLC) and trained to review accreditation materials. Member of Oakton's coordinating team, which was responsible for institutional organization, and preparing for Oakton's 2017 comprehensive site visit. Co-Author of Oakton's Assurance Argument and Quality Initiative Proposal. Oakton's Quality Initiative Proposal, *Increasing Student Success by Building Institutional Capacity for Continuous Improvement*, was selected as an exemplary sample.

(Assistant Vice President select accomplishments and duties continued)

Co-lead of the High School Strategy Team

Worked with Oakton faculty, Deans, and superintendents of the local school districts in order to align curricula and develop programs to facilitate the transition from high school to college.

- Established an English 101 summer program on Oakton's campus. Two hundred and fifty rising seniors enrolled in an English 101 course with embedded student success topics. Fifty percent of the participants who indicated on their application they are unsure of their plans after high school are now enrolled at Oakton.
- Established the teaching of Oakton's Intermediate Algebra course in two of the district high schools, which is used for math placement at Oakton. This resulted in a 34% increase in students placing into college credit math courses.
- Established data sharing agreements with the district high schools, which identified gaps in curricula as well as multiple measures for placement.

Administered Oakton's Dual Credit initiatives. Developed and maintained relationships with district high schools, faculty, and staff in order to increase and support dual credit curricula.

- Using guiding principles from the National Alliance of Concurrent Enrollment Partnerships (NACEP) and the Higher Learning Commission, established processes to create sustainable, quality dual credit programs.
- Working with faculty and Deans increased the dual credit enrollment by 32%. In addition, established a Basic Nursing Assistant program in the high school.

Elected to Vice President of the Board of the National Council of Instructional Administrators

The National Council of Instructional Administrators is one of the largest affiliated councils of the American Association of Community Colleges. Its mission is to provide leadership in emerging and future instructional issues.

Led the institutional program for Credit for Prior Learning. Working with department chairs and other stakeholders in order to establish a comprehensive and sustainable credit for prior learning initiative. Signed articulations agreements with community based organizations in the fields of manufacturing and health and human services to provide Oakton college credit for employer training.

(Assistant Vice President select accomplishments and duties continued)

Served on the North Cook Intermediate Service Center Governing Board

The North Cook Intermediate Service Center is the Regional Office of Education that performs the regulatory functions by statute and the Illinois School Code of the Illinois State Board of Education. This includes but is not limited to professional development and alternative education programs.

Provided leadership in the coordination, improvement, and expansion of the College curriculum, as in the following areas:

- Served as articulation officer to other two and four year institutions. Established four new dual enrollment programs with 4-year institutions in the areas of business, nursing, and paralegal. Established a guaranteed admissions program with the University of Illinois at Chicago and Northeastern Illinois. Oakton now has guaranteed admission programs with its top three transfer institutions.
- Served as liaison with Illinois Community College Board (ICCB) and other state and federal agencies on matters relating to instructional programs of the College.
- Member on the Illinois Articulation Initiative (IAI) Mathematics Major Panel.
- Prepared applications for state approval of new units of instruction.
- Ensured the College is in compliance with state and federal rules and regulations regarding courses and curricula to assure continued funding.

Served on the Evanston Mayor's Educational Task Force: This task force comprised of political and educational leaders and community based organizations develops educational opportunities in order to enhance workforce development.

Served on the North Suburban Education for Employment (EFE) Board of Control

This board is comprised of the Assistant Superintendents of Curriculum from Oakton's district high schools. The charge of this board is to develop programming and professional development in order to improve curricula and to align programs of study.

Served on the Cradle to Career Steering Committee: This committee comprised of representatives from 25 different organizations, including educational institutions, the City of Evanston, and non-profit, is charged with working together to improve literacy in the City of Evanston with a focus on under-represented populations.

(Assistant Vice President select accomplishments and duties continued)

Administered the Carl Perkins grant for Career and Technical Education.

Developed and administered the Perkins budget, including personnel and equipment expenses, in consultation with Deans, the CTE chairs and coordinators. Submitted compliance reports, coordinated CTE programs and professional development. In FY 17, Oakton was 1 of 5 community colleges in the state, which exceeded state goals for all 5 Perkins Performance Indicators.

Supervised the internship coordinator

Added 30 more industry partners that provide internship opportunities. Increased internship placements by 15%.

Awarded \$40,000 in grants from the Illinois Community College Board

These grants provided funds to align curricula and to develop clear, robust programs of study with high school partners.

Served on the Oakton Community College Foundation Board.

A 501 (c) (3) organization that manages over \$14 million in assets and provides financial support to students, academic programs, professional development, and capital improvements. Served on the strategic planning committee, which aligned the college to a student success agenda. Recommended awarding scholarships to students who engage in high impact student success initiatives.

Assistant Dean for Academic Affairs (Jan 2013-Nov 2013)

Duties and select accomplishments include:

Coordinated administrative evaluations of part time and adjunct faculty.

Collaborated with faculty department chairs to ensure regular and effective evaluations of part -time and adjunct faculty. Helped establish a process to evaluate over 500 new and current adjunct faculty.

Developed and administered databases of administrative and student evaluations of part time and adjunct faculty to aid in the improvement of their instruction.

Provided recommendations to department chairs, Deans, and the Assistant Vice President for Academic Affairs regarding part time and adjunct faculty who need ongoing support, development, or intervention.

Chair of Biological Sciences

(2010-2013)

Oakton Community College

Managed a department of 58 faculty members with annual enrollments over 5000 students. Duties include scheduling, faculty course assignments, staff and adjunct faculty evaluation and management, curriculum development, hiring, budgeting, and facilitating the resolution of student issues

Select accomplishments include:

- Served on the Illinois Biotechnology (IBIO) Science Education advisory board
- Organized meetings and facilitated discussions between faculty, architects and administrators for all the departments in the programming, schematic design, and design development phases for a new \$40 million Science and Health Career building.
- Awarded a \$25,000 strategic initiative grant from the Oakton Community College Educational Foundation: This grant provided funding for a holistic assessment of Oakton's grounds. The results of the assessment are being used to develop service learning projects for students in the environmental courses
- Awarded a \$16,000 Educational Foundation grant: This grant provided funding to students for summer research internships at local institutions
- Provided administrative support for College Studies (COL) 120: worked with representatives from the learning center to promote, staff, and organize course offerings of COL 120
- Served on the college-wide Master Plan Committee. This committee developed a 4-year \$75 million facilities plan which included a \$40 million Science and Health Careers building and a \$2 million student gathering space.
- Member of the Educational Foundation Capital Campaign Steering Committee to raise funds for the \$40 million Science and Health Career Center
- Established outside connections for collaboration.
 - Co-hosted with State Senator Susan Garrett a biotechnology meeting with local industry and representatives from the Illinois Department of Commerce
 - Established a research collaboration on Oakton's campus with Dr. Marge Jones, Illinois State University
- Co-developed courses, Methods in Biotechnology and Survey of Ecology in order to respond to changes in science and student need

Professor of Biology

(1995-December 2017)

Oakton Community College

Undergraduate instruction of Anatomy and Physiology, General Biology, online Genetics, Biology for the non-major and Undergraduate Research

Select accomplishments include:

- Served for 4 years on the college-wide program review committee. Contributing author to the Biology Departmental program review document.
- Inducted into Project Kaleidoscope. Project Kaleidoscope is a NSF funded network with the mission of building and maintaining strong undergraduate programs in science and technology by reforming content presentation changes within the classroom. Participated in numerous weekend and weeklong workshops to develop pedagogy.
- Taught Honors and online courses
- Faculty advisor for a Northeastern Illinois University Without Walls program. This program allows students to complete a major not offered at Northeastern Illinois University by independent study.
- Mentored
 - Students in developmental courses through the Project Succeed program
 - Students majoring in science through the Center for Promoting STEM (CP-STEM)
 - Niles North High School students: This program provides technical help with assays to high school students engaged in research

Adjunct Instructor of Biology

(1994-1995)

Oakton Community College

Education

University of Illinois at Chicago, Laboratory for Molecular Biology, Chicago, Illinois
Ph.D., Molecular Biology.

Ball State University, Physiology and Health Science, Muncie, Indiana
M.A. Human Physiology,

Olivet Nazarene University, Bourbonnais, Illinois
B.A. Zoology.

Publications

Ploskonka SD, Eaton JL, **Carr MS**, Schmidt JV, Cushing BS, Developmental expression of estrogen receptor beta in the brain of prairie voles (*Microtus ochrogaster*). *Dev Psychobiol*. 2015 Sep 30. doi: 10.1002/dev.21367

Carr MS, Yevtodiyenko, A, Schmidt CL, Schmidt JV, Allele-specific histone modifications regulate expression of the *Dlk1-Gtl2* imprinted. *Genomics*. 2007 Feb; 89(2):280-90.

Carr MS, Getek KA, Levorse JM, Schmidt JV, Expression of a modified *H19* RNA does not cause embryonic lethality in mice. *Mammalian Genome*. 2006 Jan;17(1):5-13.

Pournajafi-Nazarloo H, **Carr MS**, Papademetriou E, Schmidt JV, Cushing BS. Oxytocin selectively increases ERalpha mRNA in the neonatal hypothalamus and hippocampus of female prairie voles. *Neuropeptides*. 2007 Feb; 41(1):39-44.

Steshina E, **Carr MS**, Kalinina E, Yevtodiyenko A, Schmidt JV, Loss of imprinting at the *Dlk1-Gtl2* locus caused by insertional mutagenesis in the *Gtl2* 5' region. *BMC Genet*. 2006 Oct 3; 7:44

Kramer KM, **Carr MS**, Schmidt JV, Cushing BS, Parental regulation of central patterns of estrogen receptor α . *Neuroscience*. 2006 Sep 29; 142(1):165-73

Yevtodiyenko A, **Carr MS**, Patel N, Schmidt JV. Analysis of candidate imprinted genes linked to *Dlk1-Gtl2* using a congenic mouse line. *Mammalian Genome*. 2002 Nov;13(11):633-8.

Textbook Reviewer

What is Life? A Guide to Biology, Jay Phelan, W.H. Freeman and Company, New York: reviewer for text development and content.

Scientific American: Biology for a Changing World, Vigna, J Shuster, M, W.H. Freeman and Company, New York: reviewer for text development and content

Awards and Honors

Phi Kappa Phi member

Sigma Xi member: research honor society

UIC biology department excellence in research award

REST grant from Northwestern University

Presentations

League of Innovation Innovations National Conference

Title of Talk: Shape-Shifter: Octagons/triangles: Evolution of Interactive Science Spaces. This session focused on innovated teaching spaces and the process used to develop ideas between faculty, staff, and the architects.

Illinois ACT State Organization Conference

Expanding College and Career Readiness

This statewide conference focused on best practices on developing student progression. This session focused on implementing a multi-prong approach of data sharing agreements, curricular alignment, and programs to create a more cohesive educational experience for students as they transition from high school to college

Illinois Community College Board Forum of Excellence

This statewide conference highlights innovative strategies in career technical and adult education. This session focused on developing partnerships across the greater community to develop robust programs of study.

Golden Corridor Advanced Manufacturing Partnership Quarterly Meeting

The Golden Corridor is a partnership between manufacturers, municipal economic development agencies, and colleges to create programs to train the local workforce in advanced manufacturing. This presentation included Oakton's manufacturing work-learn partnership with area manufacturers and assessing the talent pipeline.

Achieving the Dream, Dream Institute

Orlando Florida

Making Lemonade: Learning from Interventions that Failed

Topics covered: Implementing interventions and using data to assess the impact and effectiveness. This session covered interventions that were not continued based upon data and eliciting broad engagement in those decisions.

North Central Regional Conference for the Society of College and University Planning,

University of Illinois, Urbana-Champaign, Illinois

Title of talk: Evolution of Instructional Science Labs: Shape of Things to Come

Topics covered unique design elements that are contained in Oakton's Science and Health Career Building and effective process in faculty-architect communication

Illinois Biotechnology Talent Sparks Workshop

Oakton Community College: This daylong seminar for area high school and middle school teachers incorporated a lecture on cell differentiation followed by a hands-on experiment running a SDS-PAGE gel for protein identification

University of Illinois at Chicago Graduate Student Seminar

Spoke to the graduate students at UIC concerning current research and professional development in a community college setting

Oakton Educational Foundation sponsored, *40 years of excellence in teaching*, event. Presented original research conducted by Oakton Community College students

International Mouse Molecular Genetics conference

Cold Spring Harbor Laboratory, Long Island, New York

Presented at the Midwest Developmental Biology meeting

University of Missouri, Columbia University

Presented at the National Organogenesis meeting

University of Michigan, Ann Arbor, Michigan

Panel Speaker at Northwestern University

This presentation to students in the Northwestern University graduate school of education covered the roles and responsibilities of teaching in a community college setting.

Project Kaleidoscope National Meeting

I was a member of a team from Oakton that presented at the national meeting in Washington D.C. The team presented on initiating institutional reform in science pedagogy