

October 6, 2021

Dear Mr. James Carter, University of Louisiana System Board Chairperson and members of the Northwestern State University of Louisiana (NSU) President Search Committee,

I am excited to submit my application for the Northwestern State University of Louisiana (NSU, Northwestern State) President position. I have the higher education experience and accomplishments to serve as the next President of NSU. The incoming President to NSU has a strong foundation to build upon in advancing the Demon and Lady Demons mission and vision as a renowned public comprehensive university offering quality liberal arts, science, and professional programs in an inclusive and welcoming community. In addition, two of NSU's core values namely, "our students are our priority" and "diversity helps define who we are" resonate strongly with my core values and are a strong impetus for my interest in serving as Northwestern State's next President. Northwestern State's founding (1884) as the Louisiana State Normal School resonates with me too. I have worked at two other universities, namely Illinois State and Appalachian State, whose roots as Normal Schools undergird their approaches today to student teaching, learning and success as research and comprehensive universities respectively. NSU is in this league of effective comprehensive universities where innovative pedagogy is valued and rewarded to ensure student success is a priority.

I want to bring my successful academic and senior leadership administrative experience to grow and strengthen NSU's footprint anchored in rural Natchitoches, Louisiana between the population centers of Alexandria and Shreveport. I am excited about the prospect of living and working in historic Natchitoches to advance the mission, vision, and values of NSU. I know Natchitoches from personal and professional experience having visited Natchitoches on many occasions when I lived in north and south Louisiana. I served as the Director of the Louisiana Geographic Alliance (LaGEA) when a faculty member at the University of Louisiana at Monroe. While working with the National Geographic Society Education Foundation, we hosted K-20 pre- and in-service geography education workshops throughout the state including beautiful Natchitoches, the oldest (1714) European settlement in Louisiana located on Cane River Lake. Natchitoches is a gem in northwest rural Louisiana. Natchitoches is the ideal place for me to live and lead NSU because as a cultural geographer and anthropologist Natchitoches is a place where my personal and professional interests coalesce around sites including but not limited to the: Cane River National Heritage Area, Natchitoches Main Street Program, and Fort St. Jean Baptiste State Historic Site. On an experiential level and given my interest in food-ways geography, I love Natchitoches meat pies and have a great story that captures my multiple experiences in Natchitoches. In addition, NSU is a valued member of the University of Louisiana System. I have successful experience working within the University of Louisiana System at the University of Louisiana at Monroe and the University of New Orleans. University of New Orleans President John Nicklow brought this leadership opportunity at NSU to my attention and encouraged me to submit application materials. I have carefully reviewed the President's Leadership Profile and believe that my experiences and accomplishments outlined in this letter

and detailed in my CV position me to effectively advance NSU in partnership with faculty, students, staff, board members, and local community members.

I bring a breadth and depth of experience from four different public comprehensive and research universities in the last 25 years. With each successive role, I have assumed increased responsibilities and have attained measurable demonstrated success. In addition, I am a principled strategic and innovative leader grounded in shared process and success. I seek to collaborate with internal and external stakeholders to grow and inspire the larger university community by seeking opportunities while confronting head on the dynamic changes that challenge higher education to be entrepreneurial for the public good. I have worked collaboratively with other institutions within the University of North Carolina System (UNC-System) and the University of Louisiana System. The University of Louisiana System is a strong and respected System on the higher education landscape focusing on student success and local economic development. I know first-hand the power of university Systems in ensuring accessibility, transferability, and excellence. For example, our campus worked collaboratively with the UNC-System Provost to ensure that all Appalachian degree programs did not exceed 120 credit hours and that students scoring 3 on advanced placement examinations would receive college credit. These collaborative System-Institution initiatives ensured: (1) student access and success, and (2) also positively contributed to the UNC-System strategic planning metrics with an emphasis on access, success, and affordability. I also collaborated with the UNC-System and sister institution Provosts on a plethora of other initiatives that included among others accreditation, establishing new programs/certificates, and addressing food insecurity and homelessness. I bring this collaborative spirit as NSU President to strengthen and further elevate NSU and the University of Louisiana System.

I highly value collaborative leadership rooted in shared governance. This philosophy and collaborative team-approach resulted in several major accomplishments during my 5-year tenure as Provost and Executive Vice-Chancellor:

- Growing enrollment to 20,000 students
- Adding 46 new fulltime faculty positions to support enrollment growth
- Significantly increasing student and faculty diversity; growing graduation and retention rates to all-time highs
- Growing academic space that included opening the new \$70 million Leon Levine Hall of Health Sciences and Howard Street Hall
- Opening the Major General Edward M. Reeder, Jr. Student Veteran Resource Center
- Opening the Academy at Middle Fork (K-5) in Winston-Salem
- Adding 30 high demand undergraduate, graduate, and certificate programs
- Having a successful 5<sup>th</sup> Year SACS-COC accreditation review
- The creation of AppState Online previously called distance education
- Appalachian ranking first as a master's comprehensive university for faculty Fulbright recipients

In February (2020) after five years of successful leadership, I stepped down as Provost and Executive Vice Chancellor because I was a finalist in a public search and did not want to be a

distraction to Appalachian effectively advancing our mission. The large volume of heartfelt communications and on-campus conversations is humbling and a tribute to my successful collaborative leadership as Provost. In 2020-2021 I was on leave and: (1) assisted the interim Provost transition, (2) completed an inclusive excellence inventory project, and (3) developed new hybrid liberal arts focused geography courses that I am currently enjoying teaching. Serving as a faculty member is immensely rewarding on two levels. First, directly contributing to student teaching and learning is a rewarding reminder of the university's educational mission. Second, facilitating student success during the pandemic is a privilege with students balancing a plethora of challenges: mental and physical health, academic success, work-school balance, and family obligations. I will be a more effective president and leader because of this experience. I also intend to teach one course each semester when serving as president.

I am an innovative and inspirational leader who connects novel initiatives to strategic and campus master plans to ensure the vibrancy of institutions. This is essential given the changing higher education landscape more generally and especially now given COVID-19. I am excited about the NSU President position because of the consonance of my core values with those of Northwestern State. My higher education successes and experiences are rooted in two core values that have remained consistent and deepened over the last 20 years: (1) the teacher-scholar faculty model and (2) inclusive excellence.

First, I value the teacher-scholar faculty model to deliver high impact academic experiences rooted in the liberal arts. I have done this successfully as a faculty member and administrator. I love teaching and practice the teacher-scholar model in teaching, reading and writing about the historical geography of South Africa and geography education. As a junior faculty member, I was humbled to receive the Tom and Mayme Scott Endowed Professorship for my teaching excellence. In administrative roles at Illinois State and Appalachian State, I successfully invested in faculty and programs to deepen the teacher-scholar model footprint. Selected investments that I have made using a team approach to our faculty teacher-scholars include: (1) faculty raises for four years, (2) restructured faculty professional development programming through the Center for Academic Excellence, (3) growth of undergraduate research funding and participation, and (4) Fulbright Faculty Scholars investments that resulted in Appalachian ranking first nationally for master's universities in the last two years. In addition, as an administrator I value mentoring direct reports and empowering them through teachable moments in administrative leadership. This is the perspective I would bring as NSU President providing leadership to deepen the effectiveness of the more than 550 full- and part-time faculty and professional staff. I will be building on a solid foundation. The excellence of NSU teacher-scholars and professional staff is evident in NSU's stellar 76% retention rates and 48% 6-year graduation rates. Further investments and coordination across divisions will help address the 10% achievement gap between Pell and non-Pell recipients.

Secondly, I value inclusive excellence. Inclusive excellence is also valued at NSU. Northwestern State has experienced success in diversifying your approximately 11,500-student body with approximately 48% identifying as racial/ethnic minority. About 15% of NSU's faculty are minority. Growing the number of underrepresented faculty is a growth opportunity at NSU. I have demonstrated success, highlighted in my CV, in growing both student and faculty diversity

at Appalachian. My tireless commitment to inclusive excellence stems from my lived southern African Ubuntu worldview. I value and thrive on engaging with all members of the campus community both internal (faculty, students and staff) and external (board members, alumni, state and local elected officials.) Nelson Mandela captures my lived Ubuntu worldview: “if you talk to a man (sic) in a language he understands, that goes to his head. If you talk to him in his language, that goes to his heart.” Mandela uses language here in a literal and metaphorical sense. Our campus and living communities have a diversity of languages and more metaphorical languages. As an educator and human being, I am always enriched through my interactions on college campuses in particular. For example, at Appalachian pre-COVID 19 I frequently dropped into the Multicultural Center in our Student Union with my lunch and sat down with students, introduced myself, and engaged in conversation about their major, how their semester was progressing and where they called home. I am now principally a teacher directly facilitating student learning and success. This is an enriching experience to support student diversity and success in all forms to advance the larger university mission and vision.

In addition to the consonance of my core values with those of NSU, I also have the requisite experiences and successes in areas that can build on the strong reputation that the Demons and Lady Demons have as a comprehensive university in idyllic Natchitoches. I believe that my 15 effective years’ executive leadership experience outlined in this application letter and enumerated in my CV position me to lead NSU. These experiences and success include generating resources, promoting local economic development through building community relationships, and promoting student success in an inclusive environment at four different universities in three different states. Moreover, I have lived and worked in Louisiana for 15 years of my life. This professional and personal experience will enable me to lead NSU collaboratively within the University of Louisiana System with an understanding of the state’s socio-economic landscape.

In conclusion, this letter and my CV emphasize my breadth and depth of experience and accomplishments at four different public universities over the last 25 years. This experience will make me an effective President for Northwestern State University leading the talented faculty and staff that will deepen the institutions footprint in the local community and across the region. This is an exciting opportunity to grow and strengthen Northwestern State University working collaboratively with internal and external stakeholders to ensure that NSU continues to live the mission and vision pioneered by its founders in the late nineteenth century.

Sincerely,

A handwritten signature in black ink that reads "Darrell P. Kruger". The signature is written in a cursive style with a large, prominent initial "D".

Darrell P. Kruger, Ph.D.

**DARRELL P. KRUGER, Ph. D.**  
**Curriculum Vitae**

---

Department of Geography and Planning  
Appalachian State University

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

---

**RECENT POSITIONS**

Provost and Executive Vice Chancellor for Academic Affairs, Appalachian State University, Boone, NC 28608 (2015 – 2020)

Special Assistant to the Chancellor, Appalachian State University, Boone, NC 28608 (Spring 2020 Semester)

Research Leave, Appalachian State University, Boone, NC 28608 (Fall 2020 Semester)

FMLA, Appalachian State University, Boone, NC 28608 (Spring 2021 Semester)

Full Professor, Appalachian State University, Boone, NC 28608 (Fall 2021 - present)

Professor of Geography, Appalachian State University, Boone, NC 28608 (July 2015 – present)

---

**EDUCATION**

**Doctor of Philosophy in Geography**, Minor Anthropology (1994)

Louisiana State University, Baton Rouge, Louisiana.

**Master of Arts in Geography** (1990)

Louisiana State University, Baton Rouge, Louisiana.

**Honors Degree in Geography** (1988)

University of Natal (Pietermaritzburg), South Africa.

**Bachelor of Arts in Geography** (1987)

University of Stellenbosch, South Africa.

---

**ADMINISTRATIVE LEADERSHIP TRAINING**

Harvard Graduate School of Education, Institute for Educational Management (IEM) (2012)

American Council on Education (ACE) Fellow (2010-2011)

Spring Fellowship in Korean Studies Program (2006)  
Fulbright Group Project Abroad Fellowship (South Africa) (2006)  
Goethe Institute Trans-Atlantic Outreach Program (TOP) Fellow in Germany (2004)

## **EMPLOYMENT HISTORY**

---

### **Appalachian State University, Boone, NC. (2015 – Present)**

Special Assistant to the Chancellor (February 2020 – July 2020)  
Provost and Executive Vice Chancellor for Academic Affairs (July 2015 – February 2020)  
Full Professor, Department of Geography and Planning (2015 – present)

### **University of New Orleans, New Orleans, LA (July 2013 – June 2015)**

Dean, College of Education and Human Development (July 2013 – June 2015)  
Full Professor, Department of Curriculum and Instruction (2013-2015)  
Full Professor, Department of Geography (2013-2015)

### **Illinois State University, Normal, IL (August 2002 – June 2013)**

Interim Associate Vice President for Research and Graduate Studies (July 2011 – June 2013)  
Manager, Center for Emerging Entrepreneurs (CEE) (July 2011 – June 2013)  
American Council on Education (ACE) Fellowship, University of Wisconsin, Madison (June 2010 – June 2011)  
Associate Dean, College of Education (June 2005 – May 2010)  
University Distance Education Taskforce Chairperson (2008 – 2009)  
Second Pacific Rim International Conference Chairperson (2007 – 2008)  
Illinois Geographic Alliance (IGA) Director (2002 – 2013)  
Full Professor, Department of Curriculum and Instruction (2008-2013)  
Associate Professor, Department of Curriculum and Instruction (2008-2013)  
Assistant Professor, Department of Curriculum and Instruction (2002-2005)

### **University of Louisiana at Monroe (1995 – 2002)**

Louisiana Geographic Education Alliance (LaGEA) Co-Director (2001-2002)  
Graduate and Undergraduate Geography Program Advisor (1995-2002)  
Associate Professor, Department of Geosciences (2001-2002)  
Assistant Professor, Department of Geosciences (1995-2001)

### **Louisiana State University (1993 – 1994)**

Editorial Assistant for the *Annals of the Association of American Geographers* (Flagship Journal), Department of Geography and Anthropology (1993 –1994)  
Visiting Assistant Professor, Department of Geography and Anthropology (1994 – 1995)

## **SUMMARY OF POSITION RESPONSIBILITIES AND SELECTED ACHIEVEMENTS**

### **Provost and Executive Vice Chancellor for Academic Affairs (July 2015 – February 2020)**

- Direct report to the Chancellor of Appalachian State University
- Responsible for all faculty, staff and administrators in Academic Affairs – 19,280 students, 1009 full-time faculty, 390 part-time faculty, 19 direct reports and 29 staff and administrators in the delivery of 150 undergraduate and 80 graduate programs and certificates
- Oversee and manage annual budget of \$313M—total University budget 403M

#### Selected Achievements

- Successfully Managed Slow and Steady Enrollment Growth – Average 1.7%
  - 2015-2016--17,932
  - 2016-2017--18,295
  - 2017-2018--18,811
  - 2018-2019--19,108
  - 2019-2020--19,280
  - 2020-2021--20,023
- Grew historically underrepresented student population from 13.9% (2015) to 18.% (2020)
- All time high graduation (73%--6-year rate; 70%--5-year rate; 57%--4 year rate) and retention rates (88% in 2019; 87.1% in 2015)
- Resource Allocations to Support and Grow the Academic Enterprise
  - 46 New Faculty Positions
    - 14 in 2015-2016
    - 12 in 2017-2018
    - 10 in 2018-2019
    - 10 in 2019-2020
  - 14 New Advisor Positions
- Grew historically underrepresented full-time faculty from 7.4% (2015) to 11.1% (2019)
- The number of full-time faculty eclipsed 1,000 for the first time during my tenure
- Physical Facilities to Support and Grow the Academic Enterprise
  - Renovation (\$2.4 million) and Opening of Howard Street Hall
    - 2 new large (under 100 seats) flexible instructional classrooms
    - 21 faculty offices
    - Conference Room
  - Opening of Leon Levine Hall of Health Sciences in August 2018

- Personnel Recruitment and Hiring to Support the Academic Enterprise
  - Hired 9 Deans
    - 3 in 2016-2017 (Reich College of Education, College of Fine and Applied Arts and Walker College of Business)
    - 5 in 2017-2018 (Beaver College of Health Sciences, Belk Library and Information Commons, College of Arts and Sciences, Hayes School of Music, and Honors College)
    - 1 in 2018-2019 (Cratis D. Williams School of Graduate Studies)
  - Hired 2 Vice Provosts
    - 2 in 2017-2018 (Vice Provost for Faculty Affairs and Vice Provost for Undergraduate Education)
  - Hired 3 Associate Vice Chancellors
    - 3 in 2017-2018 (AVC and Chief Information Officer, AVC Equity, Diversity and Compliance and AVC Enrollment Management)
  - Hired 2 Directors
    - 2 in 2017-2018 (Executive Director, Institutional Research, Assessment and Planning and Director, Investigations and Title IX Compliance/Title IX Coordinator)
  - Hired Ombudsman in 2016-2017
  
- Growing Diversity and Inclusiveness Initiatives
  - Created the Faculty Recruitment Working Group (Recruitment and Retention)
  - Implemented Three Initiatives to Grow Faculty Diversity
    - Instituted Faculty Diversity and Recruitment Training for Search Committees (includes members from Academic Affairs, Human Resources, and Chief Diversity Officer)
    - Created a Diversity Hiring Toolkit for Search Committees
    - Academic Departments adopted the following practices in 2019-2020 with others to follow in 2020-2021 and beyond
      - Have an inclusive excellence statement visible on the unit website
      - Create diversity recruitment plans to increase diversity in applicant pools
      - Development of evaluation rubrics to minimize bias in candidate evaluation
      - Creation of interview questions that focus on qualifications and avoid protected information
      - Monitoring and comparing the compositional diversity of the applicant pool to relevant pipeline data at each stage of the search process
  
- Entrepreneurial Organizational Structural Initiatives
  - **Chancellor and Provost Research Awards.** Established (fall 2019) the Chancellor and Provost Awards for Research, Scholarship and Creative Expression to recognize and reward the achievements of faculty engaged in these activities.
  - **PeopleAdmin Faculty Hiring.** Implemented (August 2019) PeopleAdmin hiring for fulltime faculty. This collaboration between Academic Affairs, Human Resources and the Chief Diversity Officer has improved collection of



demographic candidate data at different gateways during the search process. This will help increase the diversity of historically underrepresented faculty practices by having data driven hiring practices.

- **The Appalachian Student Newspaper.** Successfully transitioned (2018) The Appalachian (Student News source since 1934) from the Division of Student Affairs to the Department of Communication in the College of Fine and Applied Arts. Also successfully hired Ira David Levy as News Advisor, The Appalachian News Group. With this restructuring all three media sources are located in Academic Affairs, namely, The Appalachian, App TV and 90.5 WASU FM. This affords tighter integration with academic affairs and student mentoring opportunities to better prepare them for professional work after graduation.
- **Major General Edward M. Reeder, Jr. Student Veteran Resource Center.** Provided the vision and leadership to identify space for opening (November 2016) the Major General Edward M. Reeder, Jr. Student Veteran Resource Center in the Plemmons Student Union. This dedicated space serves as a valuable resource for active military students, student veterans and dependents of military/veteran students.
- **Planning and Infrastructure: Strategic Planning and Campus Master Planning**
  - 2018-2019--Co-Chairing (with Mr. Paul Forte, Vice Chancellor for Business Affairs) the University Planning and Priorities Council (UPPC) as the campus develops the next iteration of *The Appalachian Experience: Envisioning a Just and Sustainable Future*.
  - 2017-2018—Chaired the Beaver College of Health Sciences Planning Group. This included faculty, staff and student stakeholders that resulted in the successful on-time move-in to the Leon Levine Hall of Health Sciences in fall 2018.
  - 2017-2018—Charged a Distance Education Task Force that resulted in recommendations to grow online learning at Appalachian with an emphasis on maintaining quality. Resulted in personnel and professional development investments in the Center for Academic Excellence.
  - 2016-2017—Co-Chaired (with Dr. Randy Edwards, Vice Chancellor and Chief of Staff) the Campus Master Planning Committee that resulted in the development of the *Campus Master Plan 2025*.
  - 2015-2016--Co-Chaired (with Dr. Randy Edwards, Vice Chancellor and Chief of Staff) the Strategic Planning Advisory Council (SPAC) that led to implementation of *The Appalachian Experience: Envisioning a Just and Sustainable Future*.
- **Development of New Academic Programs and Certificates (30 total)**
  - **Undergraduate Degree Programs (2)**
    - Public Health (BS)
    - Sustainable Technology (BS)
  - **Graduate Programs (4)**
    - Doctor of Psychology (PsyD)
    - Athletic Training (MS)
    - Health Administration (MHA)
    - Nursing (MSN)

- **Undergraduate Certificates (5)**
  - Africana Studies
  - Data Science
  - Experiential Interdisciplinary Education
  - Sport Science and Coaching
  - Sports Analytics
- **Graduate Certificates (19)**
  - Aging, Health, and Society
  - Autism
  - Climate Change
  - Educational Media in Technology: Web Based
  - Gender, Women's and Sexuality Studies
  - Gerontology
  - Instructional Technology Facilitation
  - Instructional Technology Leadership
  - International Leadership
  - Media Literacy
  - New Media Literacy and Global Perspectives
  - Non-Profit Administration
  - Nursing Education
  - Online Learning and Professional Development
  - Public Health Nutrition Practicum
  - Reading Education
  - Strategic Communication
  - Systemic Multicultural Counseling
  - Teaching Emerging Bilingual Populations
- **International Collaboration**
  - Developed the Mountain-to-Mountain Collaborative with the University of The Free State (UFS) in South Africa in fall 2016. Curricular, research, and student focused outcomes supported by a \$500,000 U.S. State Department grant include:
    - Development of an Interdisciplinary Master's degree in Mountain Studies at UFS
    - Development of a Master's degree in Community Development at UFS
    - Increasing the number of Ph.D. graduates at UFS in three areas: (1) social entrepreneurship, (2) sustainable development, and (3) transhumance
    - UFS-Appalachian research collaboration with data collected from five meteorological stations set-up in the Maluti Mountains
    - Increasing the gender diversity of UFS faculty through mentorship programs
    - Faculty, staff, and graduate student exchanges

- University Accreditation
  - SACS-COC Fifth Year Interim Report Accredited in 2019-2020.
  - SACS-COC Substantive Change Approved to offer Reading Education Graduate Education Certificate and Master's degree in Reading Education at Academy at Middle Fork Lab School in Winston Salem, NC.
  
- Programs Reaccredited (9)
  - Chemistry, College of Business (AACSB), Computer Science, Educational Psychology, Health Care Management, Interior Design, Marriage and Family Therapy, Public Administration, Speech Language Pathology.
  
- Program Rankings and Recognition
  - **App State Online.** App State Online ranked (spring 2019) “best online programs” by US News and World Report. Bachelor's programs ranked 93rd out of 348 (up 72 spots) and Graduate programs ranked 77<sup>th</sup> out of 299 schools.
  - **Top Producer of Fulbright U.S. Scholars.** Appalachian ranked number 1 (tied) for Top Producer of Fulbright U.S. Scholars for Master's Institutions in 2018-2019 and ranked number 1 in 2019-2020.
  
- Faculty Professional Development and Academic Restructuring
  - The Hubbard Programs for Faculty Excellence was restructured in 2016-2017 as the Center for Academic Excellence (CAE) by combining Learning Technology Services and Faculty and Academic Development. The CAE is the lead teaching and learning resource on campus dedicated to growing excellence in teaching and learning and supporting faculty and student success.
    - Invested resources for online professional development
  - Department of Interdisciplinary Studies (2019.) Previously the Department of Cultural, Gender, and Global Studies.
  - Department of Marketing and Supply Chain Management and Department of Computer Information Systems (2019.) Previously the Department of Computer Information Systems and Supply Chain Management and Department of Management.
  - Office of Title IX Compliance (2018.) Previously the Office of Equity, Diversity and Compliance (EDC). Creates efficiency in these areas because the EDC model is not as effective as when Appalachian was a smaller university.
  - Department of Chemistry and Fermentation Sciences (2018.) Previously the Department of Chemistry.
  
- Chairperson, Inclusive Campus Climate Stories Work Group. (September 2017 to 2020)
 

The goal of the work group is to consider ways to make the campus-scape more inclusive through a thoughtful and holistic process with broad-based membership representation that includes 14 faculty, staff, and students. Accomplishments to date include:

  - Addition of the Eastern Band of the Cherokee Flag as the fourth permanent flag in the Plemmons Student Union.
  - Establishment of the APP Unidos the Appalachian Hispanic/Latino Faculty and Staff Association. (2017)

- Commissioned a report of the life and times of Captain Clyde R. Hoey and Edward F. Lovill. (Spring 2019)
  - Commissioned an inventory of all Appalachian building names, street names, and monuments, memorials, symbols, and plaques. (July 2019)
  - Board of Trustees approved changing Clyde R. Hoey and Edward F. Lovill Residence Hall Names. Hoey chaired beginning in 1950 the Hoey Investigation Committee into Homosexuality in the Federal Workforce and Lovill was a Captain in the Confederacy. (June 2020)
- Established the Office of Relocation and Dual Career Assistance Services. The office supports new and prospective faculty, staff and their dual career partners and families in relocating to the local community. This is a joint partnership with Office of Human Resources. (2016 to present)
  - Serving as mentor for Appalachian State University American Council on Education (ACE) Fellow Dr. James Denniston. (2018-2019)
  - Funded an Appalachian State University Student Homelessness and Food Insecurity Survey conducted by Dr. Jeff Bortz and Appalachian Undergraduate Students. Three tangible outcomes include:
    - Development of Mountaineer Meal Share Plan in conjunction with Student Affairs.
    - Extended hours for the Food Pantry located in the Office of Sustainability.
    - Student awareness of the Food Pantry as a resource through advising in University College.

**University of New Orleans, Dean, College of Education and Human Development, (July 2013 – June 2015)**

- Reported to the Provost and Executive Vice President
- Led 3 departments, 24 full-time faculty and 30 part-time faculty for 1,025 undergraduate and graduate students
- Oversee and manage a budget of \$3.5M

Selected Achievements

- Faculty and Personnel
  - Hired Five New Tenure-Track Faculty Members
  - Increased faculty diversity from 20% to 30%
  - 4 of the 5 new faculty are minority including the only Hispanic faculty member

- International Programs
  - Developed a Trans-Cultural Counseling program with the University of Malta, Malta
  - Supported a Research Collaborative with l'Universite de Bretagne Occidentale, France
  
- Facilities Developed
  - Acquired \$130,000 for a Human Performance and Health Promotion Laboratory
  
- Academic Programs
  - Grew the Human Performance and Health Program to 100 students in less than two years
  - Added a Master's program in Higher Education Administration
  - Initiated a Community College Leadership track in the Ph.D. Higher Education Administration in collaboration with the Louisiana Community and Technical (LCTC) College President
  - Initiated a 4-course English Language Learner (ELL) Certificate Cohort Program with Jefferson Parish School District, the largest in the state with 11% ELL
  - Merged two M.Ed. Programs to create a new M.Ed. with 3-4 specialized tracks including English Language Learners (ELL) and Special Education
  - Narrowed College Program Array from 15 to 12 in collaboration with faculty and external stakeholders
  
- Accreditation
  - Counselor Education programs fully accredited, for eight years, by the Council for Accreditation of Counseling and Related Educational Programs (CACREP) in May 2014
  - Submitted 22 Specialized Program Assessment (SPA) Reports for National Council for Accreditation of Teacher Education (NCATE) 2 years before the on-site visit in November 2015
  - Prepared NCATE Institutional Report for Submission in March 2015
  
- Alumni and Fundraising
  - Increased COEHD 2013-2014 alumni giving through the \$50 for 50 Years Campaign by more than 80% from the 2012-2013 year
  - Publication of "The University of New Orleans: 50 Years of Excellence, COEHD" in commemoration of our 50<sup>th</sup> Anniversary
  - Hosted 4 Alumni-focused Events for more than 150 alumni
  - Created the Inaugural COEHD Hall of Fame Annual Recognition Event
  - Secured the Dr. Patty and Glen Glaser Senior Education Scholarship (5-year Commitment)

- Budget and Administration
  - Implemented an Equitable and Sustainable College and Departmental Staffing Model
  - Implementing a College Responsibility Centered Management (RCM) Budget Model
  - Implemented a Systemic Data Assessment and Program Improvement System

**Illinois State University, Interim Associate Vice President for Research and Graduate (2011-2013) and Manager, Center for Emerging Entrepreneurs (CEE)**

- Reported to the Provost and Executive Vice President
- As Chief Research Officer I oversaw the university research enterprise for 700 tenure/tenure track faculty working in research and graduate education (2,525 students); Served as the Provost's Representative on Faculty Affairs Committee of Academic Senate; Chaired, University Research Committee (URC); Co-Chaired, College Research Committee (CRC); Chaired, University Intellectual Property Committee; Chaired, University Export Control Committee; and I supervised the: Director of Research and Sponsored Programs, Director of Graduate School, Director of Center for Mathematics, Science, and Technology (CeMaST), Director of the Center for Emerging Entrepreneurs (CEE), Associate Director for Research Ethics and Compliance, and the Associate Director for Government Relations
- Managed \$26.5M operating and sponsored research and contracts budget to advance the research enterprise

Selected Achievements

- Grew Sponsored Research and Contract Funding from FY2011 to FY2012
  - 18% increase—\$21.7 million (FY2011) to \$25.6 million (FY2012)
  - 28% increase in awarded indirect funds--\$1.6 million (FY2011) to \$2.1 million (FY2012)
- Enhanced Government (Federal) Relations
  - Enhanced our Federal Project Book by adding
    - An alumni map showing distribution of alumni by congressional district
    - Illinois State University Sponsored Research and institutional data
  - Increased faculty visits to funding agencies by 40%
  - Increased Washington D.C. Internship participation by:
    - 167% for undergraduate students
    - 200% for College participation
  - Enhanced National Research Profile through new institutional membership and staff education
    - Council on Government Relations (COGR)
    - National Association for Biomedical Research (NABR)

- Grew Center for Emerging Entrepreneurs client base and undergraduate interns
  - Established eight small business fee paying clients
  - Raised \$1.2 million in business capital
  - Provided 10 undergraduate internships working with the College of Business
  
- Implemented Export Control Infrastructure to make Illinois State University Compliant
  - Created Export Control policy approved by Academic Senate
  - Developed Export Control procedures for sponsored research, shipping, purchasing, travel, and international endeavors
  - Developed an Export Control Survey for faculty and staff to identify potential hot spots
  - Developed an Export Control website to communicate policy, procedures, survey, and resources
  - Hired a hybrid Export Control/Intellectual Property Officer to conduct education for the campus community
  
- Implemented critical National Council of University Research Administrators (NCURA) Peer Review Recommendations (61) for the Sponsored Research Enterprise
  - Prioritized 61 recommendations into short, medium, and long-term implementation categories
  - Identified key stakeholders to engage in implementation of recommendations
  - Shared through recommendations with Deans, College Research Coordinators, University Research Committee, Research and Sponsored Programs staff (pre-award), and Grants Accounting Staff (post-award) to solicit feedback
  - Instituted monthly meetings with key decision makers (Associate Vice President and Director level) in Sponsored Programs and Grants Accounting to ensure smoother grant administration
  - Instituted monthly and quarterly grant activity reports to Provost's Deans Council
  
- Implemented elements of the Strategic Plan for Research, Scholarship and Creative Expression
  - Crafted a draft proposal for University Research Center
  - Proposal for University Research Center approved by Provost and Vice Presidents
  - Completed benchmarking with peer and aspirational institutions to increase support for intellectual property and tech transfer
  
- Recruited and Hired Key Personnel
  - Hired a new Director for Graduate Studies
  - Hired a new Budget Manager for the unit
  - Hired a new project assistant for the CEE

## **Illinois State University, Associate Dean, College of Education (2005-2010)**

- Reported to the Dean of the College of Education
- My portfolio included managing and providing leadership for College: (1) Research Activities including growing sponsored research activities; (2) International Education; (3) Graduate Programs; and (4) Faculty Professional Development
- Chair, University Distance Education Taskforce (2008-2009)
- Chair, Second Pacific Rim International Conference (2007-2008)

### Selected Achievements

- Grew College's acquisition of external grants and contracts
  - FY 06 - \$6.4 million – 42 awards
  - FY 07 - \$6.4 million – 48 awards
  - FY 08 – \$9.8 million – 50 awards
  - FY 09 - \$8.1 million – 46 awards
  - FY 10 - \$9.5 million - 47 awards
- Mentored and Retained New Tenure Track Faculty
  - FY 05 – 6 Hires – 83% retention
  - FY 06 – 4 Hires – 50% retention
  - FY 07 – 4 Hires – 100% retention
  - FY 08 – 7 Hires – 100% retention
  - FY 09 – 5 Hires – 80% retention
  - FY 10 – 2 Hires – 100% retention
- Grew College's international programs
  - Grew College study abroad offerings from five to seven
  - Programs added include: King's College, London, England and Cetlalic Progressive Spanish Language School-Cuernavaca, Mexico and Little Village, Chicago
  - Developed London Study Abroad Experience Video  
<http://coe.illinoisstate.edu/students/studyabroad/londonvideo/london.shtml>
  - Directed Second Pacific Rim Conference hosted by Illinois State University
  - Created the Council of Study Abroad Directors for the College
  - Advocated for the development of an International link for College study abroad for one stop shopping for students
  - Coordinated with the web support specialist about the format and content of the study abroad link



## COMMUNITY ENGAGEMENT

### Selected National Engagement

- American Council on Education (ACE) Fellows Program Interviewer (2019, 2020)
- Advisor for Pilot of the ACE Engage Professional Development Platform (2018) before it went live in 2019 (March)
- Sun Belt Athletic Conference: Chief Executive Officer and Athletic Director Meetings, New Orleans, LA. (2018, 2020)
- Carbon Dioxide Information Analysis Center (CDIAC): Supported the migration of the world data Carbon Dioxide Information Analysis Center (CDIAC) archive from Oak Ridge National Laboratory (ORNL) to the Appalachian Energy Center (March 2019 – present)
- Boyd-Lubker Visiting Scholars Program, Western Kentucky University, Bowling Green, KY.—“Surviving Apartheid and Committing to Social Justice”  
<https://wkunews.wordpress.com/2016/03/01/boyd-lubker-2016/> (March 17-18, 2016)
- Illinois Geographic Alliance (IGA): Served as Director responsible for K-20 geographic education initiatives in Illinois in collaboration with the National Geographic Society Education Foundation (2002-2013)
- Louisiana Geographic Alliance (IGA): Served as Co-Director responsible for K-20 geographic education initiatives in Illinois in collaboration with the National Geographic Society Education Foundation (2001-2002)

### Selected State Engagement

- Appalachian Mountain Brewery--Worked on the Partnership agreement with Appalachian Mountain Brewery to sell Yosef Golden Ale with 4% of sale proceeds to go to the Department of Chemistry and Fermentation Sciences for further program development (2019)
- College Advising Corps--Negotiated partnership agreement with College Advising Corps for summer 2019 implementation. This external partnership leveraged resources from College Advising Corps and the State of North Carolina to initially have 6 advisors in North Carolina Public Schools (2019)
- Boone Sunrise Rotary Club Breakfast—Presentation about my immigrant experience and how that impacts my work as Provost and Executive Vice Chancellor (October 30, 2018)

- Great Decisions Blowing Rock Chapter--Served as a panelist (with Mr. Jaco Gerbrands) about the contemporary political, socio-economic and cultural South African nation state (September 4, 2018)
- University of North Carolina (UNC) System State of the University Public Event at the North Carolina Arboretum, Asheville--Served as a panelist with UNC System President Margaret Spellings and the Chancellors of Western Carolina University and the University of North Carolina-Asheville (April 27, 2018)
- Principal Investigator for *The Mountains to Sea North Carolina Louis Stokes Alliance for Minority Participation Program* (M2S NC LSAMP)--This is a new Alliance of six, four-year, mid-sized universities across the geographic range of North Carolina led by University of North Carolina Greensboro and includes faculty and students from Appalachian State University, East Carolina University, University of North Carolina Asheville, University of North Carolina Wilmington, and Western Carolina University Project goal is to increase underrepresented students in STEM fields (Under Review)
- Academy at Middle Fork--Provided year-long leadership and coordination that resulted in successfully opening Appalachian State University's Laboratory School in Winston-Salem, North Carolina (2017–2020)
- Board Member, Benjamin Franklin High School, New Orleans, LA. (2014, 2015)
- Board Member, Edward Hynes Charter School, New Orleans, LA. (2014, 2015)
- Center for Emerging Entrepreneurs (CEE)—Chair, Illinois State University (2011-2013)

*Other Community Engagement activities prior to 2013 available on request*

### **GRANTS AWARDED (Over \$4.4 million)**

---

Principal Investigator, "Illinois Geography Alliance State (IGA) Climate and Capacity Grant." National Geographic Society Education Foundation (NGSEF) Endowment Proposal, (September 2012 – August 2013). (\$58,880)

Principal Investigator, "The Geographical Society of Chicago (GSC) Climate and Capacity Grant." National Geographic Society Education Foundation (NGSEF) Endowment Proposal, (September 2012 – August 2013). (\$36,700)

Principal Investigator, "Small Business Incubator in the Bloomington/Normal Area." United States Small Business Administration, (July 2011-September 2013). (\$500,000)

Principal Investigator, "Business Incubator Phase II." United States Department of Housing and Urban Development, (July 2011-September 2013). (\$95,000)

Co-Principal Investigator, “Professional Articulation for Recruiting/Retaining Teachers for Neighborhood Engagement and Renewal (PARTNER).” United State Department of Education Teacher Quality Enhancement (TQE) Grant, (October 2007 – September 2008). (\$844,762)

Principal Investigator, “Reconciliation, Segregation, and Creolization: The Changing Iconography of South African Society Associated with Political Change.” Fulbright Hays Group Project Area Program Proposal, (June 2006 – May 2007). (\$70,000)

*Full list of funded grants attained available on request*

### **PEER REVIEWED PUBLICATIONS**

---

Murley, L., Gandy, S. K., Sublett, M., and Kruger, D. (2014). A Large Scale Teacher Professional Development Endeavor: The Lincoln Tri-State Institute. Teacher Development: An International Journal of Teachers' Professional Development, Volume 18(2): 198-210.

Kruger, D.P.; Gandy, S.K.; Brown, Randy; Bechard, Amber; and Williams, Diane. (2009). "Fulbright Group Projects Abroad to South Africa: Voices from the Journey," Journal of Geography, Volume 108(4): 102-116.

Lucey, T. A., Kruger, D. P., & Hawkins, J. M. (2008) “Grasping the Foundational Roots of Economic Perceptions: Pre-Colonial West Africa and the Bantu,” In T. A. Lucey and K. S. Cooter (Editors) *Financial Literacy for Children and Youth*, pp. 316-334. Athens, GA: Digital textbooks.

Kruger, D.P. and Gandy, S. Kay. (2006). “Main Street in the Curriculum: A 15 Town Case Study,” Journal of Geography, Volume 105(2): 73-86.

Kruger, D.P. (2004). “From Nationalism to Idealism: Curriculum 2005 and Public Education in South Africa,” Chapter 5 in *International Education Systems and Contemporary Education Reforms*, edited by Adel AL-Bataineh and Mohamed Nur Awaleh.

Kruger, D.P. (2004). “The Illinois Geographic Alliance Mentor Project,” pp. 251-253 in *Expanding Horizons in a Shrinking World International*, Proceedings of the Geographical Union Commission on Geographical Education in association with International Cartographic Association Children and Cartography Commission, edited by Alastair Robinson (Glasgow: Scotland).

Kruger, D.P. and Gandy, S.K. (2004). “South Africa’s Changing Heritage Landscape Through the Lens of the Fulbright-Hays 2003 Seminar,” The Pennsylvania Geographer. Volume 42(1): 51-73.

*Complete list of published articles and conference presentations available on request*

## **ORGANIZATIONAL MEMBERSHIPS (Past and Present)**

---

American Council on Education  
American Association of Colleges and Universities (AAC&U)  
Council on Government Relations (COGR)  
National Geographic Society Education Foundation (NGSEF)  
National Council for Geographic Education (NCGE)  
Illinois Geographical Society (IGS)  
Association of American Geographers (AAG)  
Sigma Xi Research Society, The University of Louisiana at Monroe Chapter  
Phi Kappa Phi Honorary Society, Louisiana State University Chapter.

## **SELECTED PROFESSIONAL HONORS AND AWARDS**

---

- Successfully nominated Appalachian State University American Council on Education Fellow Susan Colby (2020-2021)
- Nominated and mentored Appalachian State University American Council on Education Fellow Jim Denniston (2019-2020)
- National Geographic Society Certificate of Appreciation Award, National Geographic Society (2014)
- Million Dollar Club Award, Illinois State University (2010)
- Recipient of the Tom and Mayme Scott Endowed Professorship in Teaching Excellence, University of Louisiana at Monroe (2002)
- Named Outstanding Professor for the College of Pure and Applied Sciences, University of Louisiana at Monroe (1999-2000)
- Awarded best higher education paper published in the *Journal of Geography*, Illinois State University (2010)
- Awarded CenturyTel's Accent of Excellence Award for Ouachita Parish (County) for Louisiana Geography Education Alliance (LaGEA) and Louisiana Endowment for the Humanities (LEH) K-12 Teacher Programs, University of Louisiana at Monroe. (2001)