

# NATALIE J. HARDER, PhD

## **PROFESSIONAL EXPERIENCE**

*SOUTH LOUISIANA COMMUNITY COLLEGE*

*2012 – PRESENT*

Lafayette, LA

### **Chancellor**

Overseeing all academic and operational aspects of a 16,000 student (8,800 credit) college while focusing on program development, building public-private partnerships, government relations, economic and workforce development, growing non-state revenue, building community relations, and increasing college participation in community activities. Campuses throughout a 6200 square mile area.

### **Chief fund/friend raiser, government, community, and public relations advocate:**

- Created an institutional advancement/alumni office resulting in more than 10x the number of scholarships awarded, 12 new endowed scholarships including \$360K for nursing students, and six new endowed professorships (criminal justice, nursing (3), oil and gas production.)
- Succeeded in meeting state challenge of raising 12% of construction cost for a new Health & Sciences building resulting in \$17.1M bond proceeds.
- Earned more than \$8M in positive media.
- Increased college reserve funds to be 56% of E&G budget while state funding has been decreased 18 times over the last 9 years.
- Increased significant business partnerships by 2000%.
- Negotiated more than \$1M in private sector seed funding for new programs 2015-2017.
- Awarded \$12.6M Workforce Innovation and Opportunity Act (WIOA) contract for eight parish governments effective July 1, 2017 -19 (our largest grant.)
- Increased foundation assets from \$5,000 in 2013 to \$3.1M in 2017 (620x increase) while community led the nation in job losses 2015-2017.
- Attracted more than \$1M in naming rights 2016-2018.
- Awarded \$1.9M adult basic education responsibilities for six parish governments effective July 1, 2017 -19.
- Launched revenue generating Corporate College for non-credit training with 250% growth in individuals served over the last two years.

### **Academic successes:**

- Doubled the number of degree, diploma, and certificate programs to 125.
- Launched new programs in registered nursing, aviation, oil and gas production, digital media, software application development, accounting, maritime, commercial diving, and business administration.
- Increased IPEDS graduation rate by 400%.
- Created the International School of Aviation Excellence in 2015.
- Increased the number of instructional sites from 10 to 52.
- Increased on-line course offerings by 5x.
- Achieved 98% graduation/transfer rate for high school seniors who graduate from SLCC's Early College Academy with an associate's degree/high school diploma.

- Increased full -time students to 70% of student population in AY 16-17 and lead our system in credits taken per student.
- Enrolled more than 1100 dual enrollment students AY 17-18.
- Launching a career high school program in 2019 where students can earn an associate’s degree or a technical diploma when graduating high school.

**Physical campus expansions:**

- Renovated or built more than 100,000 sq. feet including a new Health and Sciences Building in Lafayette parish and a new campus in St. Martin Parish.
- Increased building space by 475%.
- Expanded SLCC from three campuses (in three parishes) to nine campuses in nine parishes.
- Completed mergers with two colleges (2012 and 2018.)

**Increased regional and national recognitions:**

- 2019: Finalist for Planning, Governance, and Finance, *Bellwether College Consortium*
- 2015-2018: Early College Academy (in partnership with Lafayette Public School System) ranked in the top 3 to 5 public high schools in Louisiana.
- 2018: Top 10 Fastest Growing Community Colleges, *Chronicle of Higher Education*.
- 2016: Top 100 Associate Degree Producing Community Colleges: number 15 for two-year certificates, *Community College Week*.
- 2015: Top 100 Associate Degree Producing Community Colleges: number 88 for one year certificates and number 12 for two-year certificates, *Community College Week*.
- 2015: Top 50 Fastest Growing Community Colleges (Enrollment 5000-9999): number 2, *Chronicle of Higher Education*.
- 2015: Aspen Prize for Community College Excellence – nominee, The Aspen Institute.
- 2014: Top 50 Fastest Growing Community Colleges (Enrollment 2500-4999): number 10, *Chronicle of Higher Education*.
- 2015-present: member of CEO Advisory Council and Chair of the Workforce Development Committee of One Acadiana, the organization charged with leading economic growth in the region.
- Chaired statewide committees for the Louisiana Community and Technical College System focused on system wide best practices.
- Consortium partner for a multi-institution development of The Louisiana Center for Maritime Excellence.
- Created “College 2 Church” with 13 faith based organizations to increase college attendance in disenfranchised communities.

**A more student-focused institution:**

- Initiated new student clubs including: Athletics Club, American Association of University Women Chapter, Literature Club, Life Change Club, Speech Debate & Drama Club, Digital Media Club, Student Veterans Association, International Student Club, Fashion and Lifestyle Organization.
- Awarded a \$3.4M federal grant to establish the Center for Minority Excellence.
- Established regularly scheduled student events at all campuses to encourage the feeling of one college.
- Increased Phi Theta Kappa (community college honors) membership by 175%.
- Initiated use of Open Educational Resources with estimated savings of over \$1M to students 2015-2018.

- Launched an institutional aid program focusing more than \$300,000 on “last mile” funding.

**Strategic Planning Development and Implementation:**

- Implemented faculty and staff driven continuous improvement initiative *Everyday Excellence* resulting in record satisfaction gains by employees, increases in graduation and retention rates, and partnerships.
- Advocated for successful unanimous passage of legislation to create a new South Louisiana Community College by merging with Acadiana Technical College.
- Increased programming and geographic reach by successfully realigning three additional campuses/sites from another college.
- Completed allied health and nursing strategic plan focused on meeting sector needs via new programming.
- Liaison for 23 of 144 state legislators resulting in unanimous support for: college merger, new facilities, fee autonomy, workforce funding, and other important initiatives.
- Created Chancellor’s cabinet with representation from all employee divisions to focus on big picture initiatives.

**Responsibilities within the Louisiana Community and Technical College System (150,000+ students)**

- Chair, Student Success Task Force (2017-18) – special multi-disciplinary task force charged with redesigning developmental education, student support, math pathways, and adult basic education.
- Director, LCTCS Foundation (2014-18) – systemwide Foundation.
- Co-Chair, Chancellors’ Student Affairs Committee (2017-18) – focus on implementing best practices to increase student success.
- Chair, IT Committee (2013-15) – focus on maximizing impact of systemwide ERP launched in 2012.
- Chair, Chancellors’ Administration and Finance Committee (2015-17) – focus on systemwide efficiencies and innovation.
- Member, Advancement Committee (2013-15) – advancing statewide resource development.

PATRICK HENRY COMMUNITY COLLEGE

2006 – 2012

Martinsville, VA

**Vice President of Institutional Advancement**

Part of three-member vice-president management team overseeing college operations with direct responsibility for community relations, government relations, public relations, and the PHCC Foundation. Focused on program development, building public-private partnerships, growing non-state revenue, building community relations, and increasing college participation in community activities.

Important efforts and accomplishments:

- Chaired 2012 – 2015 strategic planning team focused on creating a plan emphasizing administrative and faculty measurable goals, assessments, and accountability.
- Managed foundation fund-raising for NJCAA athletic program launch and maintenance of more than \$1M.
- \$500,000 endowment for international activities.
- Managed college’s economic impact study and resulting public outreach.
- Initiated and managed college communication and re-branding project.
- State legislative success including \$8.7M for a workforce development building.

- Successful efforts to increase college and foundation board advocacy activities related to state funding and federal Pell Grant funding.
- Launched a public-private partnership to support student and community entrepreneurs with \$75,000 competition.
- Created international education committee focusing on study abroad, an international student program, faculty development, and internationalizing the curriculum.
- Program development resulting in \$3M of external funding.

*ERIE COMMUNITY COLLEGE FOUNDATION*

*2004 – 2006*

Buffalo, NY

**Executive Director**

Part of president's staff with responsibility for the foundation of a community college with two suburban campuses and one urban campus. Responsibilities/successes included:

- Managed efforts to create student housing at each campus (market study, site selection, financial preparation.)
- Built an organization raising less than \$300,000 in annual revenue to procure more than \$1M annually.
- Increased scholarship funding by 35% and organizing events with historic levels of revenue and participation.
- Initiated and completed the organization's first ever strategic plan.
- Secured major gifts (corporate and individual) ranging from \$50K - \$320K.

*CONTINENTAL 1*

*2000 – 2003*

Buffalo, NY

**Executive Director**

An economic development/transportation association focused on completing a corridor between Toronto, ON and Miami, FL. Initiative had a 14-member bi-national, multi-state board. Accomplishments include:

- Built an organization originally serving three states to serving nine states and the province of Ontario.
- Created a multi-state congressional caucus and a nine-state technical steering committee.
- Received \$4M in federal grants.
- Launched the most comprehensive transportation corridor study ever completed in the US.
- Advanced a \$613M highway project in New York.

*BUFFALO NIAGARA PARTNERSHIP*

*1995-2000*

Buffalo, NY

**Director of Regional Development (1998 - 2000)**

**Business Development Officer (1995 - 1998)**

Eight county chamber of commerce executive position focused on improving the economic vitality of the Western New York economy. Areas of responsibility included trade, tourism, US/Canada issues, transportation, work force development and regional collaboration. Other important successes:

- Created and managed a multi-state group to address US/Canada immigration and trade regulations.
- Successful local, state, and federal advocacy related to economic development.

- Created and managed a regional task force to educate elected officials on railroad concerns during various Class I merger proposals.
- Created a regional committee dedicated to transportation and technology improvements for the City of Buffalo.
- Managed capital investment prospects and site selection firm inquiries.
- Worked with “at risk” businesses to determine avenues for retention including workforce needs, economic incentives, environmental issues, utility costs, etc.
- Created regional collaboration opportunities for tourism entities and attractions.

#### ADDITIONAL PROFESSIONAL EXPERIENCE

##### **Adjunct Faculty**

- University of Louisiana at Lafayette, Lafayette, LA 2015 - present
  - Community College Leadership (EDU 875), lecture
- South Louisiana Community College, Lafayette, LA 2015 – 2018
  - Principals of Management (GBUS 2010), hybrid
- Old Dominion University, Norfolk, VA 2015 - 2017
  - Higher Ed Finance (EDLD 865), video conference
- Patrick Henry Community College, Martinsville, VA 2011
  - Developmental English and Developmental Math, lectures
- Ashford University, Clinton, IA 2010 - 2013
  - Educational Assessment and Public Policy (EDU663), online
  - Foundations of Public Administration (PPA 601), online
- Bryant and Stratton College, Amherst, NY 2006
  - International Economics and Introduction to Finance, lectures

##### **Consulting**

- Greenville Technical College, *Leadership Development Retreat* 2019
- McLennan Community College, *Professional Development Day* 2018
- Council for the Global Advancement of Community Colleges 2010

#### **EDUCATION**

Ph.D. Community College Leadership

##### **OLD DOMINION UNIVERSITY**

M.S. Public Policy and Management (concentration: finance)

##### **CARNEGIE MELLON UNIVERSITY, THE H. JOHN HEINZ III COLLEGE OF INFORMATION SYSTEMS AND PUBLIC POLICY**

B.A. Economics

##### **STATE UNIVERSITY OF NEW YORK AT BUFFALO**

#### RECENT PROFESSIONAL DEVELOPMENT

- Southern Association of Colleges and Schools Commission on Colleges 2014 - present
  - Annual Conferences
- American Association of Community Colleges 2010 - present
  - Annual Conferences
- Association of Community College Trustees 2016
  - Annual Conference
- Leadership Louisiana 2015

- Salzburg Global Seminar 2012
  - International Seminar Program, Salzburg, Austria
- Association of Community College Trustees 2011
  - Annual Conference, Dallas, TX
- National Association of Community College Entrepreneurship 2011
  - Annual Conference, Portland, OR
- American Council on Education, Office of Women in Higher Education 2011
  - National Leadership Forum, Washington, DC

#### RECENT PRESENTATIONS

- Carnegie Foundation Summit on Improvement in Education 2019 (San Francisco, CA), “Transforming Culture: First Accountability Then Improvement”
- Bellwether Finalist in Planning, Governance, and Finance 2019 (San Antonio, TX), “Transforming Culture: First Accountability Then Improvement”
- Studer Education Events, 2018 Destination High Performance (New Orleans, LA), “Revolutionary Strategic Planning”
- Studer Education Events, 2018 Destination High Performance (San Antonio, TX), “Creating the Universe SLCC Wanted: High Performance Culture Through Faculty and Staff Leadership”
- American Association of Community Colleges, 2017 Annual Conference (New Orleans, LA), “Employees Take the Wheel: A ‘Good to Great’ Journey” co-presenter
- Studer Education Events, 2016 Destination High Performance (Las Vegas, NV), “Create and Develop Leaders”
- Association of Community College Trustees, 2016 Annual Conference (New Orleans, LA), “Empowering Employees to Co-Lead a ‘Good to Great’ Journey Toward a High Performing Culture
- American Association of Community Colleges, 2016 Annual Conference, “Globalizing Camelot: Programs and Models” panel
- American Association of Community Colleges, 2016 Annual Conference, “Empowering Employees to Co-Lead a ‘Good to Great’ Journey” co-presenter
- Community Based Education, 2013 Annual Conference, (Charleston, SC), “The Importance of Internationalization”

#### PUBLICATIONS

Harder, N. (2011). International efforts at U.S. community colleges: A comparative analysis of urban, suburban, and rural institutions. *Community College Journal of Research and Practice*, Vol. 35.

#### RECENT COMMUNITY/PROFESSIONAL SERVICE/RECOGNITION

- National Council for Marketing and Public Relations, *National Pacesetter Award* 2019
- Council for the Advancement and Support of Education (CASE) *Executive Leadership Award*, District IV 2018
- United Way of Acadiana, *Women Who Mean Businesses*, award recipient 2018
- National Council for Marketing and Public Relations, *Pacesetter Award*, District 2 2018
- Junior Achievement of Lafayette, *Business Hall of Fame*, award recipient 2017
- Court Appointed Special Advocates (CASA) of Southern LA, Board Member 2017 - present
- Old Dominion University, *Darden Fellow*, award recipient 2013

- American Association of Community Colleges, Board Member 2015 – present
  - Executive Committee (2016-17)
  - Chair, Public Policy and Government Relations (2016-17)
  
- Lafayette General Health System Management Corporation, Director 2014 - present
- Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), Board Trustee 2014 – present
  - Executive Committee (2017-present)
  - Chair, Audit and Finance Committee (2019)
- Louisiana Community and Technical College System 2013 – present
  - Director, LCTCS Foundation (2014-18)
  - Member, Advancement Committee (2013-15)
  - Chair, Chancellors’ Administration and Finance Committee (2015-17)
  - Co-Chair, Chancellors’ Student Affairs Committee (2017-18)
  - Chair, Student Success Task Force (2017-18)
- One Acadiana / Greater Lafayette Chamber of Commerce, Board Member 2012 – present
  - Executive Committee (2016-present)
- Workforce Investment Board Member, LA Regions 40 and 41 2012 - 2015
- Member and Annual Conference Planner, National Assoc. for Community Colleges for Entrepreneurship 2010 - 2012
- Director, Martinsville Industrial Development Authority 2010 - 2012
- Old Dominion University, Darden College of Education, Member 2010 - present
  - Community College Leadership Doctoral Program Advisory Committee