

LEN HIGHTOWER, Ph.D.



350 South Merelet Lane
Orange, CA 92869
E-Mail: WLHightower@hotmail.com
714-602-6573 – Home
503-341-2672 – Cell

CAREER HIGHLIGHTS

HighTower Consulting

- Assisted Concordia University Irvine with turnaround of undergraduate recruitment efforts leading to record incoming classes and assisted in reducing Freshmen unfunded discount rate by 10%.
- Assisted the University of Alaska, Fairbanks in reversing a four year decline in enrollment.
- Assisted Concordia University Portland in achieving student enrollment goals and record net revenue.
- Assisted Concordia University Irvine in development of strategic marketing efforts which provided clearer sense of Brand and stronger competitive position.

Pacific University

- Designed and led University Strategic Planning process which engaged the faculty, Board of Trustees, President, and staff. Goals and strategies were developed that propelled the university forward with a clearer sense of purpose and distinctiveness resulting in greater enrollments and stronger market position.
- Facilitated the creation and implementation of a research based Strategic Marketing Plan for the College of Arts and Sciences.
- Established new enrollment strategies and processes that resulted in increased academic quality of entering freshmen and record enrollments for the University.

University of La Verne

- Restructured Office of Undergraduate Admissions introducing enrollment management strategies, including optimizing institutional aid, resulting in increased quality of entering students, marked improvement in retention and graduation rates.
- Initiated and chaired university-wide Diversity Task Force that increased the number of ethnically diverse faculty, staff, and administrators; developed one of the most successful Latina retention/graduation efforts in the nation; and wrote a grant funded for \$500,000 that created the First Generation Student Success Program, Faculty Diversity Grant project, Minority Faculty Fellowship, and First Generation Student and Parent research project.
- Successfully designed and led institutional strategic planning process that resulted in a more focused vision, substantive strategic goals, objectives, and action plans for the institution and its major academic and administrative units

ACADEMIC BACKGROUND

Ph.D. in Education with emphasis in organizational theory and human development, January 1992, The Claremont Graduate University, Claremont, CA.

MA in Social Science, May 1980, Azusa Pacific University, Azusa, CA.

B.A. in Psychology, May 1977, Westmont College, Santa Barbara, CA.

PROFESSIONAL DEVELOPMENT

July 2004

Institute for Educational Management, Harvard University, Cambridge, MA

July 2003

“Achieving Strategic Excellence: Crafting Strategies for Revenue Enhancement,” The Snowmass Institute, Snowmass, CO

PROFESSIONAL EXPERIENCE

PRINCIPAL, HighTower Consulting, Orange CA, August 2006-Present

- Founder and chief consultant for consulting firm dedicated to facilitating strategic thinking and action in higher education
- Provide extensive consulting service aimed at the unique needs of each client through assessment and development of programs, processes and policies, using methods of strategic enrollment management, financial aid optimization, and strategic marketing, planning and institutional positioning
- Sample of current and recent clients: Concordia University Irvine (undergraduate admissions, marketing, strategic planning; University of Alaska, Fairbanks, (strategic planning, strategic enrollment management, undergrad enrollment); University of La Verne (undergraduate admissions)

VICE PRESIDENT FOR ENROLLMENT MANAGEMENT AND DIRECTOR OF STRATEGIC PLANNING, Pacific University, Forest Grove, OR, 1999-May 2006

- Responsible for all planning, budget, personnel, and policies matters for the Division. Areas of the division included; Graduate and Professional Admissions, Undergraduate Admissions, Office of Student Records/Registrar, Financial Aid, and Institutional Research.
- Coordinated/supervised research on prospective and matriculated students to enhance recruitment and retention strategies and specific action plans.
- Co-led institutional Marketing Advisory Council. Developed an integrated marketing communications effort including electronic and hard-copy communication pieces, and the development of key institutional messages and icons.
- Chaired the undergraduate Enrollment Management Group responsible for promoting optimal retention of students enrolled in the College of Arts & Sciences.
- Reported to the President and served as a member of the President's cabinet which articulated the University's strategies, goals and objectives. Worked with the general Board of Trustees including Executive and Academic Affairs committees. Worked on special projects as assigned, e.g. Institutional Strategic Planning, Institutional Financial Restructuring and Benchmark Studies.

Enrollment Management Results

- Increased Freshmen applications by 35%
- Increased size of undergraduate entering class by 30%
- Increased average entering SAT scores by 40 points

- Lowered unfunded tuition discount from 42% to 38%
- Increased retention rate by 4.5%

EXECUTIVE ASSISTANT TO THE PRESIDENT, University of La Verne, CA, 1994-1999

Strategic Planning, Institutional Research, and Strategist to the President

- Designed and facilitated institutional strategic planning process
- Worked with Academic Assessment Committee to integrate strategic planning and assessment processes
- Initiated and developed office of Institutional Research
- Worked closely with President to position the institution to address current and future challenges and opportunities

Multicultural and First Generation Student projects

- Initiated and chaired university wide Diversity Task force
- Wrote grant funded for \$500,000 resulting in creation of First Generation Student Success Program, Faculty Diversity Grant project, Minority Faculty Fellowship program, and first generation student and parent research project

Recruitment and Admissions

- Developed strong undergraduate admissions team
- Created a research-based strategic marketing plan
- Implemented a “Prospect and Territory Management” system
- Created and implemented new financial aid optimization system
- Increased size of entering class, improved the academic profile of entering students, and increased net revenue

Student Financial Aid Services

- Installed new leadership and approach to the work
- Initiated review and redesign of all policies and procedures
- Increased emphasis on staff training, levels of responsibility, and decision making
- Implemented new electronic tools increasing accessibility and quality of service
- Implemented systematic service improvement process

DEAN OF STUDENT AFFAIRS, University of La Verne, 1986-1995

- Led Student Affairs division including, Career Development and Placement, Counseling Center, Disabled Student Services, Food Services, International Student Services, Judicial Affairs, Leadership Development, Multicultural Student Affairs, Campus Ministry, Orientation & University 100, Prevention Center, Residence Life/Housing, Student Health Services, Student Life, and Summer Conferences
- Created comprehensive student needs assessment process that resulted in new programs and services such as Career Development & Placement, Leadership Development, and Multicultural Student Center
- Developed staff training program resulting in higher levels of professionalism and focus on role of student affairs within the university
- Increased student satisfaction with all student affairs services and programs

ASSOCIATE DEAN OF SCHOOL-BASED STUDENT SERVICES, California State University, Long Beach, CA, 1985-1986

- Facilitated student and community development in Schools of Education, Engineering and Fine Arts.
- Responsible for advising student organizations, student leadership development, recruitment and orientation of new students.
- Worked jointly with faculty and academic administration to establish goals and needed student development and support services for respective schools.
- Led enrollment task force for School of Education that increased enrollment by 25% over 18-month period.

CONSULTANT, R. Rood and Associates, Los Angeles California, 1984-1985

- Led strategic planning processes for small businesses and non-profit sector.
- Co-authored "Career Development Dynamics" workbook and taught career development series at numerous organizations.
- Lead organizational development workshops on temperament and its impact on communication, conflict resolution and productivity.

ACTING DEAN OF STUDENTS, John Brown University, Siloam Springs, Arkansas, 1982-1983

- Responsible for the development, operation, and evaluation of the Student Life Division. Member of President's Executive Committee responsible for total university operation.
- Worked with faculty and staff in creation of a General Studies/Student Development program for undeclared students.
- Played a key role in the transformation of Student Services Division and formation of a four-year student development model.
- Served as Associate Dean for Residence Life 1981-82 and Director of Counseling 1980-81.

SELECTED PAPERS AND PRESENTATIONS

"From 30 thousand feet to successful landing, how to develop an effective strategic marketing plan", invited presentation to be given by L. Hightower & C. Shiery for Council of advancement of secondary education regional workshop. March 2010.

"First Generation Student Success Programs" by Hightower, L. & Vergara, D. Chapter in *Ethnicity Matters*, Mary Jo Benton Lee (Ed.), published by P. Lang Publishing Co. 2006.

"Strategic Planning 101." Presentation to Reed College administration and faculty, Portland, OR, September 2004.

"Positioning, Process, and Politics: How One Private Comprehensive University Addressed Multiple Challenges Through a Systematic Marketing Planning Effort." Paper presented at American Marketing Association Annual Symposium for Marketing in Higher Education, Chicago, Illinois, November 2002.

"Integrating Budgeting, Assessment and Strategic Planning." Co-Presenter, Western Association of Schools and Colleges annual meetings. Laguna Beach, California, Spring 1999.

“Lessons Learned from the Process of Integrating Strategic Planning and Academic Assessment.” Co-Presenter, American Association for Higher Education Assessment Conference, Cincinnati, Ohio, June 1998.

“Partnerships: A Private Institution Point of View.” Panelist, Society for College and University Planning, Pacific Region Conference, San Diego, California, March 1998.

“The Strategic Planner with Many Hats—Bridging the Gap between Theory and Reality at Independent Institutions.” Co-Facilitator of Pre-Conference Workshop, Society for College and University Planning, Pacific Region Conference, San Diego, California, March 1998.

“What Makes a Difference in Student Retention and Success: Importance of Diversity, Class, Family Background, and Financial Aid.” Program Moderator, California Association of Institutional Research Conference, San Francisco, November 1997.

“Fact or Fiction: The Relevance of the Strategic Planning Literature to Planning Practices at Small Colleges and Universities.” Paper presented at the Association of Institutional Research's 35th Annual Forum, Boston, Massachusetts, May 1995. Paper was selected to be abstracted in 1996 Higher Education Abstracts and ERIC Abstracts.

“From Assessment to Action: A Powerful Approach to Increasing the Quality of Minority Students' Experience.” Paper presented at the 10th AAHE Conference on Assessment and Quality. Boston, Massachusetts, June 1995.

“Small College and University Professionals: What does it really mean to be a Generalist?” Co-Presenter, National Association for Student Personnel Administrators Western Regional Conference, San Jose, California, January 1994.

“A Multi-Method Approach to Assessing the Minority Student's Experience.” Co-Presenter, The Minority Student Today Conference, San Antonio, Texas, October 1992.

“Building Bridges: Academic and Student Affairs in Partnership.” Co-Presenter, Conference on Student Development, C.S.U. San Bernardino, May 1989.

ACADEMIC/TEACHING/INTERNATIONAL EXPERIENCE

2010-Spring Term, Adjunct Professor: Concordia University, Irvine
Retained to teach in the College of Business and Professional Studies. Course: Marketing for Results

2002-Spring Term, Adjunct Professor: Pacific University
Taught in the College of Arts and Sciences business program. Course: Marketing Research

1999-Winter Term, Adjunct Professor: University of La Verne
Taught in the Masters of Business Administration program, College of Business and Global Studies.
Course: Strategies in Change Management

1984-1999 Adjunct Professor: Azusa Pacific University, Azusa California

Taught courses in the MA programs of Human Resource Development, Leadership Studies, and College Student Affairs. Courses taught: Organizational Behavior and Change in Higher Education, Instructional Design and Training Methods, The Psychology of Group Processes, Introduction to Leadership, Organizational Resources and Change Strategies, and Program Evaluation.

Operation Impact Instructor: Azusa Pacific University

Taught courses in the MA program in Leadership Studies in Bolivia, Brazil, Chile, Ecuador, Guatemala, Papua New Guinea, and Peru.

Designed & taught courses at undergraduate level: John Brown University and University of La Verne; University 100, Freshmen Walkabout, Passages, Interpersonal Development, Formation of Moral Identity, Holistic Health, Career Development and Exploration, and Leadership

Served on various academic committees including; assessment, athletic advisory council, general education, general studies, international programs and education, learning enhancement, service learning, graduate and undergraduate academic policies.

SPECIAL PROJECTS

- Facilitated implementation of “School-As-Lender” program at Pacific University resulting in an additional \$1.45 million annually for need-based student aid, Spring 2006.
- Facilitated University of La Verne’s partnership with the City of La Verne, and the local school district, in jointly building and operating an Aquatics Facility, 1997-1998.
- Principal author of grant promoting campus diversity funded by the James Irvine Foundation for \$500,000, December 1995.
- Consultant to the Brethren Colleges Abroad international education program, 1996.
- Co-chaired General Education Subcommittee on service learning, 1994-1995.
- Co-chaired department of Elementary Education’s Committee on portfolio assessment of diversified majors, 1996.
- Facilitated development of comprehensive substance abuse prevention program funded by FIPSE grant for \$82,000, Fall 1993.

PROFESSIONAL AND COMMUNITY AFFILIATIONS

- AACRAO
- American Marketing Association
- Association of Institutional Research
- National Association of Graduate Admissions Professionals (NAGAP)
- Society of College and University Planners (SCUP)
- Participant in “Team in Training” Leukemia and Lymphoma Society, Portland OR, Spring 2005
- Member of SCUP Pacific Region Conference Organizing Committee, 1997-1998
- Member of program proposal review committee for SCUP Pacific Region Conference, 1998
- Member of program proposal review committee for Association of Institutional Research national conference, 1997
- Member of California State University, Long Beach Advisory Council for the MA program in Student Development in Higher Education, 1994-1999
- Chair of Small College and University Network. Ex-officio member of Executive Committee, Region VI, NASPA, 1992-1995
- Messiah Episcopal Church, Santa Ana CA.