

Sandra Kiddoo (Schmit), PhD



Executive Profile

Accomplished senior level higher education professional with a record of success in state agency and college settings from faculty to Vice President of Academic Affairs.

Skills Highlights

- Extensive executive higher education and state agency experience
- Strong history of developing strategies to improve student success outcomes
- Market relevant program review, development and implementation experience
- Strong history of working with apprenticeship, both youth and adults
- Strategic enrollment and retention management expertise
- Budget management and development background
- Extensive experience in strategic planning
- Adept at change management
- Inclusive and collaborative leadership skills including experience in shared governance
- Savvy communication expertise
- Successful fundraising accomplishments, including federal, foundation and state grant writing
- Strong history of creating programs to serve non-traditional student populations
- Extensive experience in dual enrollment pathway creation for high school students
- Demonstrated history workforce and economic development initiatives
- Extensive experience in outcomes/performance-based funding
- Adept at policy development
- Skilled in accreditation in both the Higher Learning Commission and the Southern Association of Colleges and Schools Commission on Colleges Education

Education

- University of Wisconsin Madison, Madison, Wisconsin May 2017
- *Ph.D., Educational Leadership and Policy Analysis. Dissertation-Exploring Associate Degree Outcomes of Stacked Credentials*
- Capella University, Minneapolis, Minnesota December 2003
- *M.S. Education-Instructional Design*
- University of Wisconsin, Green Bay, Wisconsin June 1992
- *BS Economics and Business Administration*

Experience

Hazard Community and Technical College Hazard, Kentucky Nov 2018-present,
Chief Academic Officer

Hazard Community and Technical College (HCTC) is part of the Kentucky Community and Technical College System. HCTC is comprehensive community college offering both technical and transfer degree programs. HCTC is a remote/rural college located in the foothills of Appalachia in Eastern Kentucky serving 7 counties. HCTC has an annual enrollment of 3,185 across 5 campuses and 3 additional locations with over 50 degree and certificate programs. HCTC is accredited by the Southern Association of Colleges and Schools Commission on Colleges and employs 65 full time faculty.

Key Responsibilities

- Supervise a team of 5 Deans and several staff members.
- Lead the functions of academic programming, developing and implementing a strategic academic master plan to ensure high quality programming and student success, including measurable outcomes.
- Responsible for the planning, development and administration of degree, certificate and diploma programs, and liberal arts education.
- Oversee transfer, articulation and career planning.
- Ensure the academic integrity of the college through continuous quality improvement. Support innovations in programs and methods of delivery.
- Responsible for accreditation through the Southern Association of Colleges and Schools Commission on Colleges (SACS).
- Lead the college on data informed decision making including the use of analytics to support strategy.
- Develop an engaged faculty body through communication, professional development and shared governance.
- Oversee tenure and promotion process.

Key Achievements

- Developed a balanced budget to align with institutional priorities.
- Created a vision and comprehensive facilities and programmatic plan to revitalize the technical campus including securing over 7 million dollars in grant to start the project.
- Developed and implemented two new degree programs and 9 new certificate programs.
- Utilizing a Guided Pathway model, created course maps and schedules for liberal arts students.
- Stabilized declining enrollment and planned for increased enrollment.

- Led a retention effort of returning students involving intensive coordinated contact through faculty advisors.
- Set clear and measurable goals such as 80% of current students enrolled by the end of the term, recognized as a best practice within the system.
- Created a comprehensive nudge student communication campaign to support student success.
- Established a workload model to ensure equitable, fair and consistent faculty workload assignment and overload pay.
- Development of K-Tech, a competency based apprenticeship for high school students with area high schools.

Mid-State Technical College, Wisconsin Rapids, Wisconsin

July 2015-May 2018

Vice President of Academics

Mid-State Technical College (MSTC) is part of the Wisconsin Technical College System. MSTC is in central Wisconsin serving 8 counties. MSTC has an annual enrollment of 2,690 across 3 campuses and one center with over 30 degree and diploma programs. MSTC is accredited by the Higher Learning Commission and employs 81 full time faculty.

Key Responsibilities

- Supervised a team of 5 Deans and several staff members.
- Led the functions of academic programming, adult basic education, workforce and continued education, institutional research, accreditation and grants functions of the college.
- Supported a strong partnership with Student Services including development of an enrollment management plan to ensure educational access, excellence and success for students utilizing guided pathways.
- Ensured the academic integrity of the college through continuous quality improvement.
- Supported innovations in programs and methods of delivery.
- Aligned college goals with performance based funding goals to ensure funding.
- Planned and provided related instruction to Wisconsin's apprenticeship programs.

Key Achievements

- Developed and implemented strategic plan.
- Developed and implemented an educational master plan.
- Developed and led the remodeling of the library into a learning commons model.
- Increased access for students using online delivery technologies. Engaged in innovative and new instructional technologies to connect students, remote campus and faculty.
- Increased workforce development initiatives including contracted training and continued education.
- Developed and implemented 7 new Associate Degree programs.
- Utilized the Guided Pathway model to re-engineer the student experience from entry, to advising to course scheduling.
- Successful Higher Learning Commission Continuous Quality Review visit.
- Increased grant awards from \$700,000 annually to \$2.2 million annually.
- Increased course completion from 80% to 82%.
- Stabilized declining enrollment through new programming and class schedules.
- Worked with high schools to develop a high school academy model, creating clear dual enrollment pathways into degree programs.

- Developed multiple articulation agreements with four-year partners, including an innovative 1+2+1 nursing program.

Wisconsin Technical College System, Madison, Wisconsin

June 2007-July 2015

Associate Vice President Instruction, Education Director-Transportation and Electronics

The Wisconsin Technical College System is a system of 16 technical colleges in Wisconsin within a shared governance model. WTCS is responsible for curriculum oversight and funding distribution of all the technical colleges. I started as an education director for Transportation and Electronics and progressed to manage all education directors as the Associate Vice President of Instruction.

- Provided leadership and direction on Academics for the entire Wisconsin Technical College System with 16 Technical College Districts and Chief Academic Officers in Wisconsin.
- Developed grant guidelines, served on grant review teams and monitored grantee progress.
- Supported data driven decision making for the office, including expertise on labor market data and student outcome data and performance-based funding metrics.
- Supported youth and adult apprenticeships. Served on the Wisconsin Apprenticeship Council.
- Worked with and presented to the state board on a variety of topics.
- Ensured federal and state accountability metrics. Led the system in continuously improving the quality of teaching and learning.
- Provided leadership to the districts on designing and implementing the newest federal Perkins accountability metric, technical skill attainment.
- Participated in numerous legislative advocacy efforts, from data and report writing to testifying in legislative committees, including Joint Finance.
- Served as an integral role in Wisconsin's Regional Industry Skills Education (RISE) efforts of creating career pathways, including corequisite model to accelerate developmental education.
- Frequent guest speaker/expert at college events including faculty in service, college leadership retreats and program advisory committee meetings. Topics include stackable credentials, WTCS policy, data driven decision making.
- Coordinated large conferences and events, including the C3 conference.
- Provided leadership to all transportation and engineering programming across all 16 technical college.

Roehl Transport, Marshfield, Wisconsin -

July 2001-June 2007

Workplace Education Manager

- Oversaw all training and development programs for over 3000 employees from new employee job specific training to continued professional development. Administered and managed the company's commercial driver license school (CDL). Represented the company on the North Central Workforce Development Board.
- Worked on a multistate program and the US Department of Labor on a job retraining program for truck drivers living in Pennsylvania.
- Designed and gained approval for a federal registered truck driver training apprenticeship.

Teaching Experience

- Adjunct Faculty, Lakeland College, 2003-2008, Courses taught: Economics, Management, Research Methods
- Adjunct Faculty Mid-State Technical College 2004-2007, Courses taught: Economics, Management
- Adjunct Faculty North Central Technical College, 2003-2006, Courses taught: Economics

Presentations, Publications, Memberships, and Contributions

Association of Community College Commission on Rural and Small Colleges, Appointed term 2020-2023

Peer Reviewer, US Department of Education, Education Stabilization Fund Reimagine Workforce Preparation Grant program

<https://www.clasp.org/blog/stackable-credentials-are-worth-effort>

<https://www.clasp.org/sites/default/files/publications/2018/02/2018.02.14%20Short-Term%20Education%20and%20Training%20Programs.pdf>

Proposal Accepted, *Growing Apprenticeship in Appalachia*, Community Colleges of Appalachia Conference, 2020, Asheville, North Carolina.

Proposal Accepted, *The Perfect Faculty Workload Model*, American Association of Community Colleges Annual Conference, 2020, National Harbor, Maryland.

The Perfect Faculty Workload Model, Community Colleges of Appalachia Conference, 2019, Hazard, Kentucky

Stacked Credentials Are Worth the Effort, WTCS Collaborative College Conference, 2018, Wisconsin Dells.

It Takes a Village, American Association of Community College Trustees Annual Conference, 2017, Las Vegas.

Public and Private Partnership to Grow the Trucking Industry in Wisconsin, National Transportation Workforce Summit, 2012, Washington DC

Technical Skills Attainment Assessment, a Wisconsin Approach, 2011. Higher Learning Commission Annual Conference, Chicago, Illinois and 2010, The Chair Academy, Nashville.

Former Member, Wisconsin Apprenticeship Council

Former Member, Board of Directors, Wisconsin Automotive and Truck Dealers Association

Former Member, Board of Directors, Wisconsin Auto and Trucking Education Association

Former Member, Board of Directors, North Central Wisconsin Workforce Development Board

Former Member, Board of Directors, Hill Farms Community Garden

Graduate of the Wisconsin Leadership Development Institute, The Chair Academy.

Registry Member

Member of the Hazard Woman's Club

Member of First Presbyterian Church, Hazard