

# CURRICULUM VITAE

SARA AXELSON, Ed.D.

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## HIGHLIGHTS

- Broad Knowledge of Higher Education Administration in Student Affairs and Enrollment Management in Land Grant and Public Universities
  - Devoted to Student Support, Persistence and Completion
- Dedicated Service and Commitment to Diverse Students and Inclusivity
  - Experience with Distance Education
  - Commitment to Research Agenda
- Dedication to Public Service in Higher Education and Municipal Government

## EDUCATIONAL BACKGROUND

**Doctor of Education in Adult and Postsecondary Education**, University of Wyoming, Laramie, May 2007

**Master's in Public Administration**, University of Colorado, Denver, May 1995

**Bachelor of Arts in Organizational Communication**, University of Wyoming, May 1979

**Continuing Education:** Student Learning and Success; Student Safety; Title IX and Duty to Report; Enrollment Management; Web Development; Human Resources; Leadership; Social Justice Research; Disability Law; Diversity Training and Workshops; Budget Management; Distance Education; Course Design; Academic Writing; Sage Research Methods; Zotero Training; Study Abroad Delivery; Diversity Search Training

## HIGHER EDUCATION EXPERIENCE

**ASSOCIATE LECTURER** 8/2019 - Present

**VISITING ASSOCIATE PROFESSOR** 8/2017 – 7-/2019

## Higher Education Administration Graduate Program

### College of Education

### University of Wyoming

### Laramie, WY 82071

- Co-Program Coordinator for Master's and Doctoral Program – recruit and administer admission to Higher Education MA, EdD, PhD and Certificate programs
- Contact for Ed.D. and Ph.D. programs
- Synchronous and Asynchronous Teaching Assignments: PRST 5610 Introduction to Doctoral Studies; HIED 5060 Program Budgets and Instruction; HIED 5040 Higher Education Staffing; HIED 5630 Advanced Organizational Leadership; HIED 5240 Teaching Adults
- Advise Master's and Doctoral students
- Administrative committees: Dean's Teacher Education Initiative Director search; Ed.D. Carnegie taskforce; Admission Representative search; Associate Professor HIED search; Dean's Code of Conduct taskforce.
- Serve/Chair on Masters' Committees and Served/Cochair on Doctoral Committees 2017 - Present

Jenny Weatherford, PhD

Cory Daly, EdD

Heide Edmunds, EdD

Catherine Steinbock, EdD

Deb Ochsner, EdD

Josh Imes, EdD

Breann Lamborn, EdD

Shannon McKenzie, EdD

Lori Austill, EdD

Leighton Gammon, EdD

Dan McCoy, PhD

Erin Olsen, EdD

Cara Tarullo, PhD in progress

John Hansen, EdD in progress

Victoria Clark, EdD in progress

Ashley Armstrong, PhD in progress

Jenni Rodin, PhD in progress

Ying Zheng, MA Communication

Sophia Grimm, MA

Amber Telander, MA

Ashleigh Rawls, MA

Abby Lozano, MA

Ann Dalton, MA

Casey Hardin, MA

Jed Jensen, MA

Jessida Medler, MA

Heather Webb-Springer

Laura Ryan, MA

Linda Nichols, MA

Danae Petersen, MA

Joseph Davey, MA

Michael Ursuy, MA

Sheridan Hanson, MA

James Cody Ball, MA

Hali Lewis, MA  
Brandon Poulliot, MA  
Jamie McKim, MA in progress  
Katie Gooch, MA in progress  
Anna Fleiner, MA in progress  
Andrew Potter, MA in progress  
McCade Ford, MA in progress

Luke Nielsen, MA  
Alejandra Gonzales, MA in progress  
Melisa Valtierra, MA in progress  
Char Lessenger, MA in progress  
Shannon Henshaw, MA in progress  
Mat Johnson, MA in progress

**VICE PRESIDENT FOR STUDENT AFFAIRS                      4/2006 – 5/2017 Retired**  
**(Including Enrollment Management)**

**University of Wyoming**

**Laramie, Wyoming 82071**

- Oversee the offices of Admissions, Alumni Relations, Center for Advising and Career Services, Campus Recreation & Wellness, Dean of Students (Student Government, Disability Support, Fraternity and Sorority Life, Multicultural Affairs, Non Traditional Center, Rainbow Resource Center, Sexual Assault Prevention and Support, Student Conduct, Student Media, Veteran's Center, Women's Center), Office of the Registrar, Residence Life and Dining Services (Retail Dining, Catering and Events), Student Educational Opportunity (TRiO, Gear-Up, Student Success Services, Upward Bound, McNair Scholars Program) and Disability Support Services, Student Financial Aid and Scholarships, Student Health Services, University Counseling Center and AWARE Alcohol Prevention and Support, Vice President for Student Affairs (Central Office, Cowboy Parents Council) and Wyoming Union
- Budget: \$40 million; 300 full and part-time employees and 1000 student employees
- Led Enrollment Management effort from 1999 – Spring 2017:
  - Direct Enrollment Management Units
  - Chair Enrollment Management Council and work with its associated teams (Diversity, Student Success, Recruiting, Pre-College, Enrollment Services & Image/Marketing)

- Co-led statewide transfer articulation initiative directed by Wyoming State Legislature
- Co-led Board of Trustees UW Admission Standards review
- In fall 2015, achieved largest freshman class to date with 1,695 entering first time freshmen
- In fall 2016, achieved highest retention rate of 76.4 to date of first-time freshmen returning for second year
- Implemented STEP tutoring and supplemental instruction services to support student retention and success
- Governance Group for 2016-2017 Strategic Enrollment Management Planning working with Huron Consulting Group; plan in implementation phase I
- University Strategic Planning Council 2016-2017 Member; draft plan in feedback stage; Led Strategic Planning for Student Affairs in line with University Plan III (2009-2014) and University Plan IV (2015)
- Issued RFP for Residence Life Replacement Plan for new construction in 2018
- Led three University budget reductions for Student Affairs in 2009, 2011 and 2016-2017(included staffing; support budget and reserve funding)
- Oversaw re-envisioning of Wyoming Union space allocation study and implementation
- Supported Dean of Students in Title IX training and internal review and conduct processes
- Supported Dean of Students in UWYO CARES behavior intervention team
- Supported the implementation of significant software changes with leadership from the Division of Information Technology (Ellucian Student Information System and Luminas Portal selection and implementation; Degree Works, Academic Works – scholarship management, Maxient – student welfare and conduct, Campus Digital Signage)
- WyoCloud Governance for implementation of Oracle cloud fiscal system and business intelligence – 2016-2017
- Serve on Governor appointed Complete College Wyoming Council supporting increase of persistence and graduation rates

- Implemented and led Student Affairs employee orientation program
- Leadership role in Campus Safety initiatives; Chair Student Crisis Management Team
- Half Acre Health and Wellness Center – Oversight for \$27 million renovation
- International Student Government Exchanges with Shanghai Normal and Shanghai University; Student Recruiting with College of Education Dean in Nepal; Student Recruiting in Thailand
- Transitioned Alumni Association as they returned to UW within Student Affairs; ongoing oversight
- Lead transition of Wyoming Conservation Corps to Student Affairs; ongoing student engagement program supporting state-wide initiatives
- Expanded Cowboy Parents Council who advise Student Affairs policy and student support; led Family Weekend and raised funding for Emergency Parent's Fund.
- Student Affairs fund raising initiatives – grant; scholarship; federal aid and most recent million-dollar contribution from Osher Foundation for non-traditional adult student support.
- Serve on the following councils, boards and committees:
  - Level One Planning for LCCC-Albany County facility on UW campus
  - A&S Dean Search Committee
  - President's Executive Council for 18 years
  - Academic Deans' and Directors' Council for 18 years
  - International Education Steering Committee for 15 years
  - President's Advisory Council on Safety for 10 years
  - Strategic Diversity Initiative Committee/President Advisory Council on Minority and Women's Affairs
  - LeaRN Advisory Council
  - Union Board
  - University Fee Central Committee
  - Athletic Planning Committee
  - Outreach Advisory Council
  - Academic Deans and Student Affairs Advisory Council, (ADSAAC), Co-chair
  - Student Doctoral Committee – Nycole Courtney, EdD

- Taught Education and Democracy for College of Education (freshman transition class) – Fall 2013; Fall 2014
- Taught Freshman Year Course – Fall 2000
- Information Technology Consolidation – led Student Affairs IT Consolidation with VP for Information Technology.
- Provided feedback to Wyoming Legislature Hathaway Scholarship Committee during drafting of legislation and subsequent coordination of draft administrative guidelines
- Led modification of UW scholarship reform initiatives to coordinate with Hathaway Scholarship Program
- Completed 5-year Student Affairs Support Services Plan and began implementation
- Work with Presidents Advisory Council on Minority and Women’s Affairs (PACMWA) and UW administration to commission salary and benefit equity study
- Coordinated Minority Undergraduate Fellows at UW as part of the NASPA Fellows Program
- Convened Student Affairs Student Advisory Board to seek student input – 2006- 2017
- Formed Taskforce to create Veterans Center – now supporting over 600 veterans with external funding
- Support community-wide coalitions on suicide prevention and support (Gatekeepers), Alcohol Awareness (AWARE and A-Team) and sexual assault prevention and support (STOP Violence and No More campaign)

**INTERIM VICE PRESIDENT FOR STUDENT AFFAIRS**      **8/2005-4/2006**  
**University of Wyoming**  
(See Above)

**ASSOCIATE VICE PRESIDENT FOR**      **8/1999-2006**  
**ENROLLMENT MANAGEMENT/DIRECTOR OF**  
**ADMISSIONS**  
**University of Wyoming**

- Created Enrollment Management Council and associated teams in 1999
- Direct Enrollment Management Efforts for the University. UW achieved the fall 2005 enrollment goal of 13,000 students in the fall of 2004 with the support of the campus community.

- Directed the Office of Undergraduate Admissions. Oversee the Offices of Financial Aid, Office of the Registrar, and the Center for Advising and Career Services (Budget: \$3,700,000; 71 full time and 83 part-time and student employees)
- Served on the following councils, boards and committees:
  - President's Executive Council
  - Academic Deans' and Directors' Council
  - International Education Steering Committee
  - President Advisory Council on Minority and Women's Affairs (PACMWA)
  - Learning Resource Network (LeaRN) Advisory Council
  - Outreach Advisory Council
  - Academic Deans and Student Affairs Advisory Council (ADSAAC)
- Led scholarship reform initiatives
- Co-directed integrated marketing campaign for campus
- Increased applications for admissions over a 5-year period and lead Colorado initiative that increased new freshmen enrollment from Colorado by 42% in the fall of 2004
- Co-produced \$100,000 advertising campaign including t.v. and radio spots and direct mail
- Co-chaired the Academic Success Center Committee launching the Learning Resource Network (LeaRN) student success program
- Secured Daniels Fund Grants for four years for pre-college programs
- Participated in the LeaRN Director Search Committee
- Helped to coordinate the 3-D (Diversity, Dialog and Direction Conference)
- Helped to coordinate the Synergy program for Conditional Admitted Students
- Budget and fiscal responsibility for enrollment management units totaling @ \$3,701,622
- Served on Martin Luther King March/Days of Dialogue committee and participated in panels for 3 years of celebration
- Participated in the Minority Student Leadership Initiative and mentored students for 12 years
- Taught University Studies 1000 section to help freshmen transition into university

- Created Denver-based office for student recruiting and job placement
- Implemented EMAS software for enhanced communication with prospective students
- Implemented Noel Levitz financial aid leveraging effort with Office of Financial Aid, Academic Affairs and Office of Institutional Analysis
- Chaired the American Indian Manager search committee

**ASSISTANT VICE PRESIDENT FOR ENROLLMENT SERVICES/DIRECTOR OF ADMISSIONS** **1994-1999**

**Western Colorado University (formerly Western State College)  
Gunnison, Colorado 81231**

- Directed the Enrollment Services Team: Admissions and Registrar
- Co-Chaired College's Strategic Enrollment Management Group (Residence Life, Orientation, Financial Aid, Institutional Research, Multicultural Affairs, Public Information, Academic Support, Admissions and Registrar)
- Developed and directed the implementation of the annual student marketing plan
- Produced national promotional video
- Increased new student enrollment by 5% in fall of 1996 and 1998
- Developed agreements and advertisement campaign with community colleges
- Oversaw development of all recruiting publications
- Successfully attained grant funding for degree audit training
- Oversaw all computer applications for department
- Implemented electronic application and inquiry processes
- Implemented variety of web sites for Western State College
- Attained grant funding for state-wide diversity student bus tour
- Created minority youth summer educational experience
- Created minority transfer student summer educational experience
- Served on Assessment Task Force in the academic strategic planning process
- Served on Affirmative Action Council
- Administered State of Colorado Residency Statutes for Western State College
- Ensured compliance with Colorado Commission on Higher Education, Board of Trustees and College Guidelines on admission and registration policy



- Initiated telecounseling, application grading, direct mail and geodemographic study

**ASSISTANT DIRECTOR OF ADMISSIONS** **1993 - 1994**  
**Western Colorado University (formerly Western State College) 1982 - 1984**

- Coordinated alumni recruiting program
- Chaired Community College Task Force
- Supervised admissions counselors
- Coordinated New Freshman and Transfer Student Travel Program
- Coordinated scholarship award program

**1982 – 1984**

- Planned and implemented student visitations
- Planned and implemented Student/Parent Summer Orientation
- Advised students and taught orientation class
- Created and served as advisor to student host organization (Highlander Hosts)
- Assisted with development of annual recruiting plan
- Co-Chaired the Colorado Council for High School and College Relations Day/Night Program Scheduling Committee

**ADMISSIONS COUNSELOR** **1979-1982**  
**Dakota State University**  
**(formerly Dakota State College)**  
**Madison, South Dakota 57042**

**MUNICIPAL GOVERNMENT EXPERIENCE**

**HUMAN RESOURCES DIRECTOR** **1991-1993**  
**City of Montrose**  
**Montrose, Colorado 81402**

- Served on City Manager's Executive Team
- Monitored Personnel Practices for 120 employees
- Oversaw Employee training; worker's compensation; employee compensation and benefit program

- Prepared and maintained \$2,000,000 compensation plan
- Responsible for disciplinary action, grievance and termination
- Conducted employee recruitment/orientation program
- Directed national search process for city manager
- Involved in emergency preparedness efforts
- Prepared and maintained department budget
- Supervised employees
- Edited employee newsletter
- Rewrote Human Resources Policies and Procedures based upon then current Human Resources law
- Prepared classification and compensations studies and maintained job descriptions
- Personnel Counseling
- Created Employee Assistance Program

**HUMAN RESOURCES DIRECTOR/CITY CLERK**

**1986-1991**

**City of Steamboat Springs**

**Steamboat Springs, Colorado 80477**

- Served on City Manager's executive team
- Involved in emergency preparedness efforts
- Monitored Human Resource practices for 175 full and part-time employees
- Directed City Clerk/Human Resources Department
- Implemented policies, procedures and systems for management of the permanent records for the City of Steamboat Springs
- Responsible for the record keeping for the \$1,000,000 grants program
- Responsible for the record keeping for the City's 10 Improvement Districts
- Served as official custodian of the municipal records
- Managed City Hall operations
- Conducted municipal elections according to the laws of the State of Colorado
- Directed liquor licensing in municipal boundaries in accordance with the laws of the State of Colorado
- Served as liaison to the City Council

- Led extensive public relations with community
- Prepared budget and managed \$3,000,000 compensation plan
- Oversaw employee recruitment, orientation, training, and safety programs
- Administered compensation and benefits
- Oversaw worker's compensation program
- Performed job audits and reclassification
- Counseled personnel
- Creation and maintenance of city Human Resource policies
- Oversaw grievance, discipline, and termination policies
- Creation and maintenance of Employee Assistance Program
- Assisted in the hosting of Japanese delegation for economic development

**ASSISTANT TO CITY MANAGER**

**1984-1986**

**City of Steamboat Springs**

- Conducted media relations; served as community-city council liaison
- Served as confidante and policy analyst to city manager
- Supervised employees, purchasing and grants coordination

**PRESENTATIONS: 1999 – PRESENT**

Wyoming Community College Trustees (panel on student success)

Casper College (enrollment management guest speaker)

GEAR-UP Keynote Address

Rocky Mountain Association of College Admission Counseling (enrollment management)

Rocky Mountain Association of Institutional Research (The role of institutional research in enrollment management)

Rocky Mountain Association of Trade's Professionals (The role of facilities management in student recruiting and retention)

State Colleges Student Services Conference – (presented 3 enrollment management workshops with colleagues from Colorado institutions)

University of Wyoming Alumni Association: (enrollment updates; marketing efforts)

University of Wyoming Board of Trustees: (enrollment updates; scholarship plans; crisis management plans; sexual assault and prevention updates; residency policy review;

housing plan updates; enrollment management model and plan; enrollment updates; image marketing; scholarship reform & Hathaway Scholarship Program)

University of Wyoming Student Affairs Division: Strategic Planning; Annual Motivational Talks; Annual Fall Academic Year Kick- Off Talks and Spring Recognition Luncheons; MC for Family Weekends.

University of Wyoming College of Arts and Sciences Board of Visitors: (enrollment updates; marketing; collaboration)

University of Wyoming Campus (image marketing; enrollment management; scholarship reform)

University of Wyoming National Ambassadors (enrollment updates; marketing; collaboration)

University of Wyoming Division of Student Affairs – Annual Fall Kick Off and Spring Awards Luncheon, Master of Ceremonies for multiple events including top male and female graduating seniors

Wyoming Community College Presidents: (college going rates; portal)

Wyoming Department of Education: (college going rates; portal)

Wyoming School Board Association: (college going rates; portal; building the pipeline to college)

Wyoming Student Loan Association Roundtable: (enrollment management in Wyoming)

### **HONORS/PROFESSIONAL MEMBERSHIPS**

National Association of Student Personnel Administrators (NASPA), 2005 - present

National Association for College Admission Counseling (NACAC), 1993-2017

American Association of College Registrars and Admissions Officers (AACRAO), 1993-2017

Rocky Mountain Association for College Admission Counseling; Delegate 2001 (RMACAC) Member, 1993-2017

Rocky Mountain Association of College Registrars and Admissions Officers (RMACRAO), 1993-2017

Colorado Council for High School and College Relations (CCHSCR), 1982-1984; 1993-1999

Rocky Mountain Leadership Program, University of Colorado, August 1994

Menninger Foundation Management Institute, 1989

International Institute of Municipal Clerks (IIMC), 1986-1991

Sara Axelson, p. 13

Colorado Municipal Clerk's Association; Vice President - 1990-91; Secretary-1989-90

Colorado Municipal League Policy Committee

International Personnel Management Association (IPMA), 1986-1993

Colorado Personnel Manager's Association, 1986-1993

American Society of Personnel Administrators (ASPA), 1986-1993

City Clerk of the Year for the State of Colorado, 1990

Certified Municipal Clerk, 1989

Outstanding Student Services Staff Members for 1980-81 (Dakota State College)

### **COMMUNITY SERVICE/LEADERSHIP**

United Way of Laramie Board Member, 2013 - 2016

ACT Council, Wyoming State Representative, 2005 - 2008

American Association of University Women, UW Representative, 2005

Leadership Wyoming, 2002

Leadership Wyoming Governing Board, 2003, 2004

Leadership Wyoming Alumni, 2002- present

Tri Delta House Corporation Treasurer, University of Wyoming 1999 – 2012

Gunnison Chamber of Commerce/Western State College Coordinating Council 1995, 1996

PEO 1979 - present

Montrose International Training in Communication; Secretary - 1992-1993

University of Colorado/Boulder, President's Advisory Council, 1991

Governor Romer's Jobs for Colorado's Future Task Force, 1990

Routt Schools Federal Credit Union Vice President and Board Member, 1989-90

Routt County United Way Board Member, 1991

## REFERENCES

### **Dr. Thomas Buchanan**

President, Retired  
University of Wyoming  
5045 Westridge Drive  
Fort Collins, CO. 80526  
TomBuch@uwyo.edu  
307-399-7250

I worked with President Buchanan from 1999 to when he retired in 2013. In 2005, he asked me to serve as the Interim VP for Student Affairs. During that year I competed in a national search and was hired by President Buchanan in 2006 to serve as VP for Student Affairs. It was my deep honor to serve on his leadership team and lead enrollment management and student affairs. President Buchanan led the University of Wyoming during a time of significant capital expansion. Nearly  $\frac{3}{4}$  of a billion of state and private monies used to transform the university community during this time.

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### **April Heaney**

Senior Lecturer, Director, LeaRN Programs  
University of Wyoming  
Coe Library 221  
aprilh@uwyo.edu  
(307) 766-3448

April and I have collaborated on student retention initiatives for more than a decade. She presents an excellent session in the Higher Education Staffing course I teach. April is an extremely effective instructor, educator and administrator. Everything she works on is masterfully created and implemented.

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### **Breann Lamborn, EdD**

Assistant Professor/Site Administrator  
Occupational Therapy - Wyoming Site  
University of North Dakota  
125 College Drive  
Casper, WY 82601  
(307) 268-2223  
[breann.lamborn@med.und.edu](mailto:breann.lamborn@med.und.edu)

I had the pleasure of cochairing Breann's doctoral committee. She defended her dissertation successfully and graduated in May 2017. Breann and I are looking to collaborate on research projects.

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**Dr. Kent Drummond**

Assoc Professor  
English and Honors  
University of Wyoming  
Hoyt Hall 332  
drummond@uwyo.edu  
(307) 766-3183

I have worked with Kent for over a decade and find him to be one of the most creative educators I know. He is multidisciplinary in his background and teaching. Kent has been an excellent presenter in the Higher Education Planning and Budget course I teach

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**Mr. Robert Aylward**

VP for Information Technology and Chief Information Officer  
University of Wyoming  
Laramie, WY 82071  
[raylward@uwyo.edu](mailto:raylward@uwyo.edu)  
307-766-5001

I have worked with Robert for almost 18 years at the University of Wyoming. Throughout, I served on the President's Executive Council with Robert and we have been close collaborative colleagues working on many initiatives together from major technology implementations, employee consolidations, institutional strategic planning, budget, led a student delegation together to Shanghai in 2009, etc. I have learned much from Robert's strategic thinking, financial acumen, and client-oriented delivery of services.