

Jennifer P. Bott, PhD

Campus Address:

3220 Schneider Hall, MS 5429
Haworth College of Business
Western Michigan University
Kalamazoo, MI. 49008
Email: jennifer.bott@wmich.edu

Home Address:

1230 Bear Lake Circle
Portage, MI. 49024
Phone: 765.744.5291 (cell)
Email: jenbott@gmail.com

Education and Professional Preparation:

2014	<i>Certified University Planner</i> , Society for College and University Planning
2013 – 14	<i>Fellow</i> , American Council on Education
2005	<i>Senior Professional in Human Resources</i> (SPHR), The Society for Human Resource Management
2004	<i>PhD</i> , The University of Akron, Industrial/Organizational Psychology
2001	<i>MA</i> , The University of Akron, Industrial/Organizational Psychology
1998	<i>BA</i> , DePauw University, Psychology and Communications

Executive Leadership Position:

Western Michigan University, Kalamazoo, Michigan – 2018 – 2022

Western Michigan University is a public, regional comprehensive university in Kalamazoo, Michigan, serving approximately 20,000 students across 152 undergraduate and 112 graduate programs housed in seven colleges (an additional three non-degree granting colleges). In addition to the main campus, programs are offered at the College of Aviation in Battle Creek and Grand Rapids, Michigan. Western Michigan is affiliated with Western Michigan University Homer Stryker School of Medicine, sharing programs and faculty across several degree programs and courses.

Western is designated a high research university (R2), a Carnegie Community Engaged University and is accredited by the Higher Learning Commission. A nationally-ranked University by *US News and World Report*, Western has several top-ranked programs in each of its eight degree-granting colleges. Western Michigan faculty are represented by three instructional unions, the Professional Instructors Organization (AFT), the Teaching Assistants Union (AFT) and the WMU AAUP (American Association of University Professors).

Provost and Vice President for Academic Affairs (VPAA)

The Provost and VPAA is responsible for leading the academic mission of the institution, providing strategic guidance and budget direction for approximately 1,700 faculty and staff members utilizing a \$320 million budget. Academic Affairs consists of seven degree-granting colleges¹, three non-degree granting colleges (i.e., Graduate College, Lee Honor's College, Merze Tate College) and includes Enrollment Management (Admissions, Financial Aid, Registrar's Office), the Haenicke Institute for Global Education, University Libraries, Information Technology, and other service units. I served as a member of the President's Cabinet, engaged with the Board of Trustees, WMU Foundation and Alumni Boards.

¹ Degree-granting colleges include: College of Aviation, College of Arts and Sciences, College of Education and Human Development, College of Health and Human Services, College of Fine Arts, College of Engineering and Applied Sciences and the Haworth College of Business.

My leadership is grounded in the principles of collaboration, transparent and empathetic communication and authenticity. I strive to be a servant leader, working on behalf of faculty, staff and students to make a positive impact on the culture and people of the organization. I prioritized student success, enabling the fulfillment of promise of our access mission, and faculty and staff engagement in the development of solutions to complex problems.

The following competency-based examples provide evidence and outcomes of leadership style:

- **Innovation and culture development:** Synthesized and elevated decentralized efforts to provide holistic, individualized experiences for our students was a theme of my leadership of academic affairs. My efforts were grounded in collaborative, expansive participation whereby all were provided an opportunity to engage and inform efforts. These efforts resulted in the following outcomes:
 - Created Merze Tate College, the 8th college at the institution, providing holistic support, advising blended with career counseling. Centralized academic advising, student support services, Career and Student Employment services (from the Division of Student Affairs), Orientation (from Enrollment Management), among others. Merze Tate College was built over two years and actively engaged more than 100 members of the Western Michigan community in its development and focus. Individualized problem solving is facilitated by the Solution Squad, a 50+ student and staff team built to eliminate barriers to retention and persistence to graduation. Launched and funded a comprehensive customer relationship management/retention tool development (Salesforce), integrating student and academic affairs efforts to serve students. Efforts at Merze Tate College were further shaped by a Kresge Funded Excellence in Academic Advising grant and APLU Powered by Publics participation. Merze Tate College became one of the first colleges named for a black alumna at a predominantly-white institution (PWI).
 - Restructured regional efforts to focus on innovation and incubation in WMUx, linking faculty development with instructional design and technology experts to drive improvements in teaching and learning. Elevated a market research team to assist efforts to develop workforce ready programs, from micro- to graduate credentials. Facilitated the development of four fully-online, workforce critical undergraduate degree programs.
 - Created and led the [Interdisciplinarity Initiative](#), an effort to identify opportunities for curricular, research and creative activity and organizational collaboration. Faculty engagement resulted in more than 60 proposals for interdisciplinary work. Notable early efforts resulted in the creation of the School of Theatre and Dance, work to synthesize the efforts of three departments with a focus on environmental stewardship and the creation of the Native American Affairs Council.
 - Collaborated with the Faculty Senate to implement the redesigned core curriculum program, WMU Essential Studies. Founded in the assessment of student learning outcomes, launching this new core curriculum involved creating/revising more than 300 courses, changing articulation agreements and catalogs and developing data governance and oversight protocols for annual course assessment.
 - Restructured and modernized our curriculum management process. Partnered with the Faculty Senate to research, choose and implement a new curriculum management software tool. Facilitated the modernizing of our curricular processes to enhance transparency and accountability to curricular change at the graduate and undergraduate levels.

- **Diversity, equity, inclusion and justice:** Passionate and committed to elevating DEI as a strategic cornerstone of academic affairs at Western, created opportunities to advance diverse colleagues into a welcoming and inclusive environment. The framework I developed for the institutional strategic planning process and outcome was founded in DEI, working to integrate strategic diversity leadership and the work of Truth, Racial Healing and Transformation (AAC&U). Activities and outcomes included:
 - Spearheaded our applications to both NSF Advance Award and an APLU iChange Network invitation to continue our evidence-based practices for diversifying STEM disciplines. Served as an executive committee member on both groups.
 - Led the collaboration between the Offices of the President, Institutional Equity and Human Resources to create an Opportunity Hire program to place qualified, diverse faculty candidates into tenure-track positions.
 - Developed the DREAM Fellowship program, an internal leadership development program to increase diverse representation in academic affairs leadership. Mentored the inaugural director of the program.
 - Collaborated with the Three Tribes Confederacy to establish Tribal Governance curricula and develop pathways for deeper engagement. Established the [Native Affairs Advisory Council](#), to develop outreach and retention efforts for our native students and community.
 - Developed and implemented a year-long training effort for academic affairs leaders (125+) to develop shared language, beliefs and action plans. Using *Equity Talk to Equity Walk*, academic leaders engaged in data collection and analysis efforts that informed unit-level plans.
- **Institutional strategic efforts:** Developed and led processes to create institutional strategy that generated enthusiastic engagement, enterprise-wide. Synthesized insights from data streams provided a strong foundation on which to better articulate our value to our stakeholders.
 - Led Higher Learning Commission 10-year reaffirmation of accreditation, which included an 80-person, campus-wide planning and writing team. Facilitated site visit, quality initiative and COVID reviews. Successfully secured 10-year reaffirmation (first issue-free visit in more than 20 years). The visit team was especially complimentary of our campus culture, interdisciplinary efforts, new strategic plan effort and focus on curricular assessment.
 - Created and led [strategic planning](#) efforts on behalf of the President. Developed and implemented a data-informed, transparent and inclusive process that engaged more than 1,000 stakeholders in discussions of values, mission and vision and strategic priorities, rooted within the principles of DEI. Developed a structure that engaged an 18-person steering committee and working groups composed of more than 200 members representing every vice-presidential area.
 - Restructured recruiting and financial aid practices and processes to reach students earlier with disciplined communication. Strategic recruiting changes resulted in a 132% increase in applications over four years. Financial aid optimization strategies resulted in an increase in both need-based and merit aid, making offers more compelling to prospective students. New strategies and technologies (chatbots, family education and individualized aid letters) resulted in an increase in retention and persistence. By using institutional and predictive data, I created the Bronco Promise (2021), a tuition-free program for Pell eligible students funded in part by the largest awarded to a public institution (\$550 million).
 - Partnered with the Vice President of Marketing and Strategic Communications to

lead the [Think Big initiative](#), a data-gathering and culture building effort. More than 5,000 engagements led to the creation of our brand identity that leverages the commitment of faculty and staff to our student success and reaffirms our access mission. Data from these conversations informed the institution's HLC and strategic planning efforts, as well as divisional planning.

- **Crisis management:** I served as one of the three leaders responsible for closing Western Michigan University in March 2020 (COVID), leading with empathy, decisive action and timely communication. Partnered with colleagues across campus to transition faculty, staff and students home, develop protocols for testing the Western Michigan University community for COVID and maintaining essential operations during a six-month shutdown and an additional 10 months of limited operation. Notable highlights include:
 - Led the transition of more than 10,000 sections of courses from face-to-face to entirely online and, later, hybrid. Worked with our Office of Faculty Development to identify, train and pay expert faculty champions to assist in enterprise-wide training efforts to ensure high-quality instruction.
 - Worked alongside state and county health officials to create policy on (a) quarantine/isolation standards, (b) safety protocols for classrooms, laboratories, airplanes and other unique instructional settings and (c) vaccine badge practices and penalties (including weekly testing management for students, faculty and staff members), among many others.
 - Conducted townhalls with parents, students, faculty and staff members to update COVID response at every stage.
 - Developed processes and distribute more than \$42.5 million in financial aid relief (CARES, HERFF) across three different periods to all registered students.
 - Developed and implemented a myriad of information technology (and supporting policy) to enable remote and hybrid work for faculty, staff and student workers.
- **Fiscal leadership:** Western Michigan has a 20-year history of budget cuts, permeating the culture of loss in every unit on campus. My goal in fiscal management was to create a predictable and transparent process that engaged and required unit leaders (deans, associate provosts and directors) to plan for short and long-term scenarios. My efforts led us away from crisis decision making to planful and strategic budgeting.
 - Championed a three-year process to restructure the [university's budget model](#) (incremental/historic to responsibility-centered management) to increase transparency, accountability and predictability across academic affairs. Served as a member of the institution's Strategic Direction and Steering Committee. The three-year process included convening rule modeling (expense, revenue), communication and training groups (year one), communication and training plans (year two), as well as creating and forecasting revenue and expense targets for each unit within academic affairs during the hold-harmless year (year three).
 - At the direction of the president, reduced Academic Affairs budget by \$72.5 million total (fiscal years 2019 – 2022). Secured a voluntary retirement program for faculty members (saving the institution approximately \$10 million; approved by the WMU AAUP) and led unit leaders through scenario planning to achieve budget targets with no faculty layoffs.
 - In order to increase transparency and predictability for our students, I co-led a team to restructure graduate (2020) and undergraduate tuition (2021). Fees were streamlined and tuition was harmonized across locations and modalities, allowing students to better plan and predict cost. These efforts at tuition simplification were aided by the university's first 10-year budget and enrollment plan, which I also co-

- led with our VP for Business and Finance.
- Successfully facilitated two of three instructional union contract negotiations, resulting in the longest contract periods to date for the Professional Instructors Organization (four years) and the WMU-AAUP (five years). Successfully facilitated the negotiation to extend the contract, change the calendar and cut pay (during COVID).

Senior Leadership Positions:

Ball State University, Muncie, Indiana – 2011 – 2018:

Ball State University is a state-assisted, residential university in Muncie, Indiana. Approximately 22,500 undergraduate and graduate students enroll in on- and off-campus programs across seven academic colleges. Ball State is a research university, higher research activity (R2) and has received the Community Engagement Classification by the Carnegie Foundation for the Advancement of Teaching. Ball State is accredited by the Higher Learning Commission.

The Bryan Dean, Miller College of Business, Ball State University (June 2015 – Present)

The Bryan Dean serves as a member of the Council of Deans and oversees a budget of \$18 million. The Miller College houses six academic departments, seven centers/institutes and includes more than 125 faculty members, 25 professional and 20 classified staff members. The Miller College is nationally recognized for several programs, including the MBA program (#16 Online, *US News and World Report*, 23rd Online, *Princeton Review*), Accounting programs (#18th undergraduate and 23rd graduate for large institutions, *Public Accounting Report*), Professional Sales and Selling Management and Entrepreneurship programs (#20, *Princeton Review*)

Strategic Planning/Direction:

- Led the integration of five academic programs (~ 25 faculty, four staff and more than 500 students) into the Miller College of Business when the College of Applied Sciences and Technology dissolved. Facilitated shared governance process of faculty discussions and voting within the impacted Miller departments and College, negotiated transfer of resources and created policies to retain operational independence of units until after AACSB-reaccreditation.
- Led a collaborative vision/mission/values process, aligning the Miller College with the University's strategic plan. Developing metrics that identify, support strengths and demonstrate the impact of our teaching/learning, scholarship and community engagement. Developing and implementing strategies for increasing scholarly productivity through sustainable incentives.
- Built a transparent and inclusive leadership culture through creation of open faculty forums, faculty/professional/staff small-group meetings with the Dean, collaborative budgeting processes and an open-door policy.
- Led 2019 – 20 AACSB reaccreditation efforts, which include facilitating the deployment of revised AACSB faculty qualification standards and their alignment with salary and promotion and tenure documents. Developing mechanisms for capturing and reporting impact of activities.

Fundraising/Engagement:

- Revitalized fundraising, alumni and organizational engagement efforts, including the development of a comprehensive fundraising plan and creation of a development and alumni engagement team (three staff).
 - Raised \$15 million in pledges and/or funds since June, 2015, including these significant namings:
 - Secured an unrestricted, \$3 million naming gift for the Miller College Deanship,
 - Working in collaboration with the Chair of Accounting and a voluntary alumni honorary chairman, facilitated a successful naming campaign for the Department of Accounting that was completed above goal (\$3.1 million) in 18 months. Recognized with a CASE Silver Award for these collaborative efforts.
 - Secured naming gifts for three classrooms and the Dean's Executive Boardroom (total of \$550,000).
 - Secured \$1.25 million into a \$1.5 million campaign to name the Logistics and Supply Chain Center for Excellence.
 - Developed a comprehensive alumni engagement strategy, visiting more than 3,000 alumni through national and regional events, conducting individual and organizational visits and creating innovative on-campus events. Generated significant increases in internship sponsorship, mentors and speaking engagements.
 - Redesigned Dialogue Days, a two-day alumni experience that features career, professional development and major-driven topical content in the classroom. Increased participation by 50%, bringing more than 125 distinguished alumni and friends back to campus in 2018.
 - Reformatted the Executive in Residence program to provide more mentorship opportunities for our most outstanding alumni. Increased satisfaction with the program (from alumni and students), as well as giving.
- Secured university funding and leading planning for a significant classroom renovation in the Miller College (~\$3 million), including college-wide engagement with faculty members and students in the design phase. Collaborating with Facilities Planning and Management to develop architectural and design plans and timelines.

Student Success:

- Led efforts to increase student success by transitioning to direct admission and the creation of the Office of Miller Student Engagement, responsible for cohort-driven student success content developed for freshmen and sophomores. Through partnerships with Career Services, Residence Life and the Miller College, career and co-curricular programming is deployed within the Living Learning Community biweekly to approximately 375 freshmen (80% of the freshmen class).

- Strengthened and created new programming for the Dean's Student Advisory Council to engage students in projects that benefit the Miller College, including developing a mentorship program in partnership with Dean's Executive Advisory Board and Miller Days, an afternoon carnival each spring highlighting philanthropy in support of student travel.
- Coordinated efforts to launch two interdisciplinary graduate degrees by fall 2018 with the College of Health and the College of Architecture and Planning. Facilitating efforts to add undergraduate majors to existing online Bachelors of Business Administration degree, including Logistics and Supply Chain Management (offered beginning Fall 2017).
- Led student and faculty member engagement with regional economic development activity at Launch Fishers (IN) and the Innovation Connector (Muncie). Serve as the Lead Principal Investigator on the Launch IN (2015 – 17) and Innovate WithIN (2017 – 19) programs, working in partnership with the Indiana Economic Development Council.
 - Created high school pitch competition that will feature 85 teams from 65 high schools in every region of the state of Indiana.

Associate Provost for Learning Initiatives, Ball State University (June 2013 – June 2015);
Assistant Provost for Learning Initiatives, Ball State University (May 2011 – June 2013)

- Led administrative, student, faculty and research services for online and blended education, serving over 10,000 students annually through 73 degree and certificate programs. Units under leadership included Online and Distance Education, Dual-Credit/Concurrent Enrollment, Integrated Learning Institute (iLearn) and iLearn Research (45 staff).
- Generated \$25.5 million in revenue in 2014 – 15 through collaborative leadership and partnerships with academic deans, department chairs and faculty members. Experienced average annual enrollment growth of 10%.
- Developed analytics-based student success efforts, targeting barrier courses with a high DFW rate for early intervention systems. Worked with multiple academic departments and faculty members to create just-in-time scaffolding programs to increase student success in accounting, biology, history and math courses. Identified “toxic” course combination profiles to inform advising practices.
- Led university-wide strategic planning initiative implementation efforts, project managing the communication, funding and accountability measures associated with over 100 initiatives.
- Key Accomplishments:
 - National rankings and recognitions:
 - Recognized for Institution-Wide Excellence in Online Education by the Online Learning Consortium (formerly Sloan Consortium) in 2014.
 - Recognized for Strategic Innovations in Online Education by the University Professional and Continuing Education Association (UPCEA), their most prestigious award, in 2014.

- Led efforts to achieve national rankings for online programs.
 - Achieved three top 20 rankings in US News and World Report's Online Program rankings (2013), including Graduate Education at #11, Graduate Business Programs at #14 and Graduate Nursing Programs at #19. Undergraduate Programs were ranked #29.
 - Achieved four top-20 ranking in the inaugural US News and World Report's Online Program rankings (2011). Undergraduate online degrees ranked #20 in 2012.
- Created a student-centered advising and retention unit, employing a highly successful case management process that tracks students from recruitment through graduation, offering concierge services for problem solving. Led advising efforts for five undergraduate and one graduate degree. Created and implemented student service success strategies, including orientation, student ambassadors and intrusive advising (i.e., retention rates increased by 12%; completed applications increased 34%).
- Created and led the Integrated Learning Institute (iLearn), which is responsible for advancing technology-mediated courses (face-to-face, blended and online) through instructional technology and instructional design services for more than 900 faculty. Generated an institutional investment of ~\$2 million for staff, support and office space.
- Created and led iLearn Research, a research and development unit for online and blended education. Generated over \$2 million in grant proposals in 2013-14.
- Through collaboration with department chairs and academic deans, launched six new programs (3 graduate, 3 undergraduate) for completely online delivery. Launched three MOOCs in Spring 2013 to over 8,000 students; Gender Through Comics MOOC listed as one of the eight most influential MOOCs in the country by *Information Week* (4/10/13).
- Partnered with *Quality Matters* to pilot test the Program Certification Process (Exemplary Program). Received the Learner Support Certification in 2015.
- Transitioned from a per-head pay policy to a load-based structure, saving over \$500,000 annually while not reducing online offerings.
- Represented Academic Affairs and the Provost on technology-related matters, including leading the Academic Affairs efforts on a campus-wide Customer Relationship Management tool.
- Other Notable Accomplishments:
 - Developed and implemented policies for sustainable online and blended program growth. Led efforts for integrative policy development with administrative units on campus, including academic systems, bursar, business affairs, financial aid, information technology, registrar and student affairs.

- Represented Ball State University externally:
 - Association of Public and Land Grant Universities (APLU) and the Personalized Learning Consortium (Oversight Board Member)
 - Educause and the Breakthrough Models Incubator (BMI)
 - Academic Affairs Subcommittee of the Indiana Commission for Higher Education, serving as the university expert when discussing online program policy. Co-authored a report on the state of online education with Indiana University and Purdue University, presented to the Indiana Commission for Higher Education (Dec. 2011).

American Council on Education, Fellow (2013 – 14)

- Host Institution: West Virginia University
- Mentors: Dr. E. Gordon Gee, President, Dr. Michele Wheatly, Former Provost and Vice President for Academic Affairs and Dr. Jim Clements, President, Clemson University.
 - Participated in executive leadership activities, including Senior Leadership Team, Provost's Council, Council of Deans, Faculty Senate, Enrollment Management Executive Retreats and Board of Governors meetings.
 - Analyzed entrepreneurial budget practices for academic and non-academic units as part of an all-funds budget model, inventoried current initiatives and catalogued their success. Created recommendations for amending current revenue splits to fund the centralized online teaching and learning support unit.
 - Developed practices for identifying and selecting emerging leaders for national leadership development programs.
 - Engaged with more than 75 national and international higher education leaders through campus visits, small group meetings and mentorship programs.

Executive Director of the Masters of Business Administration and Graduate Certificate Programs, Miller College of Business, Ball State University (2010 – 2011)

- Led AACSB accreditation efforts for graduate programs, including a collaborative effort with faculty members and alumni to develop new programmatic goals. Led the execution of data collection and continuous improvement for all MBA goals. Wrote reaffirmation report and received commendation from review team for dramatic improvement in the MBA program assurance of learning process.
- Led the development of a new interdisciplinary concentration (health economics, policy and administration) in the MBA program and two interdisciplinary graduate certificates (community and economic development and health economics, policy and administration).

- Led the development of asynchronous delivery options to better recruit and retain working adults.
- Pioneered the use of market research data to drive decision-making on branding, communication practices and degree offerings.
- Created an integrated marketing plan that resulted in a 20% growth in qualified applicants during first year of leadership.
- Created an initiative to recruit international students to campus that became a template for other programs seeking to grow targeted enrollments.
- Raised approximately \$100,000 through in-kind and monetary donations to the MBA program.

Academic Positions:

Western Michigan University (2018 – Present): Professor of Human Resource Management

Ball State University: Professor of Management (2015 – 2018); Associate Professor of Management (2008 – 2015); Assistant Professor of Management (2004 – 2008)

- Promoted, 2015 and 2008; Tenured, 2011
- Program chair, Human Resource Management undergraduate degree (2004 – 2010):
 - Responsible for curriculum development, assessment (HLC and AACSB), academic advising for major and management of external advisory board. Graduated an average of 30 students annually.
- Adviser, Society for Human Resource Management award-winning student chapter (2004 – 2010)
- Content expertise: Human resource management, leadership, organizational change and statistics

Summary of Scholarship:

Published more than 25 articles in peer-reviewed journals across a variety of topics, including pedagogy and instructional advances, research methods and statistics and applied business topics. Total citations of published work: 2,400 (Google Scholar). Other scholarly contributions include five book chapters and 30 peer-reviewed presentations. A sample of publications is presented below, organized by research stream.

Pedagogy:

- Myring, M., Bott, J. P., & Edwards, R. E. (2014). New approaches to online accounting education. *The CPA Journal*, 84(8), 66 – 71.
- Naffziger, D. W., Bott, J. P., & Mueller, C. B. (2010). Study abroad: Validating the factor analysis of student choices. *International Business: Research, Teaching and Practice*, 4(1), 72 – 81.
- Ritchey, K., & Bott, J. P. (2010). Exploring interdisciplinary themes in introduction to psychology: Helping students bridge the gap across core curriculum classes. *Teaching of Psychology*, 37(4), 262-266.
- Messineo, M. J., Gaither, G., Bott, J. P., & Ritchey, K. (2007). Inexperienced versus experienced students' expectations for active learning in large classes. *College Teaching*, 55(3), 125-133.

Research Methods and Statistics:

- Bott, J. P., Snell, A. F., & Dahling, J. J., Smith, B. N. (2010) Predicting individual score elevation in an applicant setting: The influence of individual differences and situational perceptions. *Journal of Applied Social Psychology*, 40(11), 2774 – 2790.
- Bott, J. P., O’Connell, M.S., Ramakrishnan, M., Doverspike, D. (2007). Practical limitations in making decisions regarding the distribution of applicant personality test scores based on incumbent data. *Journal of Business and Psychology*, 22(2), 123-134.
- Hornsby, J. S., Kuratko, D. F., Shephard, D. A., & Bott, J. P. (2009). Managers’ corporate entrepreneurial actions: Examining perception and position. *Journal of Business Venturing*, 24(3), 236 – 247.

Applied Business Topics:

- Bott, J. P., Faulk, D. G., Guntapalli, A., Deveraj, S. & Holmes, M. E. (2011). An examination of generational differences in media exposure. *Journal of Applied Management and Entrepreneurship*.
- Bott, J. P., Montagno, R. V., & Lane, J. (2010). Emerging media: Prevalence and impact in the workplace. *International Journal of Mobile Marketing*, 5 (2), 5-16.

Summary of grant activity:

Submitted over \$3.5 million in external grants, of which \$1.85 million has been funded. Samples of recent grant submissions include:

- Bott, J. P. (2016). Launch Indiana (State-wide programming for innovation and entrepreneurship). State of Indiana/Indiana Economic Development Corporation (\$1.5 million) **Funded**.
- Edwards, R., Bott, J. P., & Sabato, N. (2013). Gamification of life skills curriculum. Grant submitted to Creative Associates International. (\$289,000) **Funded**.
- Bott, J., Repp, P., & Gora, J. A. (2013). Educause Breakthrough Models Incubator Grant Program. (\$50,000). **Funded**.
- Myring, M., Bott, J.P., & Edwards, R. (2012). Best practices in the delivery of online accounting education: An evaluation of learning analytics. Grant submitted to the National Association of State Boards of Accountancy (\$25,000): **Funded**.

Recipient of four Ball State University internal grants (total award: \$12,200).

Summary of Teaching:

Western Michigan University: Faculty appointment in the Haworth College of Business; adjunct faculty in Department of Educational Leadership, Research and Technology (College of Education and Human Development) and Department of Psychology (College of Arts and Sciences)

Courses taught:

- WMU’s first hyflex course (MGMT 6170, Leadership) during COVID.
- PSY 6430 (Selection and Placement) in the I/O Behavioral Management Masters and Doctoral program.
- OCL 6410 (Organizational Culture and Globalization), 6430 (Group and Team Dynamics) and 6440 (Large-scale Change) in the Organizational Change Master’s and Doctoral Program.

- MBA 6002 (Leadership for Managers), domestically and abroad (Taiwan Global Innovation MBA).
- MGMT 2500 (Organizational Behavior) auditorium section, incorporating service learning and open educational resources.
- MGMT 4070 (Change Management).

Ball State University: At the undergraduate level, taught all courses in the human resource management major, including compensation, employment law, introduction to human resource management, managing organizational behavior, special topics in human resource management, staffing and training and development. At the graduate level, taught quantitative methods and statistics and strategic human resource management. Teaching and portfolio evaluations placed in top 1% of the department and top 5% of the Miller College of Business.

Some notable accomplishments in teaching:

- Led immersive learning project, *'Til Death Do us Part: The Marriage of Corporate Cultures*, a Virginia Ball Center immersive learning fellowship in which team of 16 students wrote and produced a 30-minute documentary on the human capital impact of mergers and acquisitions. Nominated for “Best Writing” at the Lower Great Lakes Chapter of the National Academy of Television Arts and Sciences.
- Led *Project 18* immersive learning project, teaming up with Peyton Manning Children’s Hospital at St. Vincent, Marsh Supermarkets and Strategic Marketing and Research, Inc. to develop an 18-week curriculum aimed at reducing childhood obesity. This program, launched by former Indianapolis quarterback Peyton Manning is currently taught in over 300 schools across Indiana.

Summary of Professional Contributions:

Served on departmental, college and university-level committees, a sample of which is presented below.

Departmental: Curriculum, promotion and tenure, salary and nine search committees.

College: AACSB Assurance of Learning Steering, dean search, executive leadership and graduate curriculum committees.

University: Presidential search (2016 – 17), Chair, Dean of the College of Sciences and Humanities search (2016 – 17), College of Health Formation Task Force and Implementation Team (2014 – 2016), Strategic Planning Leadership Team (2014 – Present), Strategic Planning Implementation and Review Committee (co-chair, 2013- 14), member of strategic planning (2012 – 17) task force (chair, mission and vision statement subcommittee), graduate education committee (two terms, including chair), member of emerging media curriculum and future of higher education task forces and university research committee (two-term chair).

Professional service: Peer review for AACSB accreditation (2016 – 2018), member of the Higher Learning Commission Peer Corps. (2014 – Present), former board member, East Central Indiana Human Resources, former committee member and chair, Education and Training Committee for the Society for Industrial/Organizational Psychology. Ad-hoc reviewer for nine journals. Led more than 20 preparation courses for the Professional in Human Resources (PHR) or Senior Professional in Human Resources (SPHR) exams in central Indiana.

Community Service: Girls on the Run of Greater Kalamazoo Executive Committee Member, Board Member, Executive Director Search Committee (2022 – Present), Court Appointed Special Advocate, 9th Circuit Court Kalamazoo (2022 - Present), Campaign Leadership Chair, Muncie/Delaware County United Way (2018 – 19), Campaign Leadership Team, Muncie/Delaware County United Way (2017 – 18), Women’s Build Team Leader for Greater Muncie Habitat for Humanity (raised \$12,000). Former board member at Animal Rescue Fund and Tri Kappa Philanthropic Sorority. Delivered 15 invited presentations for service organizations throughout Indiana.

Selected leadership experiences:

External leadership examples:

- Chair, Council for Credential Innovation, University Professional and Continuing Education Association (UPCEA; 2021 – 2023)
- Co-Chair, New Credential Task Force, University Professional and Continuing Education Association (UPCEA; 2020 – 21)
- Campaign Leadership Chair, Muncie/Delaware County United Way (2018 – 19)
- Campaign Leadership Team, Muncie/Delaware County United Way (2017 – 18 campaign)
- Board Member, the Innovation Connector (Muncie, IN); 2017 – 2018)
- Founding Member, Oversight Board of the Personalized Learning Consortium (Association of Public and Land Grant Universities; 2013- 17)¹
- Member, Board of Directors, Ameriana Bank and Ameriana BanCorp (2013 – 2015; bank sold in 2015)
- Member, Board of Trustees, Minnetrista Cultural Center (two-term Chair: Institutional Advancement Committee; responsible for leading effort to raise ~\$125,000 annually)
- Participant, American Council on Education, National Women’s Leadership Forum (Dec. 2012)
- Participant, Education Advisory Board, Continuing and Online Education Leadership Forum (February 2014, Jan. 2013, Dec. 2011)
- Participant, Association to Advance Collegiate School of Business (AACSB), Redesigning the MBA Symposium (March 2011)

Selected Ball State University leadership:

- Presidential Search Committee member (2016 – 17)
- Chair, Dean of the College of Sciences and Humanities Search (2016 – 17)
- Member, Strategic Planning Leadership Team (2014 – 2018)
- Chair, Growing Online Education task force (2011 – 12)
- Chair, Graduate Education committee (2010 – 11)

- Faculty Research Fellow, Center for Business and Economic Research (2008 – 10)
- Faculty Fellow, Office of Academic Research and Sponsored Programs (2007 – 08)

Summary of honors and awards:

- 2017 Indianapolis Business Journal, Women of Influence (<https://www.ibj.com/women-of-influence-2017>)
 - 2017 Silver Award, Principal, Major and Special Giving Programs, Council for Advancement and Support of Education (CASE)
 - 2017 Paul W. Parkison Accounting Department Award of Excellence
 - 2013 20 Under 40 Award – Muncie Star Press
 - 2011 Outstanding Contributions to Education, Muncie – Delaware County Chamber of Commerce
 - 2010 Athena Young Professional Award Finalist, Women in Business Unlimited (Muncie)
 - 2009 Innovation in Business Education, Mid-Continent AACSB Deans Association
 - 2009 Junior Faculty of the Year, Ball State University
 - 2009 Virginia Ball Center Fellowship
 - 2008 Faculty Fellow, Academic Research & Sponsored Programs
 - 2006 - 2007 Extraordinary Year Award, Miller College of Business
 - 2004 – 2006 Delta Sigma Pi, Professor of the Year Award
-