

# **Monique L. Snowden, PhD**

**Interim Provost and Senior Vice President at Fielding Graduate University**

Santa Barbara, CA, US

National Leader on issues pertaining to strategic enrollment planning, higher education analytics and innovations in academic credentialing.

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Monique L. Snowden, PhD, is vice president for institutional planning & effectiveness at Fielding Graduate University. Dr. Snowden began her professional career as a software developer and business consultant for a global technology solutions and services firm. She has more than two decades of higher education experience, with particular expertise in change management, business analysis, process reengineering, and the strategic leveraging of technology resources to advance academic and enrollment services for institutional effectiveness.

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Keynote, Moderator, Panelist

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Education/Learning, Management Consulting, Information Technology and Services

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Higher Education Leadership, Strategic Enrollment Planning & Management, Enrollment & Learning Analytics, Organizational Change and Development, Organizational Communication, Discourse Studies, Discourse Analysis

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Board Member: American Association of Collegiate Registrars and Admissions Officers (AACRAO), Board Trustee: Santa Barbara & Ventura Colleges of Law, Member: Society for College and University Planning (SCUP), Member: Association for Institutional Research (AIR), Member: National Communication Association, Member: National Association of Financial Aid Administrators (NASFAA), Primary Representative: EDUCAUSE, Certified Information Systems Auditor (CISA): ISACA, Certified Project Management Professional: Project Management Institute (PMI), Consultant: SEM Works

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## **Competing on Analytics in Higher Education: A Scholar-Practitioner Approach**

This workshop focuses on strategic and competitive applications of analytics in higher education. Dr. Snowden gets to the heart of many daily challenges in colleges and universities by asking thought-provoking questions and unpacking critical issues.

Higher education leaders and professionals cultivate essential relationships with their institutions' prospective, current and former students; faculty; staff; donors; and constituents. At the foundation, apex, center and borders of these relationships and associated relational processes are an amalgamation of data that informs strategy, impacts services, promotes student success, and facilitates personal and organizational co-development.

This workshop stimulates and provides participants insight on their respective institution's analytic environment and potential, in addition to highlighting individual and collective professional contributions to build greater organizational capacity for higher education analytics.

Dr. Snowden inspires and empowers workshop participants, who will walk away with a pragmatic and coherent understanding of "competing on analytics" in increasingly competitive higher education market spaces.

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**Innovations and Adopters: Toward innovative thought and action in higher education**

34th Arab Collegiate Registrars and Admissions Officers (ARAB-ACRAO) Annual Meeting, Opening  
Featured Speaker |

**Current Realities and Future Possibilities for SEM Practice**

2014 AACRAO SEM Conference, Closing Plenary Panelist |

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**Texas A&M University**

Doctor of Philosophy Organizational Communication

**Texas A&M University, Mays Business School**

Master of Science Management Information Systems

**Texas A&M University**

Bachelor of Business Administration Business Analysis

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**American Council on Education (ACE) Fellow, 2015-2016**

Dr. Snowden is a 2015-2016 American Council on Education (ACE) Fellow. She is hosted for her ACE Fellowship at California State Polytechnic University, Pomona (Cal Poly Pomona) and by EDUCAUSE.

**WASC Senior College and University Commission (WSCUC) Interim Report Committee (2014 – 2017)**

The Interim Report Committee (IRC) reviews Interim Reports and supporting documents that have been requested by the Commission or WSCUC staff. After the review, the IRC may:

- Receive the report with recommendations
- Receive the report with request for an additional interim report
- Receive the report with a recommendation that the Commission send a site visit team to follow up issues
- Defer action pending receipt of follow-up information

**Board of Directors; Vice President for Access & Equity, American Association of Collegiate Registrars and Admissions Officers (AACRAO), 2014-2017**

Provides leadership and support to the following association professional activity committees and caucuses:

- Community College Issues Committee
- Graduate and Professional School Issues Committee
- Professional Access and Equity Committee
- Small College Issues Committee
- Student Access and Equity Committee
- Asian and Pacific Islander Caucus
- Black Caucus
- Lesbian, Gay, Bisexual, Transgender, Questioning, and Ally Caucus
- Latino Latina Caucus
- Native American Caucus

### **Board of Trustees, Santa Barbara & Ventura (SBV) Colleges of Law (2014 – 2017)**

The Santa Barbara & Ventura Colleges of Law (SBVCL) was founded more than four decades ago with a unique approach to law education: Encourage students to build a community that fosters growth and understanding of modern law concepts and problems through discussion and active engagement. SBVCL is part of the TCS Education System, a community solution to creating educational experiences that change the way students learn, educating them to apply their skills to bring about lasting social change.

### **Editorial Review Board, Strategic Enrollment Management Quarterly (SEMQ) Journal (2013-2016)**

Strategic Enrollment Management (SEM) is a comprehensive process designed to help an colleges and universities achieve and maintain optimum enrollment, where optimum is defined within the academic context of the institution. It's a concept and process that enables the fulfillment of institutional mission and students' educational goals.

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### **Gloria Willingham, PhD**

Dr. Snowden has demonstrated her ability to be the catalyst to move higher education organizational structures and processes forward in a time of budget adjustments and redefinitions of growth opportunities and challenges. She is knowledgeable about higher education enrollment strategies, and management systems that inform those strategies resulting in measurable increases in student success ratios. She is able to create the environment in which an entire campus will mobilize and redirect resources to focus on student success. She is a master at leading the structuring and systematizing of statistical information and reporting arenas critical to operational success. Her in-depth understanding of the critical elements of legal, regulatory, and accreditation standards in higher education links everyday practice to required standards. She is a sought after public speaker, an author, and an internal consultant. In addition to her acquired and sustained senior management skills, she stays in touch with her faculty in her role as a Professor in Human and Organizational Development. Given those accomplishments, her career progression and goals, and her educational background, I recommend Dr. Snowden for senior leadership positions in higher education and/or organizational development. If she is not on your list of prospects... she should be!

### **Mohammed Yousif**

Dr. Monique L. Snowden, has generously accepted our invitation to be the keynote speaker at the 34th ARAB ACRAO conference 2015 held at UAEU. She has demonstrated outstanding knowledge in higher education enrollment strategies, and enhancement of student success. She has provided a variety of road maps for the conference attendees through which they can organize and transmit resources to focus on student success. Her comprehensive and profound proficiency in the higher education, information management, and accreditation standards were reflected through out the conference. We were proud to have her with us, and will highly recommend her for future conferences and consultation in her education.

### **James Kyriaco, MPA**

Monique is that rare leader that exhibits both intuitive and scholarly leadership. Her interpersonal skills and organizational savvy allow her to determine when an employee needs to be challenged or reassured; coached or counseled. As a former direct report I experienced Monique as an inspiring and visionary leader who is fearless, loyal, reflective and constantly challenging others to become better versions of themselves. I highly recommend Monique as a leader who can provide mentorship and opportunities for personal and professional growth.

### **Margaret M. McCarthy**

Monique is an outstanding senior leader with deep skills in organizational structure, employee management, data structure and analysis, as well as specific expertise in running registration, admissions, marketing and information technology areas. She has a track record of taking institutions to the next level of success and is a valued colleague.

### **Kim Kieras, MSLOC**

I worked with Monique at Northwestern University while serving her post as Assistant Dean of Enrollment Management at the School of Continuing Studies (SCS). Monique, a strong and analytical thinker, continually kept her staff on their toes by empowering us to think outside the box to come up with actionable, innovative decisions. Monique is an extremely bright individual and skilled in areas of managing big data; organizational leadership; project management; staff development; change management; strategic planning; and technological advancement. It was a treat to work with Monique while at SCS as she brought many new insights into the world of admissions and recruitment for adult learners. She has a wonderful sense of humor and is dedicated to not just getting the job done, but performing beyond expectations. I respect her immensely and hope to have the opportunity to work with her again in the future.

### **Cheryl Rich, MBA**

I was privileged to work for and with Monique from 2004 to 2007 when she served as Managing Director of Admissions Processing, Interim Director of Admissions, and Director of Enrollment Research and Technology at Texas A&M University. Monique is an extremely talented professional with a knack for engaging others in recognizing the need and benefits of data analysis, which is particularly critical in the admissions arena. She is well able to see the big picture while playing close attention to the minute details that will eventually influence that big picture. In addition, her experience and expertise in organizational leadership allowed me and my staff to embrace several key organizational changes and face them as opportunities instead of simply accepting them with dread. Monique has a sharp, quick sense of humor, and while she does not suffer fools lightly, she does find ways to bring out the best in those who work for and with her. I found Monique to be stimulating and challenging, traits I appreciate in both a supervisor and a colleague. Her top notch skills in project management, strategic and organizational communications and all aspects of data analysis and management were essential in her leadership roles at Texas A&M University.

### **Shervonne Davis Smithey**

Monique is one of the smartest people I have ever worked with. She is excellent at motivating her staff. One of her strengths is finding the right hires and providing them with robust training to make them the most efficient employees possible. Monique is also loyal and protective of her staff, not allowing outside contacts to abuse them. Monique has a knack of getting things done. She develops a vision and is able to identify what needs to happen to achieve the vision and assign the right people, giving them the tools and authority to make it happen.

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