

ALICE R. MCADORY, PH.D.

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EDUCATION

Ph.D. The College of William and Mary, 2004, Educational Policy and Leadership Program with concentration in Higher Education Administration.

Dissertation title: *Transactional and Transformational Leadership Style between Representative and Peer Nominated Effective University Presidents and as a Function of Gender and Institutional Type*

M.S. Valdosta State University, 1985, Clinical Psychology and Counseling

B.A. University of Maryland, 1983, German Language, Summa cum Laude

Professional Experience

May 2011 – Present

Vice President for Student Success and Enrollment Management

- Oversee the Office of the Registrar that functions as the central records repository for the college, plans graduation, evaluates transcripts, etc.
- Oversee the Office of Educational Accessibility ensuring that all federal regulations are followed and updated equipment and student services are maintained at the highest level.
- Oversee the Open Door Program which is a grant-supported initiative that assists individuals from disadvantaged backgrounds to enroll in college with individualized support and mentoring.
- Oversee college-wide student affairs/activities.
- Oversee the First Year Success Program.
- Provide college-wide leadership for student financial aid support, enrollment and admissions, and placement testing.
- Led initiative for consistent delivery of new student orientation and development of a new online orientation.
- Was awarded a grant for Great Expectations which supports foster children in getting an education.

- Led initiative for implementation of electronic transcripts.
- Led initiative to purchase a product which provides timely and more accurate evaluation of transcripts and allow prospective and current students to view course equivalencies.
- Leading initiative for review of academic scheduling/room utilization/master calendar software.
- Leading initiative for online form routing software.
- Created college-wide policies.

1991 – 2011

Old Dominion University, a public, Research I doctoral institution, located in Norfolk, Virginia with an enrollment of 23,300

July, 2008 - 2011

Associate Vice President for Enrollment Management

- Led the operation of financial aid, one stop customer service area, military services, and undergraduate, graduate, distance learning, and international admissions offices.
- Led and managed over 200 employees, with a combined operating budget of over 2.7M and a Scholarship budget of over 5.4M.
- Responsible for establishing and advising 14 enrollment management committees that create strategic components of the enrollment plan.
- Acted in advisory capacity to Military Liaison and Military Distance Learning Office.
- Created prestigious student ambassador organization.
- Led initiative to establish summer math programs for entering freshmen, current students, and visiting students.
- Created grant initiative for faculty/staff for recruitment and retention efforts.
- Led initiative to establish state of the art media in classrooms bringing total of mediated classrooms to 99th percentile.
- Presented a proposal to enhance summer school which resulted in a university initiative and full-time summer school director position.
- Served as the primary contact for campus groups or individuals to communicate or propose new approaches to enrollment management.
- Served as the University contact for changes in student services policies and procedures that impeded student success.
- Led change to a data-driven/assessment university culture.
- Oversaw new initiatives created as a result of Enrollment Management efforts; e.g. Customer Service training, after hours call center, and employee appreciation initiative.

- Instrumental in developing Continuing Education Business Plan, Partnership agreement between Tidewater Community College and Old Dominion University.
- Responsible for creation of Business Intelligent Dashboards for undergraduate and graduate data and scorecards distributed to entire campus which will result in real time information and informed decision making.
- Led initiative to purchase and implement SCT Banner CRM product.
- Led initiative to increase staffing in Disability Services and Counseling Center.
- Led initiative for interactive online transfer orientation.
- Led initiative for creation of dashboards and scorecards for Board of Visitors.
- Responsible for initiative for campus-wide 24 hour program that provides answers to questions posed by Web site users; e.g. admissions, financial aid, distance learning, student services.
- Created and implemented campus-wide effort to enhance summer school to include approval from Faculty Senate, Provost, and President.
- Led initiative to increase funding to academic departments by increasing laboratory fees.
- Led initiative to increase scholarship funding for international students.
- Created position of Director of Graduate Admissions, which is responsible for creating a recruitment, admissions, and retention plan for graduate students.
- Held over 20 campus wide open forums to communicate updates on all enrollment management efforts and involve university community in decision making. Created a campus tradition of Friday afternoon forums.
- Led efforts to provide document imaging of all distance learning applications and supporting documents to be viewed by Higher Education Center staff and distance learning site directors.
- Created and chaired cross campus communication committee which promoted collaboration across units.
- Created an Effectiveness Committee which promotes collaboration and consistency between units that interact with and serve prospective and admitted students.
- Co-led initiative to establish Community Engagement Center and work toward achievement of Carnegie Classification of Community Engagement.
- Led initiative to create umbrella mentoring program for all areas across campus.

- Served as primary admissions liaison to NCAA compliance representative.
- Led initiative for automated domicile decisions.

2001-2007

Assistant Vice President of Institutional Advancement and Executive Director of Admissions

- Managed the operation of an office of over 60 employees in undergraduate, graduate, and international admissions, with an annual receipt of more than 29,000 admissions applications.
- Responsible for oversight of processing freshmen, transfer, international, graduate, and distance learning admissions applications.
- Served as the U.S. Army Concurrent Admissions Program (CONAP) representative for the University.
- Developed and administered an annual budget of over \$3 million.
- Instituted technological, procedural, and personnel changes resulting in a 44 percent increase in the number of freshmen applications and a freshmen enrollment yield of 46 percent, while at the same time continuing to raise standards for admission.
- Led efforts to integrate document imaging system for all admissions documents, including document imaging to Graduate Program Directors.
- Represented the University to external constituencies to include school counselors, prospective students and their parents.
- Led efforts to create listing of next steps for applicants and admitted students on admissions Web site.
- Led efforts to create blogging, same time connection with prospective and admitted students, and weather bug on visit/tour reservation site.
- Led effort to create online admissions application for on campus and all distance learning sites.
- Led initiative to create online campus tour reservations site.
- Dramatically increased involvement of staff and faculty in recruitment initiatives.
- Responsible for creation of web reporting for faculty and staff to allow real time information on prospective and admitted students.
- Created Guaranteed Admission Agreement between Old Dominion University and Virginia Community College System and Yavapai Community College in Arizona.
- Led efforts to purchase and use FSA Atlas, a software program which allows international student data entry and tracking of SEVIS information in real time.

2005-2011

Adjunct Faculty – Old Dominion University College of Education Higher Education program Taught “The Contemporary College Student” and The College and University Presidency. Serve on several dissertation committees.

2000 - 2001

Acting Director of Admissions – Old Dominion University. Responsibilities were the same as Executive Director (see above).

1999 - 2000

Special Assistant to University Provost – Old Dominion University

- Directed all aspects associated with the establishment of new higher education center located in Northern Virginia, including identifying on-site and distance learning programs and courses to be offered in collaboration with Provost, Deans, and faculty.
- Developed marketing plan, website, marketing publications, and established community relationships with local businesses and educational institutions.

1996 – 2000

Director, Peninsula Higher Education Center – Old Dominion University

The Peninsula Higher Education Center is located in Hampton, Virginia and is one of 3 off campus centers.

- Led daily operations of the Center including student enrollment and tuition payments, acting as a liaison for students.
- Identified needed classes, maintained projected class schedule. Veterans’ Administration counseling, supervised distance learning broadcast and receipt of televised classes.
- Responsible for marketing and web site design, and served as a representative of Old Dominion University for local cities and school organizations.
- Managed Center budget, fulfilling needs of university non-credit classes and nonprofit and profit entities who utilized the Center for meetings and classes.
- Managed enrollment for the Commonwealth Graduate Engineering Program, and hosted the Cooperating Hampton Roads Organization for Minorities in Engineering and the Virginia Space Grant Consortium.
- Initiated the installation of two way video distance learning technologies.
- Increased the enrollment more than 100 percent in four years.

- Established relationships with local community, local school systems, and four year colleges. Represented the University at community, legislative, and business functions.
- Responsible for oversight of the planning and building phases of the University's new Peninsula Center, to include distance learning technologies.
- Served as the University' Peninsula representative to elected officials, school administrators, and Chamber of Commerce.

1994 – 1996

Associate Director of Distance Learning, Military Programs – Old Dominion University

- Initiated, established and led thirteen off campus sites at military installations to include on site and distance classes, with representation at sixteen military installations which produced an annual enrollment of more than 4700 students.
- Supervised the personnel and operation at the sixteen military sites.
- Opened sites at Quantico Marine Corps Base Fort Belvoir, Fort Myer, Walter Reed Army Hospital and Dahlgren Naval Station and established the sites as recipients of distance learning programs.
- Prepared ten education service proposals, prepared requests for approval for operation from the State Council of Higher Education, Southern Association of Colleges and Schools and the State Approving Agency for Veteran's Benefits.
- Prepared memoranda of understanding with numerous military installations.
- Prepared award winning self-study reports for two Air Force Quality Education System (QES) evaluations and one Military Installation Voluntary Education Review (MIVER) evaluation. Received outstanding commendations for all three evaluations for the operations of the three off-campus centers on the military installations.
- Maintained excellent working relationships with Education Service Officers at the sixteen military sites.

1991 – 1994

Director, Langley AFB Center - Old Dominion University

- Opened and lead Old Dominion University's first full service military off campus site.
- Advised service members regarding veterans' benefits and submitted certifications to Veteran's Administration.
- Provided direct support for on campus faculty who taught at the Center. Registered students, secured textbooks, assigned classrooms, oversaw the budget, and hired support staff.

- Marketed programs to local community and military personnel.
- Produced an annual enrollment of over 500 students.

1990 – 1991

**Senior Field Representative
Troy State University, Norfolk Naval Base**

- Responsible for establishing, publicizing, and marketing four graduate military programs at six off campus sites.
- Managed the scheduling of courses, admissions, registration, academic advisement, financial aid counseling, Veterans' Administration counseling, and supervision, training and advising admissions counselors and clerical assistants at six off campus sites.

**1986-1990 Director, Golden Gate University
Shaw Air Force Base**

- Responsible for leading off campus military site.
- Marketed four graduate programs to military personnel.
- Established graduate program in Information Technology.
- Hired faculty, managed budget, advised students, advised and managed and certified Veteran's Benefits, organized graduations.
- Increased enrollment by over 40%.

1983 – 1985

**Graduate/Teaching Assistant
Valdosta State University**

Committees at Old Dominion University

Enrollment Management Commission
 Executive Retention Committee
 Institutional Technology Advisory Committee
 Greek Awards Committee
 Dining Advisory Group
 Selection Committee for University Bookstore
 Selection Committee for University Food Services
 Selection Committee for Student Success Center
 University Policies and Procedures Committee
 University Assessment Committee
 Best and Brightest Selection Committee
 Chair of Endowed Scholarship Award Committee
 Community Day Planning Committee
 SACS Reaccreditation Committee

Enrollment Projection Committee
Foundations of Excellence Philosophy Committee
Master Planning Group for University
Chair, Cross Campus Communication Committee
Chair, Effectiveness Committee
Selection Committee for Administrator of the Year
NCAA Reaccreditation Committee
Distance Learning Advisory Committee
Lenovo Laptop Program Committee
Chair, Enrollment Management Steering Committee
Enrollment Management Military Committee
Enrollment Management Customer Service Committee
Strategic Plan Executive Task Force
Strategic Plan Community Engagement Committee
Parking Committee
Football Planning Committee
Selection committee for Student Leadership Awards
Chair, Athletic Scholarship Appeals Committee
Athletic Strategic Planning Committee
Selection committee for University branding initiative

Committees at Tidewater Community College

Chair, Student Success Committee
Chair, Student Success Skills Course Committee
Graduation Committee

Board Positions

Serve on Executive Board for Harbor's Edge Retirement Community
Served as Chair of the Finance Committee for Harbor's Edge Retirement Community
Served on Advisory Board of Sterling College
Served as Board Member of Equal Opportunity Center in Hampton Roads, VA
Served on Executive Board of Friends of the Library - Old Dominion University
Former Chair of Marketing and Publicity Committee – Friends of the Library
Former Secretary – Friends of the Library, Old Dominion University

Professional Organizations

Omicron Kappa Delta
Phi Kappa Phi
Kappa Delta Pi – President, 2002-2003, College of William and Mary

Articles/Presentations

McAdory, A.R., & Koch, J.V. (2005). The Evidence is In: Women College Presidents are More Entrepreneurial than Men. *Inside Higher Education*. July, 2005.

Presentation (with James V. Koch and Bruce A. Bracken). Representative and Effective University Presidents' Leadership Style as a Function of Gender and Institution Type. American Education Research Association Annual Meeting. Montreal, April, 2005.

References
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