

# Jason B. Pina

## **Education**

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<i>Johnson &amp; Wales University</i> Ed.D., Higher Educational Leadership Dissertation: <i>Presidential Leadership and Diversity Enrichment at Private Midsized New England Universities</i>	2009
<i>University of Northern Colorado</i> Ed.S., Educational Leadership M.A., Educational Leadership	1997 1996
<i>Occidental College</i> B.A., Economics	1994

## **Administrative Experience Summary**

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<i>Ohio University, Athens, OH</i> Vice President for Student Affairs Interim Vice President for Diversity & Inclusion (2017-2018)	2016-Present
<i>Bridgewater State University, Bridgewater, MA</i> Vice President for Student Affairs & Enrollment Management	2012-2016
<i>University of Rhode Island, Kingston, RI</i> Assistant Vice President of Student Affairs and Dean of Students	2009-2012
<i>Roger Williams University, Bristol, RI</i> Dean of Enrollment Management Associate Dean of Students, Associate Dean for Diversity	2004-2009
<i>Stonehill College, Easton, MA</i> Director, Student Activities/Roche Commons	2002-2004
<i>Babson College, Babson Park, MA</i> Associate Director of Campus Life	1997-2002
<i>University of Northern Colorado, Greeley, CO</i> Hall Director	1994-1997
<i>Occidental College, Los Angeles, CA</i> Hall Director	1993-1994

## **Employment History**

**Ohio University, Athens, OH**

**2016-Present**

**Vice President for Student Affairs (Interim Chief Diversity Officer 2017-2018)**

Report to the University President and serve as the Chief Student Affairs Officer at public research university with an enrollment of over 38,000 undergraduate, graduate and online students on six campuses.

### **Responsibilities**

- Provide executive leadership and vision in administering a comprehensive range of 15 departments, including:
  - Bobcat Depot
  - Campus Involvement Center
  - Campus Recreation
  - Career and Leadership Development Center
  - Community Standards
  - Conference and Event Services
  - Counseling and Psychological Services
  - Culinary Services
  - Housing and Residence Life
  - Office of the Dean of Students
  - Office of the Vice President
  - Regional Campus Retail Operations
  - Sorority & Fraternity Life
  - Student Affairs Communications & Marketing
  - Survivor Advocacy Program
- Manage an annual budget in excess of \$127 million with over 450 full and part-time employees within a collective bargaining environment as well as over 3,800 student employees.
  - Responsible for a residential life auxiliary budget in excess of \$50 million.
  - Responsible for a culinary auxiliary budget in excess of \$43 million.
  - Manage a fund balance in excess of \$88 million.

### **Accomplishments**

- COVID-19 Student Emergency Fund
- 2020 Most Promising Places to Work in Student Affairs from *Diverse: Issues in Higher Education*
- Host, Inaugural It's On Us National Student Leadership Conference in 2019.
- Member of NASPA's Culture of Respect: Ending Campus Sexual Violence Collective.
- Led the establishment of a wellbeing structure within student affairs.
  - Campus Recreations
  - College Recovery Community
  - Counseling and Psychological Services
  - Health Promotions
  - Student Health Insurance
- Served as interim Chief Diversity Officer and earned the Higher Education Excellence in Diversity (HEED) Award from *Insight into Diversity*.
- Revamped divisional donor tracking and recognition resulting in an increased annual donor base to over 1,200 donors.
- Expanded Counseling and Psychological Services with a \$2 million investment including psychiatric care, case management and use of WellTrack.

- Led the establishment of a new career and experiential learning fee that will result in over \$3.5 million annual investment.
- Created OHIO Basic Needs that includes new staff, food pantries and programs to support students' needs.
  - Collaborating with University Advancement to establish fundraising efforts for student microgrants that has resulted in over \$2 million of planned and cash gifts as well as several food and in-kind contributions.
- On-going refinement of the residence hall portfolio including demolition of nine residence halls and extensive renovation of remaining buildings.
  - Annually planned investment of \$12-\$15 million
  - Completion of over \$75 million in projects since 2016
  - Reduction of almost \$100 million in deferred maintenance back-log
- Completed inclusive project to reimagine the Division's mission, vision and values including a focus on:
  - Equity & Social Justice
  - Learning Goals
  - Retention & Graduation
- Established a centralized conference services operation with over 100% summer revenue increase in year one.
- Established and expanded the Survivor Advocacy Program with three social workers.
- 17 earned grants (\$750,000+) across the Division to enhance the student experience and supplement budgets.
- 30+ regional and national awards for excellence in Student Affairs work earned by colleagues and departments.

***Bridgewater State University, Bridgewater, MA***

**2012-2016**

**Vice President for Student Affairs & Enrollment Management**

**Vice President for Student Affairs**

Reported to the University President and serve as the Chief Student Affairs and Enrollment Officer at a comprehensive state university with an enrollment of approximately 12,000 undergraduate and graduate students. Enrollment Management was added in 2014.

### **Responsibilities**

- Provided executive leadership and vision in administering a comprehensive range of student affairs programs and enrollment management efforts of 18 departments.
- Managed an annual budget in excess of \$133 million with over 375 full and part-time employees within a collective bargaining environment.
  - Responsible for a residential life auxiliary budget in excess of \$24 million.
  - Responsible for Financial Aid budget in excess of \$90 million.
  - Approve the student government and professional staff use of the \$750,000 Student Support Fee allocation.

## **Accomplishments**

- Budget related:
  - Executive leadership of the first Innovative Grant fund to enhance programming and divisional assessment (over \$450,000).
  - Executive leadership of the first Promoting Diversity Grant (\$90,000).
- Collaborative efforts with Academic Affairs:
  - Co-led with the Provost the implementation of Degree Works that integrates degree audit, academic planning and advising tools in conjunction with three regional community colleges.
  - Co-sponsored with the Provost a comprehensive review of academic advising that included on-going improvement initiatives.
  - Served as Project Sponsor for Academic Works software (a scholarship application, review and tracking tool). The project also included a partnership with the Advancement Division.
  - Established first strategic enrollment management group including faculty.
- Diversity, social justice and community safety:
  - Restructured student support mechanisms including: CARE Team, Sexual Assault Response Team, and “At-Risk” Students Committee.
  - Added full transgender health insurance coverage to university plans.
  - Ensured compliance with pertinent state and federal regulations.
- Improving student success:
  - Partnered with the Provost to designed and implemented the University’s first Student Affairs/Academic Affairs Partnership Initiative.
  - Initiate the expansion of learning communities within the residential community and with commuting students.
- Divisional capital building and programming efforts:
  - Oversaw the completion of a 500 bed, \$60 million residence hall.
  - Implemented the phased renovation of the Rondileau Campus Center (\$9 million allocated).
  - Oversaw the development and completion of the \$6 million University Welcome Center that houses Admissions and Financial Aid.
  - Led planning effort for \$3 million expansion of Athletics Department locker room facility.
  - Expanded and institutionalized assessment efforts that improve student success.

***University of Rhode Island, Kingston, RI***

**2009-2012**

**Assistant Vice President of Student Affairs and Dean of Students**

Led the Office of Student Life at the state’s land and sea grant university which serves over 16,000 students by promoting responsibility, engaging students and promoting social justice through the work of ten departments.

## **Responsibilities**

- Supported the Vice President with the leadership of ten departments with direct oversight of five departments.

- Collaborated with the Vice President to manage a \$76 million budget including budget request/proposals, department/divisional reductions and reallocation.
  - Managed over \$3 million budget including state, grant, and raised funds.
  - Responsible for over \$45 million in Greek Affairs related facilities.

### **Accomplishments**

- Diversity, Equity, and Community:
  - Collaborated with the President and Vice Presidents on diversity, equity, and community issues including the reorganization of functions under first Chief Diversity Officer.
  - Designed and implemented a campus-wide Bias Response Team that reviews bias-related events, develops response protocols, and advises university leadership.
  - Created the University's first diversity programming fund (\$50,000).
- Campus Collaborations:
  - Served on the Council of Deans that serves as the Provost's staff.
  - Led the National College Health Improvement Project on campus.
  - Coordinated student conduct system including academic integrity.
  - Instituted new software in conduct and residence life.
  - Partnered with Academic Affairs to improve retention and student return on investment including improving student migration processes.
- External Collaboration:
  - Served as liaison to state and local government officials and with community service agencies including various town/gown coalitions.
  - Supported Narragansett-URI Coalition meetings.
  - Participated in Rhode Island Town/Gown Coalition meetings.
- Planning and Development:
  - Developed and executed achievement strategies and assessment cycles for five-year Academic and Student Affairs plans.
  - Acted as Student Affairs capital project manager. Actively involved in four building projects including:
    - \$45 million LEED certified residence hall (Completion Fall, 2012)
    - \$12 million wellness center (Completion 2013)
    - \$6 million dining hall expansion (Completion 2014)
    - \$20 million student center renovation and expansion (unscheduled)
  - Supervised the development and adherence to department strategic plans.
  - Worked collaboratively to change department-level missions and development of new departments and division.

***Roger Williams University, Bristol, RI***

**2007-2009**

**Dean of Continuing Studies and Graduate Admission**

**Dean of Enrollment Management**

Provided leadership on developing, implementing, and evaluating admissions program essential to student recruitment and retention of underrepresented populations at a private co-educational institution of 5,000 undergraduate, graduate and law students.

## **Accomplishments**

- Increased underrepresented student applications by 15% in one year.
- Established collaborations with the MET Schools enabling alternative admission processes and lay the foundation for College Unbound.
- Established summer academic camp scholarship programs to increase diversity and expose a broader population to University enrollment.
- Researched, developed, and implemented the Intercultural Leadership Award including over \$3 million in grant-based financial aid.
- Worked collaboratively with the Vice President for Enrollment Management and Retention and other senior leaders to assess and create supportive resources fostering multicultural appreciation.
- Developed and maintained partnerships with external constituents and organizations that support underrepresented communities.
- Acted as a liaison to Academic Affairs cultivating relationships, improving coordination, and seeking opportunities to further refine the admission-matriculation-graduation cycle.
- Conducted data analysis and benchmarking on enrollment management trends and produced an annual Enrollment Management Report.
- Acted as liaison with Student Affairs departments for enrollment management initiatives including residence hall occupancy, student retention, diversity, orientation, and athletics.
- Collaborated with faculty to develop graduate recruitment strategies for programs in Arts & Sciences, Architecture, Construction Management, and Education.
- Developed an enrollment strategy for the School of Continuing Studies.
- Maintained and expanded military, corporate, and public safety officer recruitment.

## ***Roger Williams University***

**2004-2007**

**Associate Dean of Students**

**Associate Dean for Diversity**

Served as primary advocate and support for underrepresented students including GLBTQ, international, religious/spiritual, and students of color at a private co-educational institution of 5,000 undergraduate, graduate and law students.

## **Accomplishments**

- Developed benchmarks and strategic plans related to diversity and global initiatives.
- Served as the institution's retention specialist for international and underrepresented students through student services and academic collaborations.
- Managed budget to support University and student initiatives.
- Collaborated with colleagues and students to offer culturally themed programs.
- Directed "Bridge To Success" program including grant writing, mission development, building external relationships and worked with staff to create a mentor program.
- Expanded the spiritual life program including five campus chaplains.
- Managed the Intercultural Center including scheduling usage, promoting community integration and blending academic, social and cultural opportunities for students.

- Managed immigration requirements for international students and scholars including all SEVIS requirements.
- Collaborated with faculty to develop resources to support cultural enrichment including art, artifacts, books, films, and community expertise.

### **Selected Professional Development**

- Institute for Leadership and Governance in Higher Education (2018-2019), Association of Governing Boards
- CSA Summer Institute (2017-2019), Association of Public & Land-grant Universities
- Millennium Leadership Initiative (2015-2016), American Association of State College & Universities (AASCU)
  - This two-phased professional development program is designed to prepare participants for the presidency. Phase one includes an intensive four-day program led by current and past presidents. Phase two is a yearlong mentoring relationship with a current president.
- Institute for Educational Management (2014), Harvard University
  - The two-week program is a premier Institute designed to transform senior higher education administrators through multiple modalities and networking opportunities.
- New Chief Student Affairs Officer Institute (2013), Student Affairs Administrators in Higher Education (NASPA)
  - The five-day program is designed to help Chief Student Affairs Officers successfully leverage talents and transition into new leadership roles.

### **Selected Teaching Experience**

#### ***Ohio University***

- Adjunct Faculty, Leadership & Change Management in Higher Education (2017-Present)
- Guest Lecturer, Higher Education and Student Affairs in the US (2016-Present)

#### ***Boston University***

- Guest Lecturer, SED 553- Student Affairs in Higher Education- 2013-2016

#### ***Bridgewater State University***

- Guest Lecturer, CNSA 515- Foundations in Higher Education Counseling for Student Affairs Practice- 2012-2016

#### ***University of Rhode Island***

- Lecturer, HDF 572- Administrative Practices (CSP Program)- 2010-2014
- Lecturer, URI 101- 2011-2012
- Guest Lecturer, HDF 586- Social Justice in Higher Education- 2011
- Guest Lecturer, Leadership Minor core courses- 2009-2012

### **Publications**

- Cogswell, C & Pina, J. B. (2021). Making Assessment Essential in Student Affairs at Ohio University. In Hundley, S. P. & Kahn S. *Leadership for Assessment and Improvement: Institutional Imperatives and Stakeholder Engagement.* (Stylus Publications)

- Cogswell, C & **Pina, J. B.** (March, 2020). “Organizational Change in Student Affairs: A Closer Look.” Paper to be presented at NASPA: Student Affairs Administrators in Higher Education National Meeting, Austin TX.
- Bapasola, L., Brownell, J., Collins, K. M., Gifford, D. D., **Pina, J. B.** & Valentine, A. (Summer, 2019). The Six Rs of Higher Education in the 21<sup>st</sup> Century. *Leadership Exchange* 17(2). (cover story)
- **Pina, J. B.** & Hecht A. M. (Spring/Summer, 2016). HigherEd Jobs Authors in Residence.
  - “The Unique Nature of the AVP Role” (March 30, 2016)
  - “Transitioning, Maximizing, and Moving On” (April 27, 2016)
  - “Core Competencies for Success” (June 10, 2016)
  - “Inherent Challenges” (to be published August, 2016)
- Hecht, A. M., Hernandez, C. & **Pina, J. B.** (Spring, 2016). Managing VPSA for AVP Success. *Leadership Exchange* 13(5).
- Cabellon, E. & **Pina, J. B.** (Winter, 2016). An Integrated Student Communication Strategy: BSUlife.com. *Leadership Exchange* 13(4).
- Hecht, A. M. & **Pina, J. B.** (Eds.). (2016). *AVP: Leading from the Unique Role of Associate/Assistant Vice President for Student Affairs*. Washington, DC: NASPA.
- Stallings, S., **Pina, J. B.**, & Hecht, A. M. (2016). Managing Fiscal Resources. In Hecht, A. M. & **Pina, J. B.** (Eds), *AVP: Leading from the Unique Role of Associate/Assistant Vice President for Student Affairs* (119-136). Washington, DC: NASPA.
- **Pina, J. B.** (2016). Beyond Balance: Developing Work Life Integration. In Hecht, A. M. & **Pina, J. B.** (Eds), *AVP: Leading from the Unique Role of Associate/Assistant Vice President for Student Affairs* (137-154). Washington, DC: NASPA.

### **Recent Conference and Institute Presentations**

- Ardoin, S., Collins, K., **Pina, J. B.**, Johnson, J. M., & Brown-Henderson, L. (March, 2019). “#SAPro to Published: Finding the Outlets, Time, and First Steps to Publication Without Being on the Faculty Track.” NASPA: Student Affairs Administrators in Higher Education National Meeting, Los Angeles California.
- Stansbury, C., Dries, Kelly., & **Pina, J. B.** (March, 2019). “The Power of the Introvert in Student Affairs.” NASPA: Student Affairs Administrators in Higher Education National Meeting, Los Angeles, CA.
- **Pina, J. B.** & Shandley, T. (March, 2017). “Presidential Transitions” NASPA: Student Affairs Administrators in Higher Education National Meeting, San Antonio, TX.
- Kruger, K. & **Pina, J. B.** (July, 2016). “What you need to know about Student Affairs” ACE/NACUBO CAO & CBO Collaborations: Working together for student success Institute, Washington, DC.
- **Pina, J. B.**, LoMonaco, B., Dobrowski, P., & Sawyer, R. (March, 2016). “Understanding and Managing Presidential Transitions: Lessons for VPSAs and their Teams” NASPA: Student Affairs Administrators in Higher Education National Meeting, Indianapolis, IN.



- **Pina, J. B.** & Hecht A. M. (March, 2016). “AVP: Leading from the Unique role of Associate/Assistant Vice President for Student Affairs” NASPA: Student Affairs Administrators in Higher Education National Meeting, Indianapolis, IN.
- Jablonski, M., **Pina, J. B.**, Curran, S., & Jones, B. (March, 2015). “Consulting 101: Getting the Most from Engaging a Consultant” NASPA: Student Affairs Administrators in Higher Education National Meeting, New Orleans, LA.
- **Pina, J. B.** (March, 2015). “Doctoral Student Seminar” NASPA: Student Affairs Administrators in Higher Education National Meeting, New Orleans, LA.
- **Pina, J. B.**, Reesor, L., Sluis, K. A., & Endress, W. (March, 2015). “You Got the Job, Now What?: Maximizing Impact as a Senior Student Affairs Officer” NASPA: Student Affairs Administrators in Higher Education National Meeting, New Orleans, LA.
- Moriarty, B. & **Pina, J. B.** (November, 2014). “Promoting Innovative Programming” NASPA: Student Affairs Administrators in Higher Education Region I Conference, Portland, ME.
- Jablonski, M., **Pina, J. B.**, Curran, S., & Jones, B. (March, 2015). “Consulting 101: Getting the Most from Engaging a Consultant” NASPA: Student Affairs Administrators in Higher Education Region I Conference presentation, Portland, ME.
- **Pina, J. B.** (March, 2014) “AVP Steering Committee & Institute” NASPA: Student Affairs Administrators in Higher Education National Meeting, Orlando, FL.

### **Selected Keynotes and Higher Education Leadership**

- Conference Keynote, OCPA Annual Conference, Columbus, OH (2020)
- Conference Chair, NASPA Annual Conference, Austin, TX (2020)
- Conference Chair, NASPA Annual Conference, Los Angeles, CA (2019)
- Faculty Chair, NASPA AVP Institute (2017)
- Teaching Faculty, NASPA AVP Institute (2014, 2015 & 2016)
  - Led Pre-Institute session for new Associate/Assistant Vice Presidents
  - Co-led sessions on campus politics, technology, and supervision
- Keynote, NASPA Region II Careers Conference (2015)
- Keynote, NASPA Region I S.A.L.T. Conference (2014)
- Guest speaker, Wentworth Institute of Technology (2014)
- Speaker, Massachusetts NASPA Student Retention Panel (2014)
- Keynote, Stonehill College Student Affairs Leadership retreat (2014)
- Keynote, NEACUHO- Pandora, Podcasts & Professional Development (2014)
- Guest speaker, Year-Up Providence (2011-2016)

### **Selected Community Involvement**

- Trustee, The Gordon School (2009-2016)
  - Development Committee member
  - Head of School assessment committee
  - Marketing Committee
- Corporate Board member, Blue Cross Blue Shield of Rhode Island (2007-2012)
- Board member, Beneficent Society, Beneficent Congregational Church (2003-2007)
  - \$14 million market value endowment

- Keynote, AmeriCorps Boston Career Day (2015)
- Keynote, Upward Bound (2014 & 2015)
- Trustee, Button Hole Golf (2013-2015)
- Governor appointee, Central Falls Charter Review Commission selection (2012)
- Theta II Class member, Leadership Rhode Island (2012)
- Mentor and Speaker, Year-Up (2010-Present)

### **Honors and Special Appointments**

<i>Diverse Issues in HE</i>	Most Promising Place to Work	2020
OCPA	Distinguished Service Awardee	2020
OCPA	Ohio Mentor of the Year	2019
<i>Diverse Issues in HE</i>	Most Promising Place to Work	2016
State of Rhode Island	Citation for community work	2012
City of Central Falls	Citation for community work	2012
Brown University	Visiting Scholar, Ethnic Studies	2008-2011
Babson College	African-American Conference Award	2008
Johnson & Wales University	Comp. Exam with Distinction	2008
University of Mass- Boston	Chancellor Fellowship	2007-2008
Roger Williams University	Special Assistant to VP, EMR	2006-2007

### **Selected Development Activities and Grants**

- COVID-19 Student Emergency Responses
  - Over \$300,000 in direct grants
  - Financial aid restructuring
  - Student and Family food bank packages
- Student Basic Needs (2018-Present)
  - Over \$1.85 million raised for microgrants, food pantry and clothing
  - \$600,000 Rauschenberg Student Support Fund established
- Career and Experiential Leadership Fee (2018-Present)
  - \$3.5 million annual fee allocation
- Ohio University Leadership Endorsement (2016-Present)
  - \$400,000 Academic Innovation Accelerator grant
- “Crimson Pride” Student Affairs development expansion (2015)
- Program Director for “Bridge To Success” (2004-2006)
  - The program trained college students to mentor and tutor inner city middle and high school students. It is designed to support and inspire students to enter higher education.
    - \$48,000- Bank of America (2005-2007)
    - \$40,000- Rhode Island College Crusaders (2005-2007)
    - \$17,000- John Clark Trust (2005-2007)
    - \$15,000- The Carter Family Trust (2007)
    - \$5,000- TJX (2004)
    - \$22,500- Herbert E. and Daisy Stride Foundation (2004-2006)

## **Selected Committee Work**

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### ***Ohio University***

- COVID-19 Reopening Committee
- COVID-19 Leadership Response
- Capital Funding & Priorities Committee
- Executive Staff Policy Committee
- President's Council and Cabinet
- President's Budget Committee
- Sr. Executive Enrollment Committee
- Reimagining Academic Enterprise
- Benefits Advisory Council

### ***Bridgewater State University***

- Co-chair, President's Sexual Assault Prevention Task Force
- Lead negotiator, student health insurance
- Academics & Student Affairs Trustee Subcommittee
- Co-chair, Academic Advising
- Chair, Campus Parking/Traffic
- Chair, Food Service Committee
- Chair, Banner Committee
- Weygand Hall Executive Team

### ***University of Rhode Island***

- Presidential/Provost Appointments
  - Council of Deans (Provost team)
  - Enrollment Management
  - Department of Justice meetings
  - Joint Committee on Academic Plan
  - Innovative Uses of Technology
  - Equity Council
- Author, CDO research (presidential request)
- Chair, NEASC 5-year Reaccreditation- Standard 6
- Assistantship Liaison, College Student Personnel graduate program
- Ex-Officio Chair, Student Veterans Committee
- Member, Threat Assessment Team

## **Professional Affiliations (including offices held)**

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### ***Inter-University Council***

- University Representative, Statewide Reopening Committee (2020)

### ***Association of Public and Land-grant Universities (APLU)***

- Member, Council on Student Affairs Executive Committee (2017-Present)

### ***Student Affairs Administrators in Higher Education (NASPA)***

- Chair, 2020 National Conference Committee (2019-Present)
- Chair, 2019 National Conference Committee (2017-2019)
- Member, Board of Directors (2017-Present)
- Member, 2018 National Conference Committee (2016-2018)
- Board Member, James A. Scott Academy (2012-2017)
- Institute Faculty, AVP Institute (2013-2017)
- Committee Member, ACPA-NASPA Professional Competencies Rubrics for Professional Development (2016)
- Committee Member, ACPA-NASPA Professional Competencies Revision Committee (2014-2015)
- Steering Committee Member, AVP Initiatives (2012-2015)
- Region I Governance committee (2011-2012)

- Region I Board (2010-2012)
  - Rhode Island State Director (2011-2012)
  - Campus Safety Knowledge Community Chair (2010-2011)

***Association for Student Conduct Administrators (ASCA)***

- National Research Committee member (2010)