

MICHAEL T. MILLS, Ed.D.
2401 Merrimac Dr. · Wichita Falls, TX 76308
PHONE: (940) 631-6973 · EMAIL: michaelmills@yahoo.com

EDUCATION

Doctor of Education, University of North Texas · Denton, TX December 2011
Concentration: Higher Education Administration
Dissertation Topic: *Correlates of Three-Year Transfer Student Retention Rates with Race, Gender, Age, Credit Hours, and Place of Residence at a Regional Public University.*

Master of Business Administration Midwestern State University · Wichita Falls, TX December 2004

Bachelor of Business Administration Midwestern State University · Wichita Falls, TX August 2002
Concentration: Marketing

PROFESSIONAL EXPERIENCE

Interim Associate Vice-President for Enrollment Management **August 2023 – Present**
Midwestern State University, Wichita Falls, TX
Midwestern State University is a public liberal arts institution with an enrollment of approximately 6,000 students. It is a member of the Texas Tech University System.

Report directly to the Vice-President for Student Affairs & Enrollment Management.

Provide leadership to the areas of Undergraduate Admissions, Admissions Processing & Operations, University Registrar, Global Education Office. Still maintain operational oversight of MSU's study abroad programs and learning centers abroad.

Interim Vice-President for Enrollment Management **February 2023 – August 2023**
Midwestern State University, Wichita Falls, TX
Midwestern State University is a public liberal arts institution with an enrollment of approximately 6,000 students. It is a member of the Texas Tech University System.

Reported directly to the President and was a member of the President's Cabinet. I was selected to serve in this capacity while the Vice-President of Student Affairs & Enrollment Management was serving as Interim President.

Provided leadership to the areas of Undergraduate Admissions, Admissions Processing & Operations, University Registrar, Global Education Office, and the MSU Texas-Flower Mound Satellite Campus. Still provided direct oversight of all MSU study abroad programs, including three learning centers abroad.

Selected Achievements:

- Updated yield plan for domestic recruitment, yielding one of the larger freshmen classes in the last 5 years
- International Recruitment for Fall 2023 resulted the largest single incoming class since 2008
- For first time in MSU's history, MSU led 5 fully sponsored study abroad programs
- Invested and implemented critical technological infrastructure for needed improvements in Enrollment Management. These included:
 - Oversaw selection of new university CRM system, Salesforce's Target X platform with Othot analytics
 - Secured funding and selection for Campus Logic's Campus Communicator to improve the quality of MSU Financial
 - Upgrades to DegreeWorks to assist with transfer student recruitment
- Led a campus wide taskforce to bring back commencement ceremonies to MSU's campus, starting with the December 2023 ceremonies.

Was requested to stay on as Associate Vice-President for Enrollment Management after Interim President returned to his position as Vice-President for Student Affairs and Enrollment Management in August 2023

Director, Global Education Office

October 2019 – February 2023/Present

Midwestern State University, Wichita Falls, TX

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Report to the Vice-President for Student Affairs and Enrollment Management, with dotted reporting lines to the Provost and Vice President of Academic Affairs. The Director of Global Education is recognized as the university's Senior International Officer.

The Global Education Office was created in October 2019, and merged the formerly separate offices of International Education (Study Abroad), International Enrollment Management, International Student Services, and the Intensive English Language Program. The Director of Global Education is responsible for fiscal management, risk management, academic integrity, appropriate fundraising and development, international enrollment management, international student services and immigration, study abroad programs, and the Intensive English Language Institute.

Oversee the operations of all three functional international units. Includes supervision of a Senior Associate Director for International Student Recruitment, an Assistant Director of ISS and immigration, an Assistant Director of the Intensive English Language Institute, and two other full-time specialist positions. Manage multiple relationships with international and domestic partnerships. Directly responsible for all aspects of multiple study abroad programs including the London based British Studies Program, a nationally recognized and large study abroad consortium.

Budget development and management of approximately \$1.75 million, including personnel and operations.

Served as a Task Force Steering Committee member and the Co-Chair of the Graduate Recruitment subcommittee for the President's Enrollment and Retention Taskforce in the 2021-2022 academic year.

Selected Achievements

- Successful integration of what were previously three separate functional units into one highly successful Global Education Office. This took place right at the start, and during the COVID-19 pandemic.
- Development of two endowed study abroad scholarships, as well as three more annual study abroad scholarships. Also fundraised and implemented community link program for international students during COVID-19 pandemic.
- Launched a new university contracted summer learning center in Berlin, initiating a new and needed study abroad opportunity to first generation and underrepresented students.
- Continued to improve and grow one of the largest consortium programs, the London based British Studies Program.
- Record setting international student recruitment during my leadership and supervision, including the largest January intake ever on record in January 2023.
- Identification of quality key staff members to lead the integration of different functional departments into a campus working to internationalize the campus.
- Worked with the Wichita Falls Chamber of Commerce to utilize talented international graduates as part of their FallsFuture 2.0 program to drive economic innovation in Wichita Falls, Texas.

Instructor of Business Administration

Fall 2011 - present

Dillard College of Business Administration

Midwestern State University, Wichita Falls, TX

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No budget or supervisory responsibilities

Report to department chair of Economics, Finance, and General Business

Currently teach the Foundations of Business course but have also taught Organizational Behavior of Business for the Dillard College of Business Administration, an AACSB accredited college. When asked to teach the Foundations of Business course, I was asked to design the course in a way to have it serve as a model, which could be adopted, to the University's core curriculum committee. So far, the results have been overwhelmingly positive, and the course was accepted for the core curriculum in 2014. My teaching evaluations are consistently above 4.5 on a 5.0 scale.

Foundations of Business is the gateway or introductory course into the Dillard College of Business Administration and introduces students to all of the business disciplines, with modules focused on Accounting, Management, Marketing, Finance, Economics, International Business, and Management Information Systems. Students also participate in an international simulation where they must apply the concepts into real world decision-making scenarios. Twice, students in my class have finished #1 in the world (more than 10,000 worldwide participants) during the MikesBikes Intro Simulation.

Selected as Faculty Member of the Year for 2021-2022 by the Student Athletic Advisory Committee.

Director of International Education

June 2015 – September 2019

Midwestern State University, Wichita Falls, TX

Midwestern State University is a public liberal arts institution with an enrollment of approximately 6,000 students. It is a member of the Texas Tech University System.

Reported to the Associate Vice-President of Academic Affairs, under the Provost and Vice President of Academic Affairs. The Director of International Education is responsible for setting up and administering all study abroad programs for outgoing Midwestern State University students.

The Director of International Education is responsible for fiscal management, risk management, academic integrity, and course/faculty selection for all programs. This position is responsible for coordinating academic courses during both design and recruitment, and while abroad. Work with faculty and academic departments for new course creation and lead all student recruitment and enrollment efforts. Responsible for oversight of entire student process, from recruitment to return.

Includes the supervision of an Assistant to the Director and student interns. Additionally, manage multiple relationships with international and domestic partnerships. Directly responsible for all aspects of all programs including the London based British Studies Program, a nationally recognized and large study abroad consortium.

Budget development and management of approximately \$1.2 million, including personnel and operations.

Selected Achievements

- Based on the impact to students, Study Abroad was recommended as one of Midwestern State University's Signature Experiences as part of its Signature Experience Program.
- Launch of several new programs, including a Global Health and Wellness program in partnership with St. George's University Medical School on the island of Grenada.
- One of the largest consortium programs, the London based British Studies Program, has grown in the number of participating US universities and overall student enrollment under my leadership.
- In first 5 years of leadership, overall participation numbers doubled. Under my leadership, we were consistently achieving significantly higher participation levels than the State of Texas or overall US levels, based upon data from U.S. Department of Education Open Doors Report.
- Steady, effective Crisis Management during two difficult situations abroad.

Director of Housing and Dining Services

August 2012 – May 2015

Midwestern State University, Wichita Falls, TX

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Reported to the Vice President for Student Affairs. The Director of Housing and Dining Services is a key member of the

Student Affairs and Enrollment Management Division and includes the oversight of three separate auxiliary departments.

The Director of Housing and Dining Services is the Chief Housing Officer (CHO) for the now 1,820 bed Office of Housing and Residence Life, serves as the contract administrator for the campus food service contract that was managed by Aramark, and supervises the Postal Services Supervisor in the Campus Post Office.

This includes direct reports of nine-full time professionals within the Office of Housing and Residence Life Department, the Aramark Campus Director of Dining Services, and the Postal Services Supervisor. Overall responsible for a total staff of 19 full-time employees, 2 graduate assistants, and 85 student employees. Serve as the Chief Discipline Officer for Department of Housing and Dining Services, served as a chair of student conduct committee proceedings, and was a member of university Behavioral Intervention Team (BIT). I also served as an advisor the MSU Student Government Association.

Budget development and management of approximately \$8 million, including personnel and operations.

Selected Achievements

- Manage and prepare 15 total housing budgets totaling approximately \$6 million, a campus dining account with a \$1.8 million budget, and supervise a Post Office with an \$180,000 budget. Was able to turn around a housing department that had not managed a profit in 3-4 years with housing reserves being depleted to cover operating costs. Since becoming Director, every year has ended with a positive cash flow and housing reserves have almost doubled.
- During tenure as Director, housing occupancy increased by almost 40%, which required creative planning and operation to support growth while leading the design and construction of a 500 bed residence hall facility, which will serve as the anchor of the housing system.
- Oversee all facility maintenance for university housing, including capital replacement budgeting and deferred maintenance planning.
- Provide contract management and serve as the university representative to the dining contract, which was awarded to Aramark. Additionally, oversee the \$1.8 million Food Service Budget, providing capital planning, resource management, and program enhancement. In January 2015, I oversaw the RFP selection process for a new dining contract, which was awarded to Chartwells company—part of the Compass Group.
- During first year of supervision of the Campus Post Office, the operating loss was reduced by 1/3, with a three-year plan of becoming financially self-sufficient. Additionally, worked with Postal Services Supervisor to develop a strategic plan to reflect the mission/vision of the campus post office.
- Serve as the Student Affairs and Enrollment Management representative to the Midwestern State University EURECA assessment committee, our undergraduate research initiative. EURECA was accepted by SACS as our university quality enhancement plan.
- Reorganized the Office of Housing and Dining Services to fit the strategic plan of the institution and to provide efficient services to our residential students based upon the changing needs of our population.

Director of Housing and Residence Life

January 2010 – August 2012

Midwestern State University, Wichita Falls, TX

Midwestern State University is a public liberal arts institution with an enrollment of approximately 6,000 students. It is a member of the Texas Tech University System.

Report to the Dean of Students. The Director of Housing and Residence Life is the Chief Housing Office (CHO) of the 1,320 bed Office of Housing and Residence Life. This included direct reports of nine-full time professionals within the Housing and Residence Life Department. Overall responsible for a total staff of 15 full-time employees, 2 graduate assistants, and 75 student employees within the department. This position is also Chief Discipline Officer for Department of Housing and Residence Life and ad hoc member of university Behavioral Intervention Team (BIT).

Budget development and management of over \$6 million, including personnel and operations.

Selected Achievements

- Managed and prepared 15 total housing budgets totaling approximately \$6,000,000. Was able to turn around a department that had not turned a profit in 3-4 years, and housing reserves were being depleted to cover operating costs. Since becoming Director, every year has ended with a positive cash flow and housing reserves have almost doubled in size.

- Oversee all facility maintenance, including capital replacement budgeting and deferred maintenance planning. Played an active role in the design and development of Sundance Court, Midwestern State University's newest housing complex, which was completed in fall 2009.
- Additionally, have overseen and conducted a feasibility study (via Brailsford & Dunlavey) to determine possible demand for additional housing.
- Designed and implemented current retention plan for university housing students to work alongside overall university retention goals. Completed using various stakeholders of both the Enrollment Management and Student Affairs Division and the University Community, including collaboration with Faculty.
- Currently serve on university's Student Success Committee, and Student Engagement Task Force. Both committees are actively designing and assisting in implementation practices for the university. Led student focus groups to identify trends and identify areas for improvement.
- Also served as an advisor to the Vice-President for Student Affairs and Enrollment Management in the creation of an Enrollment Management Strategic Plan and on the selection of early alert retention software.

Assistant Director of Housing and Residence Life

March 2005 – January 2010

Midwestern State University, Wichita Falls, TX

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Reported to the Director of Housing and Residence Life. Direct reports included a staff of three full-time residence hall directors, two graduate assistant hall directors, and thirty-seven resident assistants. Coordinated the student staff selection and training process and chaired multiple departmental committees. Guided all aspects of departmental programming, multiculturalism, student success, and community development within hall.

Selected Achievements

- Led and implemented several student programs in collaboration with faculty. During tenure, percentage of student attendance at social and academic programs improved steadily.
- Advised university to refinance the Sunwatcher Village complex from a Public-Private Partnership to an institution owned entity. This move saved the university tens of thousands of dollars annually by reducing fees and taking advantage of lower interest rates. This was done in conjunction with the building of the Sundance Court facility.
- Served as hearing officer for student discipline cases involving policy and procedure violations. Maintained records and documentation of resident life activities including programming, office functions, and judicial records.
- Coordinated and led all summer camps and conferences that utilized university housing. Was responsible for all setup, record keeping, billing, and customer service.

Complex Coordinator, Office of Housing and Residence Life

June 2003– March 2005

Midwestern State University, Wichita Falls, TX

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Reported to the Director of Housing and Residence Life. Direct reports included four resident assistants, one Administrative Assistant, one maintenance technician, and one custodian. Supervised the daily operation of the 336 bed Sunwatcher Village Apartment Complex. At the time of opening, this facility was built as part of a Public-Private Partnership, which required knowledge of not only university processes, but also worked in conjunction with various trustees and foundations, including the Bank of New York.

Selected Achievements

- Supervised the daily operations of the 336-bed Sunwatcher Village Apartment Complex, which was profitable every year.
- Coordinated an annual project performance review, which was required as part of the ownership agreement with the trustee.
- Supported resident social and academic growth through programming, referrals, mediation and community standards. Implemented several cultural, social and academic programs throughout each semester

PUBLICATIONS

- Martinez, J.E., Cummings, J.R., and Mills, M.T. (2020). “The Increasing Trend in Commercial Real Estate Lending by Community Banks: The Role of Deliberate Risk-Taking, 2001-2017,” *Journal of Economics and Technology Research*, 2 (1).
- Wong, N., Mills, M., & Araiza, I. Campus Apartment Architecture Style and Likelihood to Graduate. *New York Journal of Student Affairs*. Vol. 20. No. 1 (2020).
- Cartwright, A., & Mills, M. “Consortium Models: Enhancing Faculty Led Study Abroad Programs for Pre- and In-Service Teachers.” *Handbook of Research on Efficacy and Implementation of Study Abroad Programs for P-12 Teachers*, edited by An, H. Hershey, PA: IGI Global, 2017, pp. 71-85.
- Mills, M., Martinez, J., & Forrester, R. Assessing Financial Understanding in an Introductory Business Foundations Course: A Parametric Assessment. *Journal of Financial Education*, Vol 44, No. 1, Spring 2018.
- Calhoun, D., Dubinsky, A., & Mills, M. Achieve Model: A Complement to Tuckman’s Group Development Theory, *Taiwan Business Management Review*, Vol 9, No. 2, August 2013.

ADDITIONAL ACADEMIC CONTRIBUTIONS

- Co-Presenter, *The Role of Deliberate Risk-Taking in the Increased Commercial Real Estate Lending of Community Banks, 2013-2017*, Academy of Business Research Annual Conference, New Orleans, LA, March 2019
- Presenter, *Growing Needs of Global Experiences in Liberal Arts Education*, COPLAC Annual Conference, Wichita Falls, TX, June 2018
- Presenter, *Enhanced Learning During Study Abroad Through A Comprehensive Research Project: Closing the Loop*, NAFSA Annual Conference-Poster Session, Los Angeles, CA, June 2017
- Presenter, *Education Abroad for First Generation Students: Successful Strategies for Engagement*, NAFSA Region III Conference, Norman Oklahoma, October 2015
- Presenter, *Understanding Student Leadership*. Midwestern State University WeConnect Conference, February 2013
- Presenter, *Getting the Most Out of Your College Experience*. Midwestern State University JOLT Leadership Conference, March 2004
- Presenter, *Learning Communities and Their Impact on Learning*, Midwestern State University Teaching Learning Resource Center (TLRC), February 2016
- Reviewer, *Business: Connecting Principles to Practice, 2e* by Nickels, McHugh, and McHugh, March 2013
- Faculty Mentor: Different Grenada Study Abroad Student Presentations during the University Undergraduate Research Forum

ADDITIONAL PROFESSIONAL EDUCATION

- NAFSA Academy, National Cohort 2021
- Association of Student Conduct Administrators-Ghering Institute June 2004
- Leadership Wichita Falls Class of 2005
- Association of Title IX Administrators, Title IX Investigator Training School May 2012
- D. Stafford and Associates, Title IX Investigator Training School October 2018 & October 2020
- D. Stafford and Associates, CLERY Training Course October 2016 & March 2022

PROFESSIONAL AFFILIATIONS

- NAFSA: Association of International Educators 2014-Present
- Delta Mu Delta Business Honor Society Class of 2000
- National Association of Student Affairs Administrators in Higher Education-NASPA 2005-2015
- Association of College and University Housing Officers-International 2003-2015
- Southwestern Association of College and University Housing Officers 2003-2015
 - Host Committee 2004
- Texas Association of College and University Student Personnel Administrators 2010 - 2015

SPECIAL HONORS

- Faculty Member of the Year, MSU Texas Student Athletic Advisory Committee 2021-2022
- City of Wichita Falls “Top 20 under 40” Class of 2014
- Midwestern State University Athletic Hall of Fame Class of 2011
- Honorary Member, Delta Sigma Pi Business Fraternity Class of 2011
- Keynote Speaker-Times Record News Star Student Awards Banquet April 2015

Civic Engagement

- **First Presbyterian Church Foundation Board of Directors** 2019-Present
- **City of Wichita Falls 4B Sales Tax Corporation Board** 2015-present
- **Wichita Falls Crimestoppers Board of Directors** 2012-2016
Treasurer, 2013
- **River Bend Nature Center Board of Directors** 2015-2016
- **Leadership Wichita Falls Board of Directors** 2012-2015
Chair, Development & Communications Committee 2013-2014
Secretary 2014-2015
- **North Texas Area United Way Education Committee** 2012
Early Childhood Literacy Task Force