

MICHAEL T. MILLS, Ed.D.

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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 regional public 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. Continue to serve concurrently as the Director of the Global Education Office.

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

Selected Achievements:

- Worked with University Domestic Admissions Office to land the largest full-time first-time cohort in school history during the Fall 2024 term by:
 - Implementing a data-driven approach to decision-making and resource allocation.
 - Collaborate and revamp print and email communication strategies. Introduced an Admitted Student Deposit Survey, providing counselors with real-time data on students decision-making processes and enabling the identification of necessary information from uncommitted prospective students to boost yield.
 - Aligned vendor contracts to expand both Senior and Sophomore/Junior search initiatives. Achieved a record number of applications and admitted domestic first-year students for Fall 2024, which resulted in the largest incoming class of first-time, full-time students in school history.
 - Implemented transfer geofencing strategy, effectively increasing the number of transfer applications.
- Continued implementation of International Recruitment efforts that I had put in place while Director of Global Education. This led to the Fall 2023/Spring 2024 academic year resulting in the largest single incoming class since 2008. Application and admission numbers of international students for Fall 2024 has already surpassed previous records.
- Led and managed five fully sponsored study abroad programs & learning centers, marking a historic milestone for MSU in terms of total study abroad enrollment. This would be equivalent to approximately 20 faculty-led programs.
- Initiated critical technological infrastructure investments to enhance Enrollment Management, including:
 - Oversaw the implementation of a new university CRM system, leveraging Salesforce's TargetX platform with a custom application for Graduate School, transfer application, and international student application. Integrated the Othot predictive analytic, incorporated the Common App, and led process improvements to expedite admissions processing and decision making.
 - Implemented Campus Logic's Campus Communicator to improve quality of financial aid award letters.
 - Updated DegreeWorks to include a transfer assessment feature, facilitating transfer student recruitment by providing clarity on how prior credits align with MSU degree plans.

Director, Global Education Office October 2019 –Present
Midwestern State University, Wichita Falls, TX

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

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.

Established in October 2019, the Global Education Office merged the previously distinct entities of International Education (Study Abroad), International Enrollment Management, International Student Services, and the Intensive English Language Program. The Director of Global Education assumes responsibility for fiscal management, academic integrity, fundraising and development initiatives, international enrollment management, international student services and immigration, study abroad programs, and oversight of the Intensive English Language Institute.

Supervise the operations of all three functional international units, including managing a Senior Associate Director for International Student Recruitment, an Assistant Director of ISS and immigration, an Assistant Director of the Intensive English Language Institute, a specialist for International Student Recruitment and Retention, and a Study Abroad Specialist. Cultivate and nurture numerous international and domestic partnerships. Directly oversee all facets of multiple study abroad programs, notably the London-based British Studies program, a nationally recognized and extensive study abroad consortium.

Manage a budget of approximately \$1.75 million, encompassing personnel and operational expenditures.

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

Selected Achievements

- Successfully orchestrated the integration of the three previously separate functional units into a cohesive and thriving Global Education Office, amidst the challenges posed by the COVID-19 pandemic.
- Spearheaded the establishment of four endowed study abroad scholarships, totaling \$350,000, along with the implementation of the three additional yearly study abroad scholarships. Pioneered a community link program for international students amid the COVID-19 pandemic.
- Initiated a new university-contracted summer learning center in Berlin, providing a novel study abroad opportunity to first-generation and underrepresented students.
- Continuously enhanced and expanded the London-based British Studies Program, one of the largest university run consortium programs.
- Achieved record-breaking international student recruitment, including the largest January intake on record in January 2023, followed by the largest academic year intake on record in Fall 2023/Spring 2024.
- Identified and recruited top-tier personnel to lead integration of disparate functional departments in the campus's internationalization efforts.
- Collaborated with the Wichita Falls Chamber of Commerce to leverage talented international graduates as part of their FallsFuture 2.0 program, driving economic innovation in Wichita Falls, Texas.

Interim Vice-President for Enrollment Management

February 2023 – August 2023

Midwestern State University, Wichita Falls, TX

Midwestern State University is a regional public 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 for Student Affairs & Enrollment Management was serving as Interim President.

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

Selected Achievements:

- Revised yield plan for domestic recruitment, resulting in the largest domestic first-year class since the COVID-19 pandemic.
- Achieved the largest single incoming international class for Fall 2023 since 2015.
- Led and managed 5 fully sponsored study abroad programs/learning centers abroad, the largest number in MSU's history.

- Spearheaded the implementation of critical technological infrastructure enhancements in Enrollment Management, including:
 - Selection and procurement of a new university CRM system, Salesforce’s Target X platform with Othot analytics
 - Secured funding and facilitated the implementation of Campus Logic’s Campus Communicator to improve the quality of MSU Financial Aid letters and Business Office bills.
 - Introduced a streamlined one-stop scholarship application for students, simplifying the process for college, departmental, and donor scholarships.
- Fostered a “team first” culture across departments that were previously siloed, emphasizing the interrelated nature of everyone’s work and the collective achievement potential.
- Led a campus wide taskforce to reintroduce commencement ceremonies to MSU’s campus, commencing with the December 2023 ceremonies.

Upon the return of the Interim President to his Position as Vice-President for Student Affairs and Enrollment Management in August 2023, I was requested to continue serving as an Interim Associate Vice-President for Enrollment Management while also fulfilling the role of Director of the Global Education Office.

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 the department chair of Economics, Finance, and General Business, I currently instruct the Foundations of Business Course. Additionally, I have previously taught Organizational Behavior of Business for the Dillard College of Business Administration, an AACSB accredited college. Upon being tasked with designing the Foundations of Business course, I was specifically requested to create a model that could be adopted by the University’s core curriculum committee. The courses’s reception has been overwhelmingly positive, leading to its inclusion in the core curriculum in 2014. Consistently, my teaching evaluations rate above 4.5 on a 5.0 scale.

The Foundations of Business course serves as the gateway to the Dillard College of Business Administration, offering students an introduction to various business disciplines, including Accounting, Management, Marketing, Finance, Economics, International Business, and Management Information Systems. Students engage in an international simulation, where they apply concepts to real-world decision-making scenarios. Notably, students from my class achieved the top position worldwide (among more than 10,000 participants) twice during the MikesBikes Intro Simulation.

I am honored to have been 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 regional public institution with an enrollment of approximately 6,000 students. It is a member of the Texas Tech University System.

Reporting to the Associate Vice-President of Academic Affairs, under the Provost and Vice President of Academic Affairs, the Director of International Education oversees the establishment and administration of all study abroad program for outgoing Midwestern State University students.

Responsibilities included fiscal management, risk management, ensuring academic integrity, and selecting courses/faculty for all programs. This role coordinated academic courses during both the design and recruitment phases, as well as while students are abroad. Collaborated with faculty and academic departments for new course creation and leadership of all student recruitment and enrollment efforts. The Director also oversaw the entire student process, from recruitment to return, and supervised the Assistant to the Director and student interns. Additionally, managed multiple relationships with international and domestic partners. Had direct responsibility 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

- Due to its impact on students, Study Abroad was recommended as one of Midwestern State University's Signature Experiences as part of its Signature Experience Program.
- Successfully launched several new programs, including a Global Health and Wellness program in the partnership with St. George's University Medical School on the island of Grenada.
- Significantly expanded one of the largest consortium programs, the London-based British Studies Program, in terms of participating US universities and overall student enrollment.
- Achieved a doubling of overall participation numbers in the first 5 years of leadership. Consistently surpassed participation levels of the State of Texas or the overall U.S., as per data from the U.S. Department of Education Open Doors Report.
- Demonstrated steady and effective Crisis Management during two challenging situations abroad.

In 2019, MSU made the strategic decision to consolidate all of its individual international offices into a unified office, and I was entrusted with the leadership of the newly formed Global Education Office.

Director of Housing and Dining Services

August 2012 – May 2015

Midwestern State University, Wichita Falls, TX

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

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.

Reported to the Dean of Students. The Director of Housing and Residence Life is the Chief Housing Officer (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
Midwestern State University, Wichita Falls, TX**

June 2003– March 2005

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

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

ADDITIONAL PROFESSIONAL EDUCATION

- MSU Staff Senate 2022-2023
 - Chair 2023
- 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

- NACAC: National Associate for College Admission Counseling 2018-Present
- 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

- **City of Wichita Falls 4B Sales Tax Corporation Board** 2015-present
- **First Presbyterian Church Foundation Board of Directors** 2019-2023
President, 2022 & 2023
- **Wichita Falls Area Community Foundation, Grants Committee** 2018-2023
- **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