

# **ROBERT KYLE GLENN, Ph.D.**

## **PROFESSIONAL EXPERIENCE**

**President, Athens State University, Athens, AL**

**August 2008 to Present**

Athens State University, founded in 1822, is the oldest institution of higher education in the state of Alabama. Affiliated with the Methodist Church from 1842 until 1975, Athens became the upper division university of the Alabama Community College System in 1975. The institution installed an autonomous Board of Trustees in October 2012, after the Governor signed enabling legislation making it an independent state institution. The University offers 33 baccalaureate degrees through its three Colleges: The College of Business, the College of Education and the College of Arts and Sciences. With an enrollment of 3,100 students, it has campuses in Athens and Decatur, along with Centers at Northwest Shoals Community College, Northeast Alabama Community College, Wallace-Hanceville Community College and Snead State Community College. In collaboration with Calhoun Community College, the University established the Alabama Center for the Arts (ACA) in downtown Decatur, Alabama, in 2010.

### **Responsibilities:**

- Serve as Chief Executive Officer for the University, providing overall leadership and vision, as directed by the Board of Trustees.
- Manage a budget of \$52 million, a faculty of 93, 117 adjunct faculty and a full-time staff of 152.
- Lead the University in developing relationships and raising funds to expand the University's resource base.
- Develop, in concert with the faculty, a strategic plan, including the setting of institutional priorities and the expansion of academic programs.
- Oversee the implementation of the annual financial plan of the University.
- Lead the University communities in development of shared values and mission.
- Maintain effective working relationships with and represent the University to the Board of Trustees; the Alabama Commission on Higher Education (ACHE); accrediting agencies; local, state and federal legislators; and the local and regional communities.

## Selected Accomplishments and Initiatives:

**Change in Governance:** Initiated, planned and implemented the transition from being governed by the Alabama State Board of Education and managed by the Alabama Department of Postsecondary Education to being a fully independent state university with an autonomous board of trustees.

**Strategic Planning:** Initiated the process by which the University's inaugural strategic plan was developed ([http://www.athens.edu/about/pdfs/Vision\\_2020.pdf](http://www.athens.edu/about/pdfs/Vision_2020.pdf)). Appointed the University's first Strategic Planning Committee as a standing committee, which has since revised the plan further, adding three-year goals as well as long-term goals and a report card on goal accomplishment ([https://www.athens.edu/about/pdfs/Reaching\\_Toward2020.pdf](https://www.athens.edu/about/pdfs/Reaching_Toward2020.pdf)).

**University Budget:** Managed growth of the University budget from \$48 million in 2008 to \$52 million in 2016, balancing a reduction of 30% in state funding, utilizing five tuition increases in eight years and maintaining state audits with no findings and no recommendations.

**University Advancement:** Created the University's first department of University Advancement. Added appropriate staff and then launched the University's first capital campaign in over twenty years. Secured pledges and donations totaling \$3.5 million, surpassing initial goal of \$2.5 million. Secured \$6.5 million in support for the Alabama Center for the Arts from the City of Decatur, Morgan County, and the legislative delegation. Planned and implemented a GALA in support of the Alabama Center for the Arts (ACA) that secured \$900,000.00 in pledges and donations. Secured \$500,000.00 in grants to support expansion of our computer science program.

**Campus Facilities:** Planned and managed the following campus renovations and projects:

- In 2009, a \$6 million renovation of Sanders Hall (built in 1928) housing the College of Business faculty offices
- In 2010, an \$11 million renovation of Waters Hall (1960) housing classrooms and labs for the sciences and faculty offices
- In 2011, a \$1 million purchase and renovation of the Center for Lifelong Learning (1900) on the square in Athens, housing the University's non-credit learning programs
- In 2012, the \$8.6 million construction of the Alabama Center for the Arts (ACA)
- In 2014, a \$6 million renovation of McCandless Hall (1912) housing the University's small theatre and administrative offices
- Ongoing, the restoration of the Beaty-Mason Home (1826) estimated at \$2 million
- In 2016, the \$12 million construction of Phase II of the ACA

**Alabama Center for the Arts:** Initiated and planned a partnership between Athens State University, Calhoun Community College, the City of Decatur, AL, and Morgan County to build a comprehensive campus for the teaching of the arts in downtown Decatur. Calhoun Community College will deliver the first two years of instruction, culminating in an Associate's Degree, while Athens State University will deliver the third and fourth year of instruction, culminating in the Bachelor's Degree. Phase I was a building for the teaching of the visual arts. Phase II, a building for the teaching of drama and music, was completed in 2016.

**Academic Programs:** Fifty-one new academic programs were initiated, planned and implemented, including degree programs in Logistics and Supply Chain Management, Acquisition and Contract Management, Enterprise System Management, Teaching Certification in Art Education, Political Science with Government Administration and Social Policy Option, Technical Education, Art with Computer Graphics Option, Art with Studio Arts Option, Technical Instructional Design, Elementary/Collaborative (K-6), Art P-12 – Licensure and Certification, English Literature, English/Language Arts, Criminal Justice with Juvenile Justice Studies Option, Computer Science with Information Security Option, History with Public History Option, Biology with Cellular and Developmental Option, Biology with Ecology and Organismal Option, Information Assurance, Educational Studies and Drama and Theatre Arts. New minors were added in Enterprise System Management, Logistics and Supply Chain Management, Operations Management, Project Management, Educational Technology, Information Assurance Management, Human Development, Computer Forensics, Health Fitness, English Literature, Globalization, Finance, Professional Studies, English Language Learners, Instructional Design, Tailored Business Minor, Early Childhood Education and Early Childhood/Special Education. Certificate programs were added in SAP, Logistics and Supply Chain Management, Child Advocacy Studies, Aviation Management, Management of Technology, Project Management, Instructional Technology, Educational Technology, English Language Learners and Instructional Design. New Master’s degrees in Logistics and Supply Chain Management, Religious Studies and Career and Technical Education have been approved by ACHE.

**The Adult Degree Program (ADP):** A degree program designed for working adults was initiated, planned and developed. The Adult Degree Program awards academic credit through competency testing and evaluation of professional experience and learning, allowing students to move forward to degree completion. The program commenced in the fall of 2012 with a goal of enrolling 50 students. Fifteen students have graduated through the program and current enrollment in the program stands at 262 students.

**Selected Accolades:**

- Athens State University selected as a Military Friendly institution, 2008 – 2015.
- Athens State University named most financially effective Alabama university by showing the highest financial return on investment by The College Database, 2013. The College Database is a free, non-commercial website dedicated to providing current and future post-secondary students with accurate college information.
- Athens State University ranked as the most affordable tuition rate for online coursework in Alabama by AffordableCollegesOnline.com, 2013.
- Four disciplines with the Athens State University College of Business (Accounting #5, Business Administration #9, Human Resources #6 and Information Technology #6) are ranked in the top ten nationally in most affordable online tuition rates by OnlineU.org, 2013.

- Athens State University's program in Religious Studies ranked Most Affordable in the United States by OnlineU.org, 2014.
- Athens State University's Accounting program ranked as 16<sup>th</sup> most affordable accounting program in the United States by Online Accounting Degrees, a web-based publication, 2014.
- The Accounting program was also named as the 4<sup>th</sup> most affordable accounting degree in the United States by Accounting.com, 2015.
- Four disciplines at Athens State University (Computer Science, Accounting, Education and Human Resources) were named best values for online education in the 2015 Best Value Online College Rankings by OnlineU.org, 2015.

**Vice President for Student Affairs and  
Vice Provost for Enrollment and Academic Services  
Middle Tennessee State University, Murfreesboro, TN**

**August 1999 to August 2008**

**Responsibilities:**

- Provided leadership for a comprehensive division of student affairs and enrollment management for an urban institution of 19,000 that grew during my tenure to 26,000 students.
- Managed a budget of \$27 million and a staff of 170 full-time employees and 900 student employees.
- Managed an auxiliary budget of \$15 million and a staff of 87 full-time employees and 900 student employees.
- Served as a member of the President's Cabinet, Vice Provosts' Cabinet (chair), Deans' Council, University Planning Committee, Enrollment Management Task Force (chair), NCAA Reaccreditation Task Force, Scheduling Task Force and the President's Commission on the Status of Women.
- Supervised the recruitment, admission, orientation and registration of approximately 5,000 new students each year.

**Select Accomplishments:**

- Redesigned the Student Clinic into a comprehensive Health Services Clinic, increasing the number of full-time physicians from one to four and adding a full pharmacy. Student visits increased from 6,000 per year to over 27,000 per year.
- Initiated, designed and implemented an academic advising program for students with an undeclared major.
- Redesigned the Office of Career Services to include a designated career services officer for each of the university's six Colleges.
- Initiated, designed and implemented a \$21.5 million renovation of the Campus Recreation Center, combined with the building of a new Health Services Clinic, to form a comprehensive Wellness Center.

- Initiated, designed and implemented the New Student Convocation and Common Reading Program.
- Managed a \$70 million, 12-year project for renovation of all university residence halls, including providing sprinklers in all halls.
- Initiated the planning and design for a new \$50 million student union.

**Dean of Students**

**Missouri State University, Springfield, MO**

**January 1993 – August 1999**

Responsibilities:

- Managed the departments of Student Life and Development; Student Activities; Campus Judicial Affairs; Residence Life and Services; Student Orientation, Advisement and Registration (SOAR); Services for Students with Disabilities; Greek Affairs; Intramural Sports and the Student Union.
- Taught as adjunct faculty in the IDS 110 program, the required freshman orientation class; also taught IDS 220, a leadership training course for SOAR advisors.
- Served as Acting Vice President for Student Affairs in the absence of the Vice President.

Select Accomplishments:

- Supervised design and construction of Plaster Student Union, a \$12 million construction project.
- Participated in select committee of faculty and staff that designed IDS 110.
- Initiated, designed and implemented the New Student Convocation and Common Reading Program.
- Revised all judicial codes and processes for both individual students and student organizations.
- Initiated, designed and implemented University Statement of Community Standards and Expectations.

**Director of Student Activities and Director of the University Center**

**University of North Alabama, Florence, AL**

**August 1984 – January 1992**

Responsibilities:

- Managed the Department of Student Activities, including direct supervision of all major campus activities sponsored by the University Program Council (UPC), 102 student organizations, annual fall leadership retreat, and Emerging Leaders Academy.
- Managed the Summer Orientation and Advanced Registration (SOAR) program that provided advisement and registration of 800 freshmen each summer.
- Managed the Guillot University Center.

## Select Accomplishments:

- Supervised the design and construction of the Guillot University Center, a \$5 million construction project.
- Restructured the Summer Orientation and Advanced Registration program.
- Restructured the University Program Council.

**Director of Student Services (1979-1984)**

**Associate Director of Student Affairs (1976-1979)**

**Residence Hall Director (1975-1978)**

**Birmingham-Southern College, Birmingham, AL**

**June 1975 – August 1984**

## EDUCATION

- |      |   |
|------|---|
| 1991 | <b>Ph.D.</b> , Counselor Education (Department of Behavioral Studies)<br>University of Alabama, Tuscaloosa, Alabama |
| 1976 | <b>M.S.</b> , Student Personnel Work, Guidance and Counseling<br>University of Alabama, Tuscaloosa, Alabama         |
| 1975 | <b>B.S.</b> , Chemistry<br>Birmingham-Southern College, Birmingham, Alabama   |

## PROFESSIONAL LEADERSHIP TRAINING

- |      |  |
|------|--|
| 2015 | CASE Summit for Leaders in Advancement   |
| 2015 | Harvard Graduate School of Education Institute on Advancement<br>Leadership for Presidents |
| 2009 | AASCU Summer Institute for New Presidents  |

## PROFESSIONAL AFFILIATIONS

Association of Governing Boards (AGB), 2012 to present

Council for Advancement and Support of Education (CASE), 2008 to present

American Council on Education (ACE), 2008 to present

Southern Association for College Student Affairs (SACSA), 1980 to present

- Vice President for Constituent Relations 2002
- Chair of Conference Partners, Sponsors and Exhibitors 2003, 2004, 2005
- President-elect 2006
- President 2007
- Past President 2008

National Association of Student Personnel Administrators (NASPA), 1978 to 2008

- Region III Advisory Board, 2002 to 2006
- State Director (Tennessee), 2002 to 2006

SACSA/NASPA Mid-Managers Institute, Faculty, 2002 and 2004

Tennessee Board of Regents Strategic Planning Committee for the Regents' On-Line Degree Program, 2004

Tennessee Board of Regents, Student Affairs Sub-Council; President, 2003; Secretary, 2002

## **PROFESSIONAL PUBLICATIONS**

Glenn, R. K., Roots and Wings: Celebrating Your Institution's Heritage, *Public Purpose*, fall 2011, 36.

Glenn, R. K., What I Learned From a Child, *Stories of Inspiration: Lessons and Laughter in Student Affairs*, Marshall, S. M., ed., NASPA, 2006, 128 – 131.

Glenn, R. K. & Keith, E. M., Why Community Works: The Use of Alfred Adler's Individual Psychology as a Foundational Theory. *College Student Affairs Journal*, Vol. 22, No. 1, fall 2002, 12 – 22.

Glenn, R. K., Reaching Out to Non-Traditional Students. *The Journal of Campus Ministry*, Vol. 1, No. 2 1994, 8-12.

## **PROFESSIONAL PRESENTATIONS**

“From ‘Silo’ to Institutional Agenda: A Presidential Point of View,” interest session, 34<sup>th</sup> Annual Conference on The First-Year Experience, February 2015.

“The Role of Student Affairs: What Presidents Expect,” interest session, National Association for Student Personnel Administrators Region III Annual Meeting, November 2014.

“What Presidents Expect,” interest session, The New Professionals Institute, a SACSA/NASPA collaboration, June 2013 and 2014.

“The Role of Student Affairs: What Presidents Expect,” interest session, The National Association for Student Personnel Administrators Region III Annual Meeting, Virginia Beach, Virginia, November 2013.

“What Presidents Expect,” interest session, The New Professionals Institute, SACSA/NASPA collaboration, Ft. Worth, Texas, June 2013.

“What Do You Believe?” keynote address, Alabama Association of Collegiate Registrars and Admissions Officers (ALACRAO) State Meeting, May 2011.

“Finding Balance: Surfing the Wave of Our Profession’s Demands,” interest session, Southern Association for College Student Affairs Annual Conference, November 2003.

“Terminating Staff: The Practical Steps to Take in a Difficult Process,” interest session, Southern Association for College Student Affairs Annual Conference, November 2003.

“Evaluating Staff: An Adlerian Approach to Staff Evaluation,” interest session, Southern Association for College Student Affairs Annual Conference, November 2003.

“Why Orientation Makes a Difference,” featured speaker, Annual South Central Freshman Success Initiatives Association Conference, 1998.

## **CIVIC ACTIVITIES**

U.S. Global Leadership Coalition Alabama Advisory Committee

Robotics Technology Park Executive Board

Region 5 Council, Leadership Alabama

Leadership Steering Committee for the North Alabama Regional Visioning Initiative

Alabama School Readiness Alliance’s Statewide Pre-K Task Force

Cook Museum of Natural Science

Community Leadership Council, 2014 to present

Limestone County (Alabama) Economic Development Authority

Board of Directors, 2013 to present

Decatur/Morgan County (Alabama) Chamber of Commerce

Board of Directors, 2009 to 2014

Downtown Decatur (Alabama) Redevelopment Authority

Oversight Committee, 2010 to present

United Way of Athens/Limestone County (Alabama)

Board of Directors, 2009 to present

Rotary Club of Athens (Alabama), 2009 to present

Tennessee Annual Conference of the United Methodist Church

Board of Higher Education and Campus Ministry, 2004 to 2008



United Way of Rutherford County (Tennessee)  
Allocation Committee 2006 to 2008

Vanderbilt Children's Hospital Rutherford County (Tennessee)  
Advisory Board, 2004

Rutherford County (Tennessee) Heart Association  
Board of Directors, 2000 to 2003

National Avenue Christian Church, Springfield, Missouri  
Administrative Board, 1994 to 1999  
Elder, 1998 to 1999  
Chair of Deacons, 1995  
Deacon 1994 to 1998  
Teacher of Adult Sunday School Class, 1994 to 1999

United Way Campaign Chair, Southwest Missouri State Student Affairs Division, 1994 to 1999

Big Brothers/Big Sisters of the Shoals, Florence, Alabama  
Founding Chairman, Board of Directors, 1984-1992  
Spearheaded efforts to establish area Big Brothers/Big Sisters agency  
Directly responsible for efforts to raise over \$150,000 for operating expenses

Active Big Brother from 1975 to 1985

First United Methodist Church, Florence, Alabama  
Administrative Board, 1992

The Disreputable Little Scarecrows of the SHOALS, a scion society of the Baker Street Irregulars (a literary society),  
Founding President, 1992

Edgemont United Methodist Church, Florence, Alabama,  
Administrative Board, 1985 to 1989

Big Brothers/Big Sisters of Greater Birmingham  
Board of Directors, 1979 to 1982  
Executive Committee, 1981 and 1982  
Secretary to the Board, 1982

Genius Loci, a scion society of the Baker Street Irregulars (a literary society),  
Founding President, 1978-1984

## **HONORS AND AWARDS**

Hurst-Euleless-Bedford (Texas) Independent School District Hall of Fame, 2014

Leadership Alabama, 2014

Paul Harris Fellow, Decatur (Alabama) Rotary, 2012

Honorary Lifetime Membership, Southern Association for College Student Affairs, 2010

Howard Davis Service Award, Southern Association for College Student Affairs, 2009

Delta Mu Delta National Honor Society, honorary induction, 2009

Mortar Board National Honor Society, honorary induction, 2001

Phi Kappa Phi National Honor Society, honorary induction, 1999

Chapter Secretary 2000

Treasurer 2001, 2004, 2005, 2006

President 2002, 2003

Excellence in Teaching IDS 110, Southwest Missouri State University, 1996

Outstanding Student Organization Advisor, for advising the SGA, Southwest Missouri State University, 1996

Golden Key National Honorary, honorary induction, Southwest Missouri State University, 1994

Outstanding Service Award, 1992, awarded by the undergraduate student body to a member of the University of North Alabama faculty or staff for outstanding service

Circle K award for the promotion of college community, Birmingham-Southern College, 1982

Kappa Delta Pi, University of Alabama, 1976

Omicron Delta Kappa, Birmingham-Southern College, 1975