

# Susan Seymour

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## **Education:**

### **Ph.D. in Education: Curriculum and Instruction**

Utah State University

August, 2012

Dissertation: The Use of Life History Collage to Explore Learning Related to the Enactment of Social Consciousness in Female Non-Profit Leaders.

Concentrations: Higher Education, eLearning, Learning Outcome Assessment, and Arts-based Research.

### **Doctoral Studies in Education: Adult, Continuing and Higher Education**

University of British Columbia

ABD: September, 1994

Concentrations: Program Planning & Evaluation, Adult Learning Theory, Instruction Methods for Adult Learners.

### **M.S. in Technology Education**

Colorado State University

May, 1991

Thesis: Cooperative Learning in a Post-Secondary Computer Aided Design Class.

Concentrations: Adult Education, Instructional Technology.

### **B.S. in Industrial Construction Management**

Colorado State University

December, 1987

## **Higher Education Leadership:**

### **Director, Office of Institutional Effectiveness**

September, 2013 - July, 2016

City University of Seattle – Seattle, WA

Academic Assessment - Oversaw and facilitated all aspects of academic assessment. Co-chaired the Academic Assessment Committee and revised the university's annual and 5-year assessment processes in order to facilitate greater data utilization and strategic improvements. Developed and implemented standard rubrics and assessment processes that collect student learning outcome data for all academic programs and campus sites – both domestically and internationally.

Institutional Effectiveness – Co-Chaired CityU's strategic planning team and served as a peer evaluator and the university's Accreditation Liaison Officer for the Northwest Commission of Colleges and Universities. Developed key performance indicators for the university and collected, analyzed and trended data associated with these measures to inform improvement initiatives. Designed and executed a data communication strategy that detailed mission fulfillment as well as institutional imperatives.

Institutional Research - Developed the first-ever CityU common data set for institutional reporting and chaired the Data Integrity and Stewardship Committee to insure accurate institutional reporting, consistent data visualization, and optimal data governance. Acted as the institution's IPEDS Key Holder and conducted analysis on institutional data to inform enrollment, retention and graduation efforts. Developed and deployed all institutional surveys such as the Student Satisfaction Survey, Recent Graduating Student Survey, and Faculty and Staff Survey. Completed survey submissions and maintained data compliance with all external data collection systems. Disseminated survey findings through written reports, presentations and web content.

**Assistant Director of Institutional Effectiveness & Planning**      **November, 2012 – September, 2013**  
Utah Valley University – Orem, Utah

Facilitated strategic planning meetings and efforts of the University Planning Advisory Counsel and the Accreditation Executive Team. Served as an internal reviewer for accreditation standard responses, developed a timeline for accreditation review, and facilitated institutional processes in alignment with accreditation reporting cycles. Created content for the department website and developed an online course that communicates best practices for planning and assessment. Developed institutional planning and assessment resources such as faculty and staff training, web content, manuals and documentation. Worked with units to develop assessment plans and administrate the institution's assessment, planning and accreditation software (Campus Labs); coached departments on linking outcome assessments to funding as well as improvement, innovation and sustainability initiatives; and documented the department's impact on a campus assessment climate through campus surveys and tracking outcomes related to institutional improvement goals. Supervised intern and part-time staff; tracked department spending and managed an annual budget of \$234,000.

Work samples: <http://uvu.edu/insteffect> and <https://canvas.instructure.com/courses/917817>

**Director of Instructional Design Services**      **October, 2011 – November, 2012**

Utah Valley University, Department of Distance Education – Orem, Utah

Hired, developed and managed a team of ten instructional designers and creative staff charged with the design, development, implementation, assessment and branding of UVU's online programs. This included creating course standards, template designs, content development, video and media production, photography, graphics, interactive programming, and web page layout. Developed and implemented the first ever quality standards for UVU online courses and communicated expectations of rigor, fair use guidelines, design deadlines and intellectual property policies to designing faculty. Standardized instructional design practices to incorporate curricular alignment, backwards design, course blueprint development, design collaboration and formative and summative course evaluations. Developed campus partnerships and strategic relationships that fostered faculty buy-in to new standards as evidenced by more than doubling the number of courses in the design queue. Managed an annual budget of \$387,500.

Work samples: <https://canvas.instructure.com/courses/917627>

Faculty testimonials: <http://vimeo.com/channels/473172>

**Teaching Experience:**

**Faculty**

City University of Seattle, Seattle, WA      **January, 2015 - Present**  
School of Applied Leadership - master's level courses in Program Planning & Evaluation.

Westminster College, Salt Lake City, Utah      **September, 2008 – June, 2013**  
Department of Adult Education - master's level courses in Program Planning & Evaluation, Instructional Methods for Adults, Adult Learning Theory and Research Methods.

Determined course content based on program objectives and assessment criteria; advised and counseled students towards learning success; developed learning management system content and web-based teaching applications; facilitated student-centered learning experiences; assisted students to develop and implement transfer of learning strategies; and executed student assessments through a variety of mechanisms including learning contracts, portfolios, peer review and rubrics.

Work sample: <https://canvas.instructure.com/courses/917622>

**Adult Educator & Teaching Assistant - English as a Second Language**  
Ministry of Education - Shizuoka, Japan

**August, 1991 – August, 1993**

Taught English and cultural awareness to Japanese students at Tokyo Electric Company, a college preparatory high school, a vocational high school, and a junior high school. Developed and executed lesson plans aimed at improving conversational English and an understanding of the Western world.

**Training Coordinator**

**May, 1986 – June, 1991**

ComputerLand – Ft. Collins, CO

Developed and implemented training classes and technical support procedures for a wide variety of business software programs. Supplied telephone support to end-users of software products, documented all “bugs” in software, and communicated problems to software development team. Wrote support manuals documenting common problems and procedures. Developed and wrote training curricula, delivered on and off-site training, and developed post-training support materials. Managed both the hardware and software functions of a 24 station micro-computer training laboratory. Marketed training courses to the public through advertising, business presentations, and the publication of a monthly training newsletter

**Research & Program Evaluation Experience:**

**Director of U.S. Programs and Trustee, Nishtha**

**October 2009 - July 2016**

Nishtha, Baruipur, South 24-Parganas, West Bengal, India, Pin – 700144

Formed a 501(3) c nonprofit organization aimed at expanding awareness in the United States of the difficulties facing impoverished girls and women in rural India. Communicate the effectiveness of programming aimed at female empowerment through education, as well as proposed program plans and evaluation strategies to U.S. based foundations in order to secure funding. Develop outreach and education efforts, including partner marketing and a web communication strategy, to increase awareness and strengthen funding opportunities.

Work sample: [www.nishthasisterhood.org](http://www.nishthasisterhood.org)

**Research Analyst**

**November 2010 – September 2011 (part-time)**

Utah Valley University, Department of Institutional Research and Information – Orem, Utah

Project director and analyst on multiple, simultaneous research projects that informed strategic directions and growth decisions for academic departments as well as the executive council of the University. Duties included test administration, survey development, data maintenance and analysis, data mining from federal and institutional sources, report writing and dissemination.

**Study Coordinator/Research Analyst**

**May, 1994 – June, 1996**

Pacific Institute for Research and Evaluation - Bethesda, MD

Managed all aspects of a United States Department of Health and Human Services grant that evaluated the effectiveness of a substance abuse prevention training program. Helped develop surveys to evaluate training outcomes. Tracked training participants and delivered surveys pre-training, immediately post-training, and both one and three months post-training. Developed data entry systems, entered and cleaned quantitative and qualitative data, and conducted data analysis. Cooperated in writing research results in a series of compliance reports and managed a research budget of \$250,000.

**Leadership Preparation & Institutional Service:**

Utah Valley Senior Executive Leadership Forum

August 2012 – May 2013

Women's Executive Leadership Program  
Committees:

May 2013 – September 2013

City University of Seattle

September, 2013 to July, 2016

Strategic Planning, Co-Chair  
Academic Advisory Council  
Academic Assessment Committee, Co-Chair  
Faculty Development Committee  
Curriculum Quality Committee  
Data Integrity and Stewardship Committee, Chair

Utah Valley University

October, 2012 to September, 2013

University Planning Advisory Council  
Women's Success Center Coordinating Council, Utah Valley University: 2013 - present  
S.T.E.M. Initiative, Utah Valley University: 2012 - 2014  
University Planning Advisory Committee, Utah Valley University: 2012 - 2013  
Accreditation Executive Council, Utah Valley University: 2012 - 2013  
Curriculum Steering Committee, Utah Valley University: 2011 - 2012

### **Creative Endeavors:**

#### **Artist & Author**

**January, 2001 – Present**

Manage a home-based art business while caring for my youngest son. Conceptualize and articulate original, one-of-a-kind works of art that sell at fine art galleries and top regional art festivals and have garnered multiple "Best of Show" awards. Manage inventory, organize production schedules, track costs and profit margins, develop marketing materials, and manage website content and blogs. Develop and facilitate local creative workshops and obtained a book contract from Sterling Publishers geared toward educating adults on original art techniques.

Seymour, S. (2005). *Perfect Paper Mosaics*, New York: Sterling Publishers.

Park City Television - Eye on Design, April 2007. Feature television segment based on artist interview, artwork and artistic renovation. May be viewed at [http://www.youtube.com/watch?v=7VsKeM\\_FE1Q](http://www.youtube.com/watch?v=7VsKeM_FE1Q)

#### **Best of Show Awards**

2004 – Tempe Spring Arts Festival - Best of Show, 2D Mixed Media  
2004 – Capital Hill Arts Festival - Best of Show, Mixed Media  
2005 – Patrick Moore Gallery Exhibition - Best of Show  
2007 – Utah Arts Festival - Best of Show, Board of Directors Jury  
2007 – Park City Kimball Arts Festival - Best of Show, 3D Mixed Media  
2008 – Beverly Hills Affaire in the Garden - 3<sup>rd</sup> place, Mixed Media

Park City Professional Artist Association President 2006-2007

Park City Professional Artist Association Vice President 2004-2005

### **Scholarly Activities:**

#### **Book Chapters**

Seymour, S. & Noseworthy, E. (2015). Opening the Aperture: Considering Multiple Approaches to Student Engagement. In K.A. Flores, K.D. Kirstein, C.E. Schieber & S.G. Olswang (Eds.), *Advances in Exemplary Instruction: Proven Practices in Higher Education*. Charleston, SC.: CreateSpace Independent Publishing.

Seymour, S. (2014). Considering the learning theory enactivism to explore the development of socially conscious leaders. In K.D. Kirstein, C.E. Schieber, K.A. Flores, & S.G. Olswang (Eds.), *Strategies for Teaching Leadership: Proven Practices in Higher Education*. Charleston, SC.: CreateSpace Independent Publishing.

### **Journal Articles, refereed**

Seymour, S. & Wairepo, A. (2014). An exploration of institutional climate and supports enabling career growth for female leaders at Utah Valley University. *Journal of Leadership, Accountability and Ethics*.

Hansen, J. & Seymour, S. (2012). Exploring women's learning about gender diversity in a religiously conservative state in America. *Advancing Women in Leadership Journal*, 32. Retrieved from [http://advancingwomen.com/awl/Vol32\\_2012](http://advancingwomen.com/awl/Vol32_2012)

Seymour, S. (1994). Operative computer learning with cooperative task and reward structures. *Journal of Technology Education*, 5(2), 120 - 125.

### **Keynote Presentations**

Seymour, S. (2014). *Achieving accreditation and creating institutional excellence with authenticity, alignment, and responsiveness*. Keynote presented at the FIMPES Conference on Accreditation, November 18<sup>th</sup>, Puebla, Mexico.

### **Professional Workshops**

Seymour, S. (2015). *Implementing a University Wide Student Learning Outcomes Strategy*. Workshop presented at Universidad Popular Autonoma de Puebla, June 22<sup>nd</sup> - 26<sup>th</sup>, Puebla, Mexico.

Seymour, S. & Flores, K. (2015). *Utilization of arts-based inquiry to explore the dark side of leadership*. Workshop presented at the International Leadership Association Women and Leadership Conference, June 7<sup>th</sup> - 10<sup>th</sup>, Asilomar, California.

Seymour, S. (2014). *Tools and approaches to measuring student learning*. Workshop presented at Universidad Popular Autonoma de Puebla, November 19<sup>th</sup>, Puebla, Mexico.

Seymour, S. (2013). *The use of life history collage to explore the development of leadership identity*. Workshop presented at the International Leadership Association Women and Leadership Conference, June 9<sup>th</sup> - 12<sup>th</sup>, Asilomar, California.

### **Evaluation Reports**

*Training evaluation report of 1994-5 profile, feedback, and follow-up data*. (Contract #277-91-2004), Pacific Institute for Research and Evaluation and the University of British Columbia, Faculty of Education. Rockville, MD: USHHS, SAMHASA, Center for Substance Abuse Prevention, Division of Community Prevention and Training, Training and Evaluating Branch.

*Profile, feedback and follow-up findings, 1993-1994*. Mid-study findings and recommendations: Evaluation of CSAP's training system and associated technical assistance services. Bethesda: Pacific Institute for Research and Evaluation.

### **Published Abstracts**

Seymour, S. (2014). *Multiple points of assessment: Planning and implementing a 360 degree review of student learning outcomes at City University of Seattle*. Paper presented at the Pacific Northwest Association of Institutional Research and Planners, November 5<sup>th</sup> – 7<sup>th</sup>, Seattle, Washington.

Seymour, S. & Krsljanin, A. (2014). *Visual communication of institutional indicators: An exploration of "promising practices" regardless of resources*. Paper presented at the Pacific Northwest Association of Institutional Research and Planners, November 5<sup>th</sup> – 7<sup>th</sup>, Seattle,

Washington.

Seymour, S. & Wairepo, A. (2013). *A consideration of Mormon context, institutional climate, and leadership development that enables or inhibits female leader growth*. Paper presented at the International Leadership Association's 15th annual global conference, October 30th – November 2nd, Montréal, Québec, Canada.

Seymour, S. (2013). *The use of life history collage to explore learning related to the enactment of social consciousness in female nonprofit leaders*. Paper presented at the International Leadership Association's 15th annual global conference, October 30th – November 2nd, Montréal, Québec, Canada.

Seymour, S. (2012). *Life history collage as a method to explore learning, knowing, and meaning*, Paper presented at the 2012 AERA annual meeting, April 13<sup>th</sup> –17<sup>th</sup>, Vancouver, British Columbia, Canada.

Cain, M. & Seymour, S. (2011). *Understanding social justice learning in context: The usefulness of complexity thinking and social movement learning theories*. Paper presented at the joint conference of the Adult Educators Research conference and the Canadian Association for Studies in Adult Education annual meeting, June 10<sup>th</sup> – 12<sup>th</sup>, Toronto, Ontario, Canada.

Seymour, S. (2011). *The use of life history collage to investigate significant learning experiences of female development leaders from India*. Paper presented at the joint conference of the Adult Education Research Conference and the Canadian Association for Studies in Adult Education annual meeting, June 10<sup>th</sup> – 12<sup>th</sup>, Toronto, Ontario, Canada.

## **Presentations**

Seymour, S. (2015). *Assessing learning of critical competencies for 21 century leaders*. Paper presented at the International Leadership Association Women and Leadership Conference, June 7<sup>th</sup> - 10<sup>th</sup>, Asilomar, California.

Seymour, S. (2015). *The utilization of learning management tools to obtain direct assessment of learning outcomes and show value added from higher education*. Presentation at the International Conference on Leadership and Education, March 28<sup>th</sup>, Seattle, Washington.

Seymour, S. (2015). *Planning and implementing a 360 degree view of student learning outcomes*. Presentation at the Association of Institutional Research Annual Conference, May 26<sup>th</sup> - 29<sup>th</sup> Seattle, Washington.

Seymour, S. (2014). *Considering the learning theory enactivism to explore the development of socially conscious leaders*. Paper presented at the International Conference on Leadership and Education, March 29<sup>th</sup>, Seattle, Washington.

Seymour, S. & Wairepo, A. (2013). *An exploration of institutional climate and supports enabling career growth for female leaders at Utah Valley University*. Presentation at the International Leadership Association Women and Leadership Conference, June 9<sup>th</sup> - 12<sup>th</sup>, Asilomar, California.

Seymour, S. & Wairepo, A. (2013). *Climate and supports that enable career growth for female leaders at Utah Institutions*. Presentation at the Utah Association of Collegiate Registrars and Admissions Officers, June 3<sup>rd</sup> – 4<sup>th</sup>, Midway, Utah.

Seymour, S., Astin, N., Morris, T., & Reyes, K. (2013). *Engaging diversity in the classroom*. Panel presentation at the Scholarship of Teaching and Engagement Conference, March 28<sup>th</sup>- 29<sup>th</sup>, Orem, Utah.

Seymour, S. (2013). *Using strategic planning techniques to bridge the gap between department actions and the University's core theme of "Engage"*. Presentation at the Scholarship of Teaching and Engagement Conference, March 28th- 29th, Orem, Utah.

Seymour, S., Mitchell, J., Cox, S., Boswell, W., & Beck, C. (2012). *Engaging the online learner*. Panel presentation at the Scholarship of Teaching and Engagement Conference, March 25<sup>th</sup>- 26<sup>th</sup>, Orem, Utah.

Seymour, S. (2010). *Arts-informed research used to consider learning associated with empowerment in female development leaders from India*. Paper presented at the 13<sup>th</sup> annual Intermountain Graduate Research Symposium, March 31<sup>st</sup>, Logan, UT.

### **Grant Funding, Honors and Awards:**

2014 Goldman Sachs (\$14,766): An education grant gifted to Nishtha U.S. in support of girls education in India through the programming of Nishtha, India.

2010-2011 Center for Women and Gender research grant, Utah State University (\$500): A small research grant furthering the goal and vision of making meaningful contributions to the studies of women and gender.

### **Professional Affiliations:**

Society for College & University Planning  
American Education Research Association  
American Association for Adult and Continuing Education  
Association for Institutional Research  
The International Leadership Association  
The Camano Island Artist Association  
The Stanwood/Camano Art Guild

### **References:**

Dr. Kurt Kirstein, City University of Seattle, Provost, 888-442-4898. [kdkirstein@cityu.edu](mailto:kdkirstein@cityu.edu). Dr. Kirstein was my boss at City University of Seattle.

Dr. Marcus Jorgensen, Utah Valley University, Director of Institutional Effectiveness, 801-863-8547. [jorgenma@uvu.edu](mailto:jorgenma@uvu.edu). Dr. Jorgensen was my boss at Utah Valley University and we were in the same doctoral cohort at Utah State University.

Dr. Peggy Cain, Westminster College, Department of Education, 801-832-2479. [pcain@westminstercollege.edu](mailto:pcain@westminstercollege.edu). Dr. Cain was my boss at Westminster College and we conducted and presented research together at the Adult Educators Research Conference.

Dr. Martha Whitaker, Utah State University, Department of Teacher Education and Leadership, 435-797-0384. [martha.whitaker@usu.edu](mailto:martha.whitaker@usu.edu). Dr. Whitaker was my professor and dissertation chair at Utah State University.

Ann Zimmerman, Independent Environmental Consultant, Heber, Utah, 435-503-0859. [zimfolks@sprynet.com](mailto:zimfolks@sprynet.com) Ann is a colleague, friend and mentor. She is a fellow creative and professional writer with a strong background in grassroots politics and community organization.