

## CHRISTINE J. HOLT

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### **ADMINISTRATIVE POSITIONS:**

UNIVERSITY OF MISSOURI, SYSTEM, Columbia, MO

04/18 – Present

#### **Chief of Staff**

For a public higher education system comprised of four independently accredited universities (two urban, one specialized and one flagship/R1/land grant with an academic medical center) with nearly 70,000 students, support the president and chancellor to operationalize the vision and achieve strategic priorities. Responsible for managerial oversight of the day-to-day operations of the office. Meet regularly and as needed with president and chancellor's direct reports to strategize, make decisions and enhance the flow of communication. Collaborate with leadership to create agendas for institutional level meetings, including cabinet meetings and board meetings. Assist with the onboarding of board members and senior leaders. Manage special projects and initiatives. Establish and maintain critical internal and external relationships. On behalf of the president and chancellor, serve as spokesperson at meetings. Review strategic communications. Handle highly sensitive and confidential matters. Mediate and mitigate complaints and stressful situations involving many stakeholders. Monitor fiscal affairs. Serve as advisor and confidante to the president and chancellor. Supervise the custodian of records and the government relations staff. Since September 2019, have assumed the role of interim chief diversity officer for the system.

UNIVERSITY OF MISSOURI, COLUMBIA, Columbia, MO

08/16 – 04/18

#### **Associate Provost**

Joined the team to serve greater than 30,000 students at an Association of American Universities (AAU) and land grant university (comprised of 12 colleges/schools, including medicine, veterinary medicine, engineering, law and a hospital) with a \$3.1 billion budget. In this role, the portfolio of duties encompassed: strategic planning, accreditation officer/liaison for the Higher Learning Commission (HLC), academic personnel concerns and faculty hiring, employment discrimination, Title IX, space utilization and planning, budgeting/fiscal planning, liaison for state and regional meetings and chief of staff for the provost.

NORTHERN VIRGINIA COMMUNITY COLLEGE, Annandale, VA 01/08 – 08/16

#### **Dean of Academic Administration** (01/08 – 10/11; 09/12 – 08/16)

Directed multiple activities to support the provost, academic divisions, academic support services and student services to increase student access, persistence and success.

Oversaw enrollment management, including course scheduling and space utilization.

Facilitated course development and expansion, and new program development. Managed special campus projects and initiatives, such as Dual Enrollment, Weekend Studies, the Evening Administration and Adjunct Office, and the Center for Academic Assistance. Coordinated the strategic planning process. Created and managed budget for unit. Was responsible for external community relations, marketing and publicity at the campus level. Advised provost on resolving academic complaints and personnel matters. Served as acting provost (in the absence of the provost) at the second largest community college in the nation, serving over 70,000 curriculum students. **Some of the notable highlights of this position included:**

- Improved internal communication through the implementation of monthly staff meetings.

## Holt Resume

- Provided professional development opportunities for faculty and staff to learn about other facets of the college and to collaborate with other units to enhance the delivery of services for internal and external stakeholders.
- Developed a comprehensive model for advising week and initiated a new model for summer advising to aid in student retention and completion.
- Created two (2) new departments to centralize academic services and streamline business processes for faculty, staff and students.
- Initiated *Project Graduation* to provide graduation regalia for students with financial need to participate in commencement exercises.
- Oversaw the creation and implementation of three (3) degree programs to attract prospective students with flexible options to accelerate completion.
- Formed alliances with employers and community partners to develop new programs and explore opportunities for collaboration. Maintained and created partnerships with Navy Federal Credit Union, Fairfax County Government and the City of Falls Church High School.
- Provided leadership on drafting a crisis management and communications plan to mitigate reputational damage and handle emergency situations.
- Served as chair over multiple and complex student disciplinary cases, including Title IX and Violence Against Women Act (VAWA).
- **Served as Interim Dean of Learning and Technology Resources** – nine (9) months – (09/12 – 06/13); Oversaw academic support services, including placement testing, open computer labs for students, faculty instructional and training lab, tutoring, Writing Center, Math Center and Communications Center.
- **Served as Interim Dean of Students** – five (5) months – (02/09 – 07/09); Oversaw Admissions, Career Center, Complaints and Grievances, Counseling, Financial Aid, International Students, Registrar, Transfer Office and Veterans Affairs. Served as the dean liaison to spearhead a uniformed new student orientation across six campuses.

NORTHERN VIRGINIA COMMUNITY COLLEGE, Manassas, VA 01/08 – 08/16

### **Interim Provost** (11/11 – 08/12)

Served as the chief administrative officer and chief academic officer of the campus. Was responsible for campus planning, resource development and enforcement of policies. Provided general supervision for all campus functions, units and departments.

Oversaw the development and modification of curricula, courses, and programs.

Was responsible for preparing the budget and ensuring fiscal responsibility. Made appropriate recommendations concerning campus personnel, equipment, and facilities. Coordinated the allocation of instructional and office spaces. Monitored the development of each semester's course offerings, number of sections, and class sizes to meet enrollment targets. **Some of the**

#### **notable highlights of this position included:**

- Provided leadership and facilitated meetings with various stakeholders for re-accreditation site visit by the Southern Association of Colleges and Schools Commission on Colleges.
- Built goodwill among the various constituents to value the services and programs of the community college.
- Responsible for oversight of submission of student learning outcomes to ensure compliance and continuous improvement.
- Participated in the curriculum review process for an academic discipline, Economics.
- Oversaw capital expansion of a new classroom building and initiated a plan for the renovation of existing structures.

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- Cultivated a climate of transparency and accountability in budgeting and fiscal management.

CATAWBA VALLEY COMMUNITY COLLEGE, Taylorsville, NC 02/06 – 01/08

### **Executive Director**

Managed the day-to-day operations of a satellite center. Was responsible for hiring, training, supervising and evaluating staff. Developed and implemented a crisis management plan. Oversaw the fiscal plan and budget process. Created short-term and long-term goals, objectives and metrics. Marketed and promoted face-to-face courses and distance learning courses, including credit and continuing education. Responsible for performing the functions of student services. Co-facilitated advisory board meetings. Built goodwill for the college among stakeholders – business and industry, community agencies, government officials and students. **Some of the notable highlights of this position included:**

- Enhanced the course offerings for evening students and for curriculum students.
- Worked with elected officials to improve the infrastructure and aesthetics of the center which positively impacted efficiency, enrollment and productivity.
- Increased visibility and awareness of services with business and industry.
- Streamlined the process for registering and paying for courses.
- Co-hosted a radio talk show to promote the college and the services it provided to its stakeholders.

CUYAHOGA VALLEY CAREER CENTER, Brecksville, Ohio 08/95 - 08/03

### **Career Development Coordinator** (07/97 - 08/03)

Promoted from previous position to manage day-to-day operations of School-To-Career initiative for eight school districts serving 23,000 students in Cuyahoga and Summit Counties. Recruited, interviewed, hired, and oversaw a staff of 27 employees. Facilitated planning sessions for three advisory councils. Served as spokesperson and advocate at state of Ohio meetings and conferences. **Some of the notable highlights of this position included:**

- Proven adept at developing programs for educators, parents and students.
- Developed two-tiered behavioral interview process adopted by senior administrators.
- Collaborated as part of executive team in developing strategic plan for expansion of School-to-Career program.
- Initiated mock interview program in conjunction with Business Advisory Council for 235 juniors in eight school districts.
- Coordinated job fair for 160 high school students and 20 employers.
- Initiated ***Career Exploration Opportunity (CEO) program with Cleveland Browns Foundation*** for high school students to visit workplaces and meet executives.
- Provided leadership for ***Shattering the Glass Ceiling***, a venture to expose high school girls to non-traditional careers.
- Handled grievances that arose internally and externally and conducted disciplinary reviews.
- Monitored nearly \$1 million in federal and state grants.

MONTGOMERY COMMUNITY COLLEGE, Troy, North Carolina 10/94 - 06/95

### **Human Resource Development Coordinator**

Coordinated customized curriculum for under-employed and unemployed clients to address topics of job search, job readiness and job retention. Recruited and hired instructors. Produced reports for the state. Administered budget. Publicized and marketed classes.

### **ACADEMIC POSITIONS:**

CATAWBA VALLEY COMMUNITY COLLEGE, Taylorsville, NC

**Executive Director** (02/06 – 01/08)

Taught college success classes.

CUYAHOGA VALLEY CAREER CENTER, Brecksville, OH

**Career Specialist** (08/95 - 06/97)

Created career-oriented lessons for teachers to include into curriculum. Taught lessons.

Assisted students in creating Individual Career Plans and Career Passports (including a résumé and career narrative). Prepared students for career fairs, job shadowing and mock interviews.

Administered career assessment instruments. Conducted seminars for parents.

RANDOLPH COMMUNITY COLLEGE, Asheboro, North Carolina

**Site Coordinator & Workplace Literacy Instructor** (07/92 – 02/94)

Provided daily supervision of staff and program for a National Workplace Literacy grant that was a collaboration between the College and Burlington Industries. Developed a customized training program, provided instruction and assessed the academic performance of the hourly employees.

CENTRAL CAROLINA COMMUNITY COLLEGE, Siler City, North Carolina

**Workplace Literacy Instructor** (02/94 – 10/94)

Designed and implemented basic skills instruction integrated with job related skills for hourly employees at Collins & Aikman. Assembled customized materials. Documented and compiled reports in compliance with college and industry guidelines. Counseled students on career options.

### **SUMMARY OF TEACHING:**

Over the course of my career, have taught in the following disciplines/areas: basic skills – reading, writing, math and computer literacy; GED math; college success skills and mediation training.

### **SUMMARY OF SCHOLARSHIP/SPEECHES:**

- Article, Holt, C. *E-Learning and Marketisation of Higher Education*. In J. Branch (Ed.), *The Marketisation of Higher Education*. Palgrave MacMillan. (Pending 2021)
- Speaker, University of Missouri Academic Officers: *Preparing for Pandemics and Protests*. (June 2020)
- Guest Lecturer, University of Missouri, Columbia: *Higher Education Competencies for Community College Leaders: Content and Context of Learning, ED LPA 9479*. (April 2020)
- Poster Presentation, Executive Doctorate in Business Administration Council (EDBAC) Conference: *Grooming Administrative Talent for Higher Education*. (September 2019)
- Guest Lecturer, University of Missouri, Columbia: *Higher Education Competencies for Community College Leaders: Content and Context of Learning, ED LPA 9479*. (March 2017)
- Co-Presenter, American Association of State Colleges (AASCU) Annual Conference: *When Words Are Not Enough*. (March 2017)

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- Guest Lecturer, University of Missouri, Columbia: ***Higher Education Competencies for Community College Leaders: Educational Leadership, ED LPA 9401.*** (March 2016)
- Guest Lecturer, University of Missouri, Columbia: ***Higher Education Competencies for Community College Leaders.*** (November 2015)
- Article, *Chronicle of Higher Education: What I'm Reading: Articles on President Obama's Plan to Make Community Colleges Free.* (June 2015)
- Speaker, Woodlawn Elementary: ***Careers and College.*** (October 2014)
- Moderator, Panel Discussion; The Virginia Network, affiliated with the American Council on Education, Institutional Representatives: ***Women Communicating Across the Generations.*** (May 2013)
- Keynote Speaker, Business and Public Services Division, Recognition Ceremony: ***What Will Your Dash Mean?*** (May 2013)
- Keynote Speaker, Phi Theta Kappa Induction Ceremony: ***Call to Action – "Service is the Rent We Pay."*** (April 2013)
- Speaker, First Year Experience Convocation: ***The Importance of Graduation & the Meaning of Regalia.*** (October 2011)

## **SUMMARY OF PROFESSIONAL CONTRIBUTIONS:**

### **SUMMARY OF GRANT ACTIVITY:**

- Missouri Louis Stokes Alliance for Minority Participation Grant (2015-2016) – assisted in the coordination of the grant application for nine institutions in Missouri, including public, private, historically black colleges and universities (HBCUs) and a community college.
- School-to-Career Program (1997-2003) – monitored nearly \$1 million in federal and state grants.
- National Federal Workplace Grant (1992-1994) – served as instructor and site coordinator for grant.

### **SUMMARY OF INTERNATIONAL VISIBILITY AND SERVICE:**

Have hosted and facilitated meetings of delegations (of faculty and administrators) from other countries, including Brazil and China, to name a few. Participated in trips to India and England to visit institutions of higher education to compare to and contrast against American institutions.

### **SUMMARY OF LEADERSHIP DEVELOPMENT:**

- American Council on Education Fellowship Program (2015-2016)
- The Virginia Network, affiliated with the American Council on Education, Senior Leadership Seminar (2008-2009); Institutional Representative (2010-2013); Annual Conference (2008-2013)
- Virginia Community College System: Faculty and Administrators Leadership Academy (2009)
- American Association of Community Colleges – Future Leaders Institute (2007)

### **SUMMARY OF SERVICE TO INSTITUTION:**

- Served on Search Committee for Vice Chancellor of Inclusion, Diversity and Equity, University of Missouri, Columbia (2020)
- Chaired, Search Committee for Senior Director of Institutional Effectiveness and Institutional Research (2019)

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- Served on Search Committee for Director of Emergency Management (2019)
- Serve as sponsor, United Way Campaign Committee (2018-present)
- Served on Campus Mediation Committee (2016-2018)
- Chaired, Campus Committee Assignments (2009-2015)
- Served on Awards and Recognition Committee (2014-2015 & 2010-2011)
- Served on Grievance Committee (2014-2015 & 2010-2011)
- Chaired, Disciplinary Panel (2014-2015) – on case by case basis
- Chaired, Weekend Studies Committee (2009-2011 & 2012-2014)
- Served on Instructional Support Services Committee (2011-2012)
- Served on Campus Council (2010-2011)
- Served on Campus Threat Assessment Team (CARE Team) (2010-2011)
- Served on Health and Safety Committee (2010-2011)

### **SUMMARY OF BOARD MEMBERSHIP/CIVIC CONTRIBUTIONS:**

- Rotary Club, Annandale, VA (member, 2015); served on the scholarship committee
- Spearheaded a community service event for staff and early childhood center (2015)
- WHUT, PBS Channel, Washington, DC (volunteer, 2014)
- The Virginia Network, affiliated with the American Council on Education, (board member, 2013-2016)
- Habitat for Humanity, Taylorsville, NC (board member, 2006-2008)
- Alexander County YMCA, Taylorsville, NC (board member, 2006-2008)
- Alexander County Partnership for Children, Taylorsville, NC (board member, 2006-2008)
- Rotary, Taylorsville, NC (member, 2006-2008)

### **SUMMARY OF OTHER EXPERIENCE OF PARTICULAR NOTE:**

CHRISTINE HOLT-HUDSON, Cleveland, Ohio

11/02 – 02/06

**Attorney-at-Law** – Provided legal guidance and counsel to diverse client base.

Investigated facts and allegations of complaints. Prepared, drafted, filed and tracked legal documents and proceedings. Represented clients in litigation. Negotiated settlements. Served as Guardian-ad-Litem for abused, neglected and dependent children.

### **EDUCATION:**

University of Missouri - St. Louis, St. Louis, Missouri

**Doctorate in Business Administration** (Anticipated Fall 2020)

Cleveland State University, Cleveland, Ohio

Cleveland Marshall College of Law

**Juris Doctor**

East Carolina University, Greenville, North Carolina

**Master of Arts in Adult Education**

Capital University, Columbus, Ohio

**Bachelor of Arts in Business Administration**