

Marshall A. Hill

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Professional Background:

Executive Director

Nebraska Coordinating Commission for Postsecondary Education 2/05-present

<http://www.ccpe.state.ne.us/publicdoc/ccpe/>

- State-level higher education officer reporting to a governor-appointed board. Frequent testimony to legislative bodies. Develop, implement, and revise Nebraska's comprehensive plan for higher education. Review budget requests from 14 public institutions and make recommendations to the state legislature on all higher education funding. Approve or disapprove new degree programs, administrative units, construction projects. Administer the state's student financial aid programs. Collect, analyze, and publish data and reports on higher education. Work statewide to improve access, increase efficiency, promote quality. Build consensus, encourage collaboration, mediate conflicts. Support economic development through membership on the state's Workforce Investment Board, FutureForce Nebraska, other means. Active in regional and national higher education organizations. Occasional consultant on higher education projects abroad.
- Accomplishments (with help from a good staff):
 - Streamlined Commission operations to increase focus on broad policy, lessen attention to administrative routine.
 - Increased attention to minority issues.
 - Best-ever (I'm told) relationships between the Commission and institutions.
 - Excellent working relationships with Nebraska's K-12 agency.
 - Advocated for and received 21% increase in state-funded student financial aid.
 - Secured federal grant of \$300,000 to establish the Nebraska State Scholars Initiative, designed to encourage high school students to take rigorous courses.
 - Revised report structures to better inform the Governor and Legislature on higher education data, challenges, needs, and opportunities. Lessened reporting burden.

Assistant Commissioner for Universities and Health-Related Institutions

Texas Higher Education Coordinating Board Austin, Texas 11/98-2/05

- State-level academic officer for Texas' 35 public universities and nine health-related institutions: institutional roles/missions, review of existing and proposed degree programs in all disciplines, quality and efficiency measures, administrative changes, research programs, telecommunications and distance learning, other broad policy matters.
- Managed programs providing \$17 million per year for graduate medical education; \$4 million/year for peer-reviewed health-related research; and \$3.75 million/year for teacher education initiatives at Texas' five independent historically black colleges.
- Recommended action on requests to establish new, independent colleges and universities.

- Accomplishments:
 - Revised review/approval process for new degree programs, administrative changes, and revisions to educator preparation programs, greatly improving response time.
 - Developed methodology for projecting the need for additional professional education, applied it to medical and legal education, veterinary medicine, and pharmacy. Provided results to Legislature.
 - Developed and implemented procedures for degree program productivity reviews, resulting in more efficient allocation of state and institutional resources.
 - Revised distance learning rules to promote greater flexibility and efficiency while maintaining strong quality expectations.
 - Established policies on doctoral residency, off-campus centers, other issues.
 - Implemented legislative directives: core curricula, fields of study, doctoral funding limits, post-tenure review, numerous reports and studies.
 - Reassessed Board policies on regional and national accrediting agencies and implemented significant changes.
 - Secured cross-sector agreement (community colleges, public and independent colleges and universities) on allocation of \$60 million for telecommunications.
 - Contributed to the revision and refinement of the formula funding system for universities and the development of a similar system for health-related institutions.
- Numerous presentations to the Board on a wide range of issues; presentations to legislative committees; active speaker on higher education to diverse audiences.

***Acting Assistant Commissioner for Health Affairs and
Assistant to the Commissioner***

Texas Higher Education Coordinating Board 2/98-11/98

Assigned responsibility for a “troubled” division of the agency. Accomplishments: Established clear and high performance expectations, ensured that they were achieved. Made staff changes: one dismissal, re-assignment, new staff. Greatly improved work products, relationships with institutions, staff morale. Revised procedures for distributing \$28 million/year in trustee funds, reducing staff time, speeding distribution, and providing greater accountability. Secured the cooperation of Texas’ four pharmacy schools in making the Doctor of Pharmacy degree available to practicing pharmacists statewide through distance education.

Assistant to the Commissioner

Texas Higher Education Coordinating Board 2/97-2/98

Accomplishments: Designed and implemented procedures for developing and communicating to the Texas Legislature the Board’s views on proposed legislation affecting higher education. (Examples: Bills to create several new public universities, establish a regional academic health center, expand two previously upper-level/graduate institutions to full university status, etc.) Coordinating Board representative to the Southern Regional Education Board for telecommunications, distance learning, technology. Edited all correspondence prepared for the Commissioner and all written materials presented to the Board. Reviewed all staff presentations made to the Board.

Program Director (Universities Division)

Texas Higher Education Coordinating Board 7/95-2/97

Reviewed and recommended action on proposals from Texas' public universities for new degree programs (all levels and disciplines) and administrative changes.

Accomplishments: Developed and implemented Board rules for the establishment of multi-institution teaching centers (significant off-campus locations where several institutions offer courses and programs) and had staff responsibility for the review and approval of two such centers. Sunset review of 30 doctoral programs, resulting in closure of several low-quality programs and consolidation and eventual improvement of others. Developed *Distance Learning Master Plan* for Texas public higher education, approved by Board and forwarded to Texas Legislature. Board representative to the Western Cooperative for Educational Telecommunications.

Associate Program Director (Universities Division)

Texas Higher Education Coordinating Board 6/94-7/95

Reviewed and recommended action on proposals from Texas public universities for new degree programs (all levels and disciplines) or administrative changes

Private Business Experience

Small sole proprietor environmental products business and, simultaneously, real estate sales (Bozeman, MT; Las Vegas, NV). 1989-1994

Started and developed a small business, with personal responsibility for successfully generating profits. Designed and carried out plans yielding significant real estate listings and sales of land, businesses, and homes in Montana and commercial real estate sales and leasing in Las Vegas, with income based on commission.

Associate Professor of Music, Director of Choral Activities, Acting Director of Orchestral Activities

University of Southern Mississippi 1987-1989

Revitalized declining choral and orchestral programs, leading to seven ensembles, 375 participants. Increased string player applicants seven-fold through aggressive recruiting. Improved program reputation and relationships with public schools. Responsible for budgets, recruiting, scheduling, scholarships, conducting faculty, all artistic matters. Conducted choral and orchestral ensembles; taught choral and orchestral conducting, graduate choral literature. Active guest conductor in several states.

Associate Professor of Music, Director of Choral Activities

Iowa State University 1983-1986

Following two years of sharp decline, rebuilt a previously strong choral program to a level of seven ensembles, 500 singers. Responsible for budgets, recruiting, scheduling, scholarships, conducting faculty, all artistic matters. Significantly decreased departmental operating expenses, greatly increased income, and secured grant funding. Improved relationships with public schools and alumni associations around the state and region. Musical director for community orchestra: 15 members when I started, 45 when I left. Greatly improved musical capabilities, increased concert attendance at least five-fold, and established a successful fundraising program. Guest conductor and soloist.

Associate Professor of Music, Director of Choral and Vocal Activities

Utah State University 1978-1983 (Tenure awarded in 1981.)

Improved capabilities, reputation, and enrollments in large choral program. Increased semester credit hours generated by voice students by 300 percent. Conducted ensembles, taught conducting, graduate choral literature, individual voice lessons. Tenor soloist and guest conductor in many states. Served on search, curriculum, promotion and tenure, and several university-wide committees. Outstanding Faculty award -- College of Humanities, Arts, and Social Sciences. Guest conductor and soloist.

Assistant Professor of Music, Director of Choral Activities

Duquesne University 1974-1978

Directed large choral program, increased enrollments, improved institution's musical reputation, raised funds. Very active professional tenor soloist and guest conductor in surrounding region. Served on committees preparing for regional and specialized accrediting agency reviews. Directed university ensembles at regional or national meetings of the American Choral Directors Association, American Kodaly Educators, Mid-East Instrumental Music Conference, and National Association of Schools of Music. Taught conducting and choral literature at undergraduate and graduate levels. Represented the School of Music on the Faculty Senate for two years.

Assistant Professor of Music

Cumberland College 1971-1974

Conducted choral ensembles and taught conducting, choral literature, music theory, and individual voice lessons in a small, private, liberal-arts college. Chaired statewide committee to establish competencies for prospective public school music teachers: achieved consensus and implementation after several prior years of dispute and delay.

Education:

University of Virginia Graduate School of Business Administration Summer, 1983

Competitive admission summer program for university faculty holding doctorates in non-business fields. Courses in management, accounting, finance, marketing, etc.

Florida State University PhD in Music Education (Minor--Higher Education) 1972

Honors: FSU Fellow, Phi Kappa Phi (national academic honorary), Pi Kappa Lambda (national music honorary). Graduate teaching assistant for choral ensembles, music theory. Dissertation: *Concertino-Ripieno Techniques in Baroque Choral Music*

Utah State University Master of Arts in Music, 1969 Bachelor of Arts in Music, 1968

Kentucky Southern College 1965-66

Note: Principal conducting teachers were William H. Ramsey and Joseph Flummerfelt; additional extended study with Richard Burgin, Robert Shaw, Gunther Schuller. Voice: William H. Ramsey, Elena Nikolaidi, Eugene Talley-Schmidt, Vera Rosza (London)

Selected Presentations and Professional Activities:

Yemen Higher Education Development Project: Governance Change and Financial Reform for Sana'a and Aden Universities 5/2006-continuing One of two principal consultants on a project funded by the World Bank. My responsibilities include recommending a new national higher education governance structure and developing a formula funding system for pilot implementation in two large universities. Workshops in Yemen – 12/2006

Invited panelist on accreditation, US Secretary of Education's Commission on the Future of Higher Education (Spellings Commission) – Washington, DC 3/2006, 11/2006

A Sense of Urgency: Forging Links Between Education and Economic Competitiveness Lincoln, NE 5/2006 Statewide business/education roundtable. Conference planner, session moderator

Liberal Education, Accreditation, and State Policy Boulder, CO – 9/2005
Invited participant in a small working group sponsored by the Association of American Colleges and Universities (AAC&U) and the State Higher Education Executive Officers (SHEEO)

Minority Students in Nebraska Higher Education: Challenges and Opportunities
Presentations at the Native American Education Symposium – Wayne, NE 9/2005 and the Diversity in Nebraska Education Symposium – Chadron, NE 10/2005

State Higher Education Executive Officers – Colorado Springs, CO 7/2005
Elected to Executive Committee

Texas' New Statewide Higher Education Accountability System -- Denton 11/2004
Presentation to the Texas Woman's University Board of Regents
(<http://www.txhighereddata.org/Interactive/Accountability/>)

Texas' New Statewide Higher Education Accountability System and Doctoral Education in Texas -- Dallas 11/2004 Presentations to the Texas Association of Graduate Schools

Texas Higher Education Governance and Finance -- Austin 10/2004
Presentations to higher education visitors from Indonesia and China

Doctoral Education in Texas, Part 2: Recommendations for the State -- Austin 10/2004
<http://www.thecb.state.tx.us/UHRI/DocStudy102504draft.pdf> and
<http://www.thecb.state.tx.us/UHRI/DocStudy102004Apps.pdf>

Doctoral Education in Texas, Part 1: Past Trends and Critical Issues -- Austin 7/2004
<http://www.thecb.state.tx.us/UHRI/DocStudy071204.pdf>

Increasing Capacity and Efficiency in Programs Leading to RN Licensure in Texas
Austin 7/2004 (<http://www.thecb.state.tx.us/UHRI/ProfSchools.htm>)

Meeting Workforce Needs in Nursing and Allied Health -- Philadelphia 8/2004 State Higher Education Executive Officers Conference session moderator and presenter

Greater Expectations for Student Learning -- Philadelphia 8/2004 State Higher Education Executive Officers Conference session moderator

P-16 Issues in Texas Education 2/2004 Presentation to a joint meeting of the Texas Association of Deans of Arts and Sciences and the Texas Association of Colleges of Teacher Education (Austin)

Projecting the Need for Pharmacy Education in Texas – Austin 1/2004 Texas Higher Education Coordinating Board (Forwarded to the Texas Legislature)
<http://www.thecb.state.tx.us/UHRI/ProfSchools/VetMed10252002.pdf>

Represented the Coordinating Board at the opening convocation of Texas A&M University-Qatar 10/2003 Doha, Qatar

National and State Perspectives on Higher Education: Opportunities and Challenges 10/2003 Series of presentations to Texas Association of Graduate Deans (San Angelo), Texas Society of Allied Health Professionals (Galveston), and Council of Texas Business Deans (Commerce)

Opportunities and Challenges in Texas Higher Education: Implications for the State and its Regions Laredo 8/2003 Keynote speech for the fall semester faculty convocation at Texas A&M International University

Feasibility Study on the Creation of a Medical Degree Program at Prairie View A&M University Austin 10/2002 Texas Higher Education Coordinating Board (Forwarded to the Texas Legislature) <http://www.thecb.state.tx.us/UHRI/PVAMU.pdf>

Projecting the Need for Legal Education in Texas – Austin 10/2002 Texas Higher Education Coordinating Board (Forwarded to the Texas Legislature)
<http://www.thecb.state.tx.us/UHRI/ProfSchools/LegalEd10252002.pdf>

Projecting the Need for Veterinary Medical Education in Texas – Austin 10/2002 Texas Higher Education Coordinating Board (Forwarded to the Texas Legislature)
<http://www.thecb.state.tx.us/UHRI/ProfSchools/VetMed10252002.pdf>

Higher Education and Economic Development: Strategies that Work
Presentation for State Higher Education Executive Officers' Professional Development Conference – Chicago 8/2002

Projecting the Need for Medical Education in Texas – Austin 7/2002
Texas Higher Education Coordinating Board (Forwarded to the Texas Legislature)
<http://www.thecb.state.tx.us/UHRI/MedEd072202.pdf>

The Challenges of Quality Assurance in a Distance Learning Environment: A Report by the Distance Learning Policy Laboratory Quality Assurance Subcommittee, Southern Regional Education Board – Atlanta 6/2002 Committee co-chair; project funded by the U.S. Department of Education's Fund for the Improvement of Postsecondary Education
<http://www.ecinitiatives.org/policylab/Reports/Quality%20Assurance%20Final%2005.31.02.pdf>

State-level Approaches to General Education Requirements – Washington, DC 6/2002 and 8/2001 Committee member for an Association of American Colleges and Universities (AAC&U)/Pew Charitable Trust project. Continuing.

Higher Education's Role in Addressing the Nursing Shortage – Austin 5/2002
Testimony for Texas House of Representatives, Committee on Public Health

Allied Health Issues in Texas Higher Education – Houston 5/2002
Presentation for the Texas Association of Allied Health Deans

Texas Higher Education Governance and Finance – Austin 4/2002
Presentation to higher education visitors from Belarus

A Methodology for Projecting the Need for Professional Education in Texas – Austin 4/2002
Texas Higher Education Coordinating Board
<http://www.theccb.state.tx.us/UHRI/Methodology041902.pdf>

Texas Higher Education Governance and Finance – Austin 3/2002
Presentation to higher education visitors from China

Texas Higher Education Governance and Finance – Austin 12/2001
Presentation to higher education visitors from Armenia, Azerbaijan, and Georgia

State Higher Education Academic Officers (SHEEO/SHEAO) – Killington, VT 8/2001
Program committee for annual conference and session developer/moderator for *Virtual Universities: Real Lessons from the Virtual World*

Closing the Gaps: Public & Independent Institutions Meeting Texas' Higher Education Needs
Lakeway, TX 8/2001 Address to University of the Incarnate Word Leadership Seminar

Assessing Student Learning in Higher Education – Denver 6/2001
Invited partner in a State Higher Education Executive Officers (SHEEO)/Pew Charitable Trust project

Texas' Policies on Off-Campus Courses and Programs – Little Rock, AR 6/2001
Consultant/presentation to the Arkansas Department of Higher Education

Defining the Goals of Statewide General Education Requirements – Atlanta 2/2001
Invited partner in an AAC&U/Pew Charitable Trust project

Who Wants (Curricular) Coherence? Short contribution to *General Education in an Age of Student Mobility*, AAC&U publication, 2/2001

Texas-Mexico Border Health Education Needs: a Report to the 2001 Texas Legislature
Austin – 11/2000 Texas Higher Education Coordinating Board

Transfer Issues in Texas Public Higher Education – Austin 10/2000
A policy discussion with The University of Texas System Faculty Advisory Committee

Delivery Systems for Allied Health Education – Dallas 10/2000
Address to the Texas Society of Allied Health Professions

Commencement Address: Tarleton State University – Stephenville, TX 8/2000

State Higher Education Academic Officers (SHEEO/SHEAO) – Portland, OR 8/2000
Program Chair for annual conference of state-level academic officers; panel developer and moderator: *The New Economy and Workforce Development*

Consultant on higher education governance and structure – Morocco 6/2000
Under contract to the US State Department, visited Rabat, Marrakech, Meknes and Fes; consultant to Morocco's Ministry of Higher Education; presentations for Ministry officials and university presidents, provosts and deans regarding higher education reform

Texas Higher Education's Telecommunications Needs – Austin 6/2000
Presentation to the Texas Telecommunications Infrastructure Fund Board to secure \$60 million for Texas higher education institutions (Eventually successful!)

Texas Higher Education: Governance, Structure, Key Issues – Austin 5/2000
Presentation to University Senior Administrators' Summer Fellows Program

Commencement Address: Sul Ross State University-Rio Grand College – Uvalde, TX 5/2000

Closing the Gaps in Texas Higher Education – Denton, TX 3/2000
Presentation: University of North Texas/Northeast Texas Community College Consortium

General Education Issues in Texas Public Higher Education – San Antonio 2/2000
Presentation to a conference of the Association of American Colleges and Universities

Technology in Texas Higher Education – Dallas 1/2000
Presentation to the Lt. Governor's Commission on 21st Century Colleges and Universities

Western Cooperative for Educational Telecommunications – Portland, OR 11/1999
Texas' state-level representative to the organization

Southern Regional Education Board – Atlanta 11/1999
Policy development committee for the Southern Regional Electronic Campus

Distance Learning at Home and Abroad – Austin 9/1999
Presentation to state-level Advisory Committee on International Education

Grant Opportunities Funded by the Texas Tobacco Settlement – Austin 8/1999
Presentation to the Texas Association of Developing Colleges (historically black colleges)

Health Education Issues in Texas: a State-Level View – San Antonio 7/1999
Presentation to the Texas Association of Allied Health Deans

Faculty Employment Issues in Higher Education – Denver 7/1999
Texas' representative in working conference sponsored by Harvard University and the Education Commission of the States

Academic Audits: New International Models for Reviewing the Quality of Teaching and Learning in Colleges and Universities – Chapel Hill, NC 6/1999 Texas' representative in working conference sponsored by the Pew Charitable Trusts and the University of North Carolina-Chapel Hill

Texas Higher Education Governance and Structure – Austin 5/1999
Presentation for a delegation from the Ministry of Higher Education, Republic of China

Southern Regional Education Board – Baltimore 5/1999
Conference of State Higher Education Health Officials (Texas' representative)

Distance Learning: New Opportunities in Higher Education – Houston 3/1999
Presentation to the Texas Academy of International Business

Transfer Issues in Texas Higher Education – Austin 3/1999
A discussion with the Faculty Senates of The University of Texas at Austin and Texas A&M University

Current Issues for Higher Education in Texas – Austin 2/1999
Presentation to the Texas Association of Faculty Senates

Governor's Conference on Excellence – Austin 11/1998
Agency representative

Instruction, Support and Confidentiality in Distance Education – Houston 11/1998
Presentation to the Texas Psychological Association

Major Issues in Texas Higher Education – Houston 11/1998
Presentation to the Texas Technical Society

Major Issues in Texas Higher Education – Austin 11/1998
Keynote address for the Texas Association of College and University Student Personnel Administrators

Important Issues in Texas Graduate Education – Prairie View, TX 10/1998
Presentation to the Association of Texas Graduate Schools

Technology, Career Preparation and Lifelong Learning – Houston 10/1998
Presentation to a Conference on Scholarship and the Community, sponsored by the Faculty Senate of the University of Houston

Current Issues at the Coordinating Board – Denton, TX 9/1998
Presentation to the Texas Association of Schools of Engineering Technology

Role of the Coordinating Board in Texas Higher Education – College Station, TX 7/1998
Presentation to the 35th Annual Summer Seminar on Academic Administration, Texas A&M University

Distance Learning in Texas Higher Education – Austin 3/1998
Presentation to the House Higher Education Committee, Texas State Legislature

- Consultant: Rockwell Foundation – Houston 12/1997
Consultant to a large, private foundation on how they might support minority students pursuing graduate study in the sciences and mathematics
- Coordinating Board Perspectives on Higher Education Issues* – Nacogdoches, TX 10/1997
Presentation to the Texas Council of Collegiate Education for Business
- Consultant: University System of Georgia – Atlanta 6/1997
Consultant on policies for establishing, organizing, and funding significant off-campus centers of public universities
- Long-Range Technology Plans* – Dallas 5/1997
Panelist for annual conference of the Texas Center for Educational Technology (Texas' K-16 technology group)
- Current Legislative Issues for Texas Higher Education*– Denton, TX 4/1997
Panelist for conference held at the University of North Texas and sponsored by the North Texas Community and Junior College Consortium
- Issues in Texas Higher Education* – Austin 4/1997
Presentation to the Marshall, TX Chamber of Commerce
- Distance Learning: State of the State in Funding, Technology, Status of Projects, and Turf Protection* – Austin 2/1997
Presentation to the Texas Association of Faculty Governance Organizations
- Current Issues at the Coordinating Board* – Ft. Worth 10/1996
Presentation to the Association of Texas Graduate Schools
- State-level Distance Education Issues* – Raleigh, NC 9/1996
Panelist for a conference of the Outreach Alliance 2000 Project
- Master Plan for Distance Learning: An Evolving Technological Process* – Austin 7/1996
In response to legislation, developed, wrote, and forwarded to the Texas Legislature a distance learning plan for public higher education
- Telecommunications in Texas Higher Education* – Austin 11/1995
A briefing for the Governor's Policy Office
- Instructional Telecommunications in Texas Higher Education* – Dallas 6/1995
Presentation for a conference on 21st Century Teaching and Learning
- HB 2128 of the 74th Texas Legislature: Implications for Health Education* – Austin 3/1995
Presentation to the Texas Deans and Directors of Schools of Nursing
- Instructional Telecommunications in Texas Higher Education* – 1/1995
Report to the 74th Texas Legislature

Teaching Career (1971-1989)

Note: Although I was a successful and well-regarded conductor, singer, and professor for many years, I've not provided much detail here. In most ways it's not directly relevant to my current work. Two points are, though. First, my faculty experience in several types of institutions is invaluable for working with faculty and institutional representatives. If nothing else, they can't say "but you don't understand." And second, it's amazing how many "transferable skills" a good conductor can bring to higher education work: assessing resources and capabilities, choosing which challenges to tackle, devising plans to get things done on schedule, motivating and coordinating the work of others, dealing with "challenging" personalities, modifying as you go along, dealing with public accountability, and realizing that not everyone applauds all the time.

Scholarship and research products during my teaching career were largely related to the creative activities surrounding musical performance at a high level in, generally, a university setting. Those activities included researching the musical repertoire of the past several hundred years (mostly western European and American) to select for performance those compositions which suited available resources, illustrated the best practices of the art, and would be enjoyable to performers and audiences alike. Research in historical performance practices, languages, vocal and instrumental performance techniques, and broad aspects of musical style led to lively, stylistically accurate performances. Filtering that knowledge through continually evolving rehearsal practices showed students—many of whom were preparing to be public school music teachers—how such knowledge could lead to more informative, enjoyable rehearsals and more exciting performances. I have dozens and dozens of former students serving as music educators in the public schools and quite a few on the faculties of higher education institutions.

Although I was principally a choral conductor, I was also fortunate to have many opportunities to conduct orchestras, including two of "my own" and those of several colleagues. Consequently, I developed some specialization in major combined works and conducted many orchestral and choral/orchestral masterworks by Bach, Handel, Haydn, Mozart, Beethoven, Schubert, Brahms, Stravinsky and others. "Peer review" evidence of success is supported by invitations to conduct my ensembles at many state, regional, and national conferences and by frequent invitations to appear as guest conductor of ensembles in numerous states. The same approach characterized my frequent performances as a tenor soloist.