

# Allen J. Bedford

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## EXPERIENCE

### BEMIDJI STATE UNIVERSITY

JULY 2019 TO PRESENT

Bemidji State University is a member of the Minnesota State System of Colleges and Universities (MinnState) and is a comprehensive, public university serving the north-central region of Minnesota. It has an enrollment of about 4,200 undergraduate and 400 graduate students, and 162 full time and 66 part time instructional faculty. FY2020 total revenue was \$87.6MM, total expense was \$81.2MM, endowment value was \$27.5MM, and total net position plus buildings was over \$210MM (source: IPEDS).

I joined Bemidji State University in July 2019, serving as the Associate Vice President for Academic Affairs. I was appointed as the Interim Provost and Vice President of Academic Affairs on March 26, 2020. After a national search I was appointed to the Provost role in full capacity effective May 18, 2020.

### PROVOST AND VICE PRESIDENT OF ACADEMIC AFFAIRS

MARCH 2020 TO PRESENT

*Bemidji State University*

*Bemidji, Minnesota*

In this position I provide leadership for Academic Affairs to foster an engaging, inclusive, challenging, and inspirational environment for students, faculty, and staff. I support faculty in pursuit of their focus on research and creative expression in the classroom and in their professional lives. The Provost and VPAA is the senior academic affairs officer and the second ranking executive officer at Bemidji State University. The provost oversees an annual operating instructional, academic support, and enrollment management budget of \$34MM. Positions reporting directly to the provost include the Associate Provost and Associate Vice President for Academic Affairs (APAVPAA), the Associate Vice President for Enrollment Management (AVPEM), the Dean of the College of Arts, Education, and Humanities, the Dean of the College of Business, Mathematics, and Sciences, the Dean of the College of Individual and Community Health, the Director of Graduate Studies, and the Executive Director of the Center for Extended Learning. Other areas reporting indirectly include the A.C. Clark Library, Center for Professional Development, Liberal Education Program, Honors Program, Leadership Studies Program, the International Program Center, and the Admissions, Records, Institutional Research and Effectiveness, and Sustainability offices.

Some initiatives, projects, and accomplishments as provost (or, where noted, as AVPAA) include:

**Accreditation and Assessment:** As AVPAA I served as the Accreditation Liaison Officer (ALO) and collaborated with the immediate past ALO in supporting the institution through the Higher Learning Commission (HLC) Team Visit in October 2019. In preparation for this visit I reviewed the entire Assurance Argument and supporting materials and convened working group meetings to strengthen submission materials for some of the accreditation criteria. As provost, I am establishing a system of operational statements and annual reports for assessing institutional effectiveness that will have completed two planning and assessment cycles prior to the January 2024 HLC accreditation review.

**Curriculum Development:** Supported deans, department chairs, and faculty members in (for example): implementing programs in Public and Non-Profit Management and Masters in Public Accounting; developing programs in Communication Studies, Logistics and Supply Chain Management, New Studio Practice, and Arts Management; and investigating a possible new program in Forestry.

**Enrollment Planning:** Leading the institutional strategic enrollment management planning process, starting in June 2020 and working toward launching the new Strategic Enrollment Management Plan (SEMP) in March 2022. I convene the steering committee and coordinate the efforts of five work groups and a data team through the phases of a comprehensive planning process that involves more than 60 faculty and staff members in evaluating functionality and strategic opportunities in ten areas of campus operations, from initial contact to alumni support. This process identified leading causes for a significant decline in first-time-in-college (FTIC) students from FY2018 to FY2022 and developed actions to reverse that trend. Early results (December 2021) show better than 18% improvement in applications from FTIC students for fall 2022 compared to the same point in time for fall 2021.

- Equity Support:** Supported and participated in an Indigenous-led process to develop BSU's Land Acknowledgment. Participated in MinnState led Equity by Design trainings. Emphasized equity-minded approaches and strategies in SEM planning. Worked with the President and BSU Faculty Association (BSUFA) in developing a Faculty Fellowship for Inclusive Pedagogy or Curriculum. Supporting development of an Equity Certificate. I am working closely with the deans, Human Resources, and the Affirmative Action Officer to ensure equitable practices in faculty and administrator searches and appointments. Preliminary results suggest that moving searches earlier in the academic year and implementing tactics to boost position postings led to at least modest increases in applicant pool diversity.
- Faculty Support:** Worked with the President and deans to provide guidance to faculty members to help them develop effective tenure and promotion portfolios, including in depth feedback to individuals when needed. Collaborating with the deans and BSUFA in evaluating the effectiveness of the annual faculty professional development planning and reporting process and considering options for improving its efficiency and effectiveness. Through monthly academic question and answer sessions in FY2021, listened to faculty concerns and suggestions regarding operations during the pandemic and adjusted approach or operations as appropriate. Supported faculty interests in research or scholarly efforts such as in a new interdepartmental collaboration to operate a field research station at Shingobee Lake.
- Facilities:** Assisted the Teaching and Learning Center in conducting a classroom usability study and worked with facilities to make improvements based on those findings (starting when I was AVPAA and completing after becoming provost). Supported conversion of a classroom to a wildlife biology laboratory. Worked collaboratively with the Humanities Department in moving their faculty offices to relieve use pressure in Bensen Hall and improve use of a newly renovated space in the Bangsberg Fine Arts Complex. Worked with the Admissions Director and Facilities Director to renovate space in Deputy Hall to support the Admissions Department. Collaborated with Information Technology Services (ITS) to upgrade eight classrooms to support simultaneous in-person and remote learning. Currently supporting the Music Department in developing a lighting plan for the lobby between the Bangsberg Theatre and Thompson Recital Hall.
- Financial Planning and Management:** Analyzed all BSU academic department credit hour generation and instructional cost results for FY2017-FY2019 and presented findings at the January 2021 academic department chairs meeting. Based on these and other results, established parameters to help academic operations maintain a sustainable balance of tuition revenue and direct instructional expense. Analyzed all BSU general fund financial results for FY2018 through FY2021 and wrote a cabinet-level report of findings to help guide financial planning and budgeting.
- Fundraising:** Participating actively in supporting BSU's preparation for a capital campaign by working with cabinet colleagues and a consulting firm in developing pillars for the capital campaign that match regional needs, institutional capacities, and philanthropic interests. Along with the Vice President for Student Life and Success (VPSLS), supported the Director of the Advising Success Center and the Director of Career Services in securing a three-year \$580k grant to support expanded coaching and incentives for at-risk students to persist to degree. Supported the Campus Information Officer (CIO) and the Executive Director of the American Indian Resource Center (AIRC) in developing a successful application for a \$500k Governor's Emergency Education Relief Fund grant to aid underserved students in obtaining laptop computers and other devices to support remote learning.
- Marketing:** Collaborated with the Deans to develop a student-staffed "Digital Corps" to work with academic departments in developing digital content to support marketing academic programs. Supported the Office of Communications and Marketing in developing another student team to support regular updates to academic web pages. Partnered with the Director of Admissions to develop a Request for Proposals (RFP) for enrollment services that provides direct marketing to high school students. Supported adding a marketing position to the Admissions Office team. Partnering with the Executive Director of Distance Learning and the Director of Graduate Studies to explore options for direct marketing services to prospective graduate and adult learners.
- Organizational and Operational Effectiveness:** Working with all offices and departments that report to the Provost's Office to establish unit-level operational statements and annual reports. The operational statements document the resources in and available to an office or department, the general services the unit provides, and the goals the unit is working on. Where applicable, unit goals map to institutional plans. The annual reports, which are scheduled to begin in October 2022,

document progress on unit goals. (This is the same operational support system referred to in the section on Accreditation and Assessment.) In collaboration with the Deans, reorganized and staffed positions to better support the Nursing Department, Professional Education Department, and the School of Technology, Art, and Design. In collaboration with the President and VPSLS, I developed an Associate Vice President for Enrollment Management (AVPEM) position. This position will be filled in January 2022, in time to help shape and launch the new SEMP. To support the provost's oversight of enrollment management offices and better empower the AVPAA, I elevated the AVPAA position to include the role of Associate Provost. Responding to concerns from the academic administrative staff and in partnership with the bargaining unit leadership, I developed and filled a Director of Academic Administrative Staff position. To support effective operations and capacity for coordinated, collaborative innovation in the academic departments, I collaborated with the associate provost and deans to establish the Academic Leadership Team (ALT), comprising the department chairs, director of graduate studies, executive director of distance learning, the deans, the associate provost, and the provost. ALT meets monthly to share best practices, review results, coordinate plans, and support each other.

**Shared Governance:** Collaborated with BSUFA leadership in developing a policy for providing three credits of reassigned time for probationary faculty members whose non-instructional work was disrupted due to the pandemic. This policy has become a model for use in other MinnState universities. Collaborated with AFSCME leadership to understand and address challenges experienced by the team of administrative staff supporting academic operations. This collaboration resulted in developing the Director of Academic Administrative Staff position. I participate actively in monthly Meet and Confers with all bargaining units, in weekly check ins with BSUFA leadership, and monthly check ins with AFSCME leadership.

**Strategic Planning:** Leading the current strategic enrollment management planning process. Established strategic support for BSU and Northwest Technical College (NTC) through services provided by EAB's (Education Advisory Board) Global Research Partnership. These services include strategic market scans, program reviews, customized market studies, and cabinet-level consultations and updates on best practices and research findings. I am Leading the efforts to measure progress on the 2018-2022 SEMP and on the 2018-2023 Institutional Strategic Plan.

**Student Success:** Worked with the deans, a faculty community of practice, ITS, and the Records Office in providing virtual access to in-person classes to extend in-person curricular offerings to include remote students. Partnered with the VPSLS, the Advising Success Center, TRiO/Student Support Services, CIO, and Institutional Research and Effectiveness in evaluating and selecting EAB Navigate to replace Starfish as the student success technology platform. Funded Navigate in part through use of a MinnState Guided Learning Pathways grant. Along with the Presidents at BSU/NTC and Minnesota North Colleges, the VPAA at Minnesota North, and the transfer operations teams at both institutions, I am participating in the 2021-2022 Aspen-AASCU Transfer Student Success and Equity Intensive. The purpose of this Intensive is to increase transfer student success and close equity gaps in degree completion.

**ASSOCIATE VICE PRESIDENT FOR ACADEMIC AFFAIRS**  
*Bemidji State University*

JULY 2019 TO MARCH 2020  
*Bemidji, Minnesota*

In this position I assisted the provost by providing oversight, leadership, and implementation of academic curriculum, programs, and policies, including faculty relations, student conflict resolution, and collaboration with academic deans and program directors. I also served as the provost's designee on academic and student affairs committees, collaborating with offices on campus to assess and develop effective academic policies, practices, and procedures, and assisted with day-to-day management of the Office of the Provost, as well as other duties as assigned. Examples of my work as AVPAA are included in the summary above.

Bryn Athyn College is a faith-based private college located in the northern suburbs of Philadelphia, Pennsylvania. It has an enrollment of about 330 students and 31 full time and 21 part time faculty. It offers 11 baccalaureate and three masters programs. FY2018 total revenue was \$14.6MM, total expense was \$16.8MM, and the endowment was \$58.7MM (source: IPEDS). Bryn Athyn College is part of the Academy of the New Church, which includes the College, a Secondary Schools, and Glencairn Museum, and together has 220 full time employees. In FY2020 the Academy's total program and investment revenue was \$36.5 MM, total expense was \$37.3MM, and total net assets was over \$340MM (source: 990 filing).

I served Bryn Athyn College full time for 24 years as a faculty member and administrator in a variety of roles of increasing responsibility, including as Chief Academic Officer (CAO) from July 2010 through June 2017. Some important projects and accomplishments as Bryn Athyn's CAO (or other positions where noted) include:

**Accreditation:** Chaired Bryn Athyn College's 2012 decennial self-study review for re-accreditation with the Middle State Commission on Higher Education and chaired the task force writing the 2014 Monitoring Report. Progress documented in these two reports, confirmed by the associated Accreditation Team Site Visits, moved the institution from Warning status to Good Standing status with no follow up review required. After returning to my faculty role, I chaired the Institutional Effectiveness Steering Committee (FY2019). In this role I led the College through the preparatory steps for the 2021-2022 MSCHE Self-Study Report.

**Assessment:** Starting when I was the Director of Institutional Assessment (2007-2010) and culminating when I was CAO, I led the department chairs and faculty in implementing and refining comprehensive, direct assessment of course-, program-, and department-level learning outcomes, and in using findings to improve programs. I led service directors in developing and implementing assessment programs for several academic services as well. With the department chairs, developed benchmarked academic-department-specific performance measures that identified opportunities for enrollment growth with little increase in expense. Aligned and integrated institutional and unit level goals and assessment to better inform resource allocation and planning processes and ensure continuing compliance with accreditation standards.

**Curriculum Development:** Assisted faculty members and department chairs in developing and implementing a psychology major (2011), a business major (2015), and an early childhood and special education major (2016), and associate of arts programs in pre-nursing (2015) and decorative building arts (2016). Prior to serving as CAO, I chaired the college curriculum committee (2002-2007) and developed a new general education program that was approved in 2006 by the faculty with better than 90% affirmation.

**Enrollment Planning:** Developed a data-informed and measurement-based enrollment plan that leveraged capacity opportunities and integrated with curricular, facilities, and financial planning. Under this plan, enrollment grew 43% while direct instruction expense grew 7% (FY2011 to FY2016). The cost containment was due to strategic decision making in course section rotations. Over this same timeframe faculty compensation increased and the ratio of full-time and adjunct faculty members remained the same.

**Equity Support:** Achieved an increase in BIPOC representation from 13% to 32% of enrollment (FY2011 to FY2017). Six-year graduation rate for the fall 2010 cohort of 67% by BIPOC students compared with 50% for students overall. (Source: IPEDS.)

**Faculty Support:** Developed a faculty salary scale that is benchmarked by rank and degree, replacing a previous scale that was insensitive to faculty rank (approved by the Board of Trustees in 2013). Chaired a committee that wrote an entirely new faculty handbook, approved by Faculty Council and the Board of Trustees in May 2014. Prior to my appointment as CAO, I served as the college faculty representative to the Board's Human Resources Committee (2002-2009).

**Facilities:** Along with the CFO, oversaw a complete facilities inventory, space use study, and functional needs analysis (FY2015). Worked with faculty members to establish optimum classroom capacity, configuration, and instructional equipment (FY2011). As chair of the Mathematics and Science Division, I was the primary user representative for design of the Grant Doering Center for Science and Research, a 39,000 square-foot, \$24MM, LEED Gold facility that houses ten laboratories and six classrooms (FY2008). When I served as chair I designed and implemented the institution's first

Chemical Hygiene Plan and served as an inspector with the AICUP (Association of Independent Colleges and Universities of Pennsylvania) EPA/OSHA audit consortium (2003-2007).

**Financial Planning and Management:** Assisted the President and CFO in developing a financial turnaround plan, approved by the Board of Trustees in February 2012, that resulted in an 83% decrease in deficit spending, from \$6.77MM in FY2011 to \$1.16MM in FY2016. Established data-informed targets for net tuition revenue that increased net tuition per student by 45% and increased by \$1.9MM total net tuition revenue after covering direct instructional expense (FY2011 to FY2016).

**Fundraising:** Supported the institution in raising more than \$1.8MM in gifts and grants for academic program development, research, student support services, and scholarships (including time as CAO and as department chair).

**Organizational Effectiveness:** Worked with governing board members and leaders from affiliated organizations to evaluate and substantially modify arrangements for shared services in finance, business services, information technology, human resources, physical plant, and marketing such that each organization was better positioned to access services in ways that are relevant to the distinctive characteristics of each affiliated institution. This effort was part of the financial plan approved by the Board in 2012.

**Shared Governance:** Supported the President and faculty leaders in establishing in 2010 the Bryn Athyn College Faculty Council as a Board-recognized, formal shared governance body. Regularly met and collaborated with Faculty Council in managing academic and faculty affairs.

**Strategic Planning:** Led strategic planning for the academic programs (2010-2017) and chaired the institutional strategic planning committee (2015-2016). Built strategic partnerships with Thomas Jefferson University, the Bryn Athyn Historic District, and the non-profit Friends of the Bryn Athyn Farm. Financial planning and management (see above) was a central focus of the strategic plan.

**Student Success:** Established academic success centers, early alert council, student employment program, career education services, and a staff-run academic advising program, each with robust assessment processes that inform resource allocation decisions to improve student persistence and learning outcomes. The student employment program employed more than half the enrolled students and supported their development of skills important to their future employability. The six-year graduation rate increased from below 25% for the 2005 cohort to 56% for the 2012 cohort (source: IPEDS).

#### **ASSOCIATE PROFESSOR OF CHEMISTRY**

FEBRUARY 2003 TO JULY 2019

My teaching assignments have included Introductory Chemistry, General Chemistry I & II, Organic Chemistry I & II, Principles of Biochemistry, Molecular Biology, Environmental Science, and Elements of Calculus.

#### **SABBATICAL LEAVE**

JULY 2017 TO AUGUST 2018

I was granted a sabbatical leave for FY2018 to study cabinet level and executive leadership and decision making in small colleges and universities. I was nominated and selected to participate in the American Academic Leadership Institute's Executive Leadership Academy, with the Presidents of Delaware Valley University and Bryn Athyn College serving as mentors. In addition to a literature review, I interviewed 43 leaders from 12 campuses around the United States to learn from their experiences of successful and unsuccessful decision making and innovation in higher education. I worked closely with two vice presidents at Delaware Valley University over three months to support them in conducting two institutional effectiveness research projects. I also observed the strategic planning process at Delaware Valley University.

#### **DEAN OF ACADEMICS, CHIEF ACADEMIC OFFICER**

JULY 2010 TO JULY 2017

In this position I provided vision, leadership, and direction for ten department chairs and all academic programs and services to ensure effectiveness, continuous improvement, and administrative oversight and accountability for an academic operation with a budget of just over \$5MM. During my tenure the college experienced rapid enrollment growth, especially in the number of students seeking baccalaureates, and large-scale changes in institutional financing (see summary above on pages 4-5).

**DEAN OF FACULTY** JULY 2010 TO JULY 2014  
In this position I supervised all faculty members and supported their professional development and advancement. At my request, this position was separated from the CAO role in July 2014 to allow the CAO to focus on strategic initiatives and the Dean of Faculty to focus on faculty development.

**ASSOCIATE DEAN FOR ACADEMIC AFFAIRS** FEBRUARY 2010 TO JULY 2010  
In this position I monitored and supported student success, chaired the curriculum and academic policy committee, enforced academic policies, and oversaw the student learning and institutional outcomes assessment processes. This position was combined with the CAO role in July 2010. As Director of Institutional Outcomes Assessment (2007-2010) and culminating when I was associate dean, I led the effort to design the institution's first comprehensive, direct assessment of student learning outcomes.

**CHAIR OF THE MATHEMATICS AND SCIENCE DIVISION** JULY 2004 TO JUNE 2009  
Some key accomplishments in this position include: co-writing a successful grant proposal for \$500,000 in support of building the Doering Center (2008); establishing the joint Pennypack Ecological Restoration Trust-Bryn Athyn College deer study, securing \$106,000 in grants to fund it, and gaining approval by the Pennsylvania Game Commission to trap and tag deer (2006-2008); and successful fundraising of over \$120,000 for purchase of a research microscope and an infrared spectrophotometer (2004).

**ASSISTANT PROFESSOR OF CHEMISTRY** SEPTEMBER 1995 TO FEBRUARY 2003  
*Bryn Athyn College* *Bryn Athyn, Pennsylvania*

Received the Dorothea Homiller Glenn Excellence in Teaching Award, 1997

**ADJUNCT LECTURER IN CHEMISTRY** SEPTEMBER 1990 TO JUNE 1995  
*Bryn Athyn College* *Bryn Athyn, Pennsylvania*

Teaching assignments included Introduction to Chemistry, General Chemistry I & II, and Organic Chemistry II

## **OTHER APPOINTMENTS**

**VICE PRESIDENT FOR RESOURCE OPTIMIZATION** APRIL 2018 TO JULY 2019  
*Corvus Education* *Wynnewood, Pennsylvania*

Part time consulting work supporting clients in determination of instructional costs, strategic capacity, and resource allocation studies. Projects included curriculum, personnel, and financial modeling as part of a feasibility study for a midwestern university considering starting a physician assistant program.

**POST-DOCTORAL FELLOW** SUMMERS 2000, 2001, 2002  
*Temple University* *Philadelphia, Pennsylvania*

Member of the Brinigar/Fronticelli laboratory group developing cell-free, hemoglobin-based blood substitutes. Genetic modification of the human hemoglobin gene and protein expression in *Escherichia coli*. Major involvement in refining methods of protein expression and purification.

**GAS CHROMATOGRAPHY/MASS SPECTROSCOPY TECHNICIAN** MAY 1989 TO SEPTEMBER 1991  
*QC Inc., Environmental Testing Laboratory* *Southampton, Pennsylvania*

**AVIONICS TECHNICIAN** JULY 1984 TO OCTOBER 1989  
*Corporal, United States Marine Corps Reserve* *NAS Willow Grove, Pennsylvania*

Basic training at Parris Island, South Carolina; Avionics School at Millington, Tennessee; on the job training at MCAS El Toro, California. Navigation and weapons guidance technician for the A4E Skyhawk. Served as a reservist in Marine Attack Squadron 131, stationed at NAS Willow Grove.

## EDUCATION

DOCTOR OF PHILOSOPHY, CHEMISTRY

*Temple University*

*Philadelphia, Pennsylvania*

Thesis: "Site-Directed Mutagenesis of Human Hemoglobin Designed to Enhance Allosteric Sensitivity to Bicarbonate Ions"

MASTER OF ARTS, CHEMISTRY

*Temple University*

*Philadelphia, Pennsylvania*

BACHELOR OF ARTS, ENGLISH AND SCIENCE INTERDISCIPLINARY

*Bryn Athyn College*

*Bryn Athyn, Pennsylvania*

Thesis: "Loren Eiseley's Combination of Art and Science."

## SELECTED PUBLICATIONS

Scientific, peer-reviewed:

Potapov E., **A. Bedford**, F. Bryntesson, S. Cooper, B. Nyholm, and D. Robertson. "White-Tailed Deer (*Odocoileus virginianus*) Suburban Habitat Use along Disturbance Gradients," in *American Midland Naturalist* 171 (2014): 128-138.

Potapov E., **A. Bedford**, F. Bryntesson, S. Cooper, B. Brown, and D. Robertson. "Impact of snow cover on movements and habitat choice by suburban White-tailed deer (*Odocoileus virginianus*)," in *Bulletin of the New Jersey Academy of Science* 56 (2011): 5-8.

Brown B., F. Bryntesson, S. Cooper, B. Nyholm, D. Robertson, **A. Bedford**, D. Hendricks, L. Klippenstein and E. Potapov. "Moonlight and Suburban White-tailed deer movements," in *Bulletin of the New Jersey Academy of Science* 56 (2011): 1-3.

Philosophical/Theological:

Bedford, Allen J. "Removing Obstacles: Why Swedenborgian Theology Recasts Christian Concepts of the Last Judgment and the Singularity of the Earth," in *The New Philosophy* 111 (2008): 515-564.

Reprinted in *The World Transformed: Swedenborg and the Last Judgment*, Dan A. Synnstedt, editor. Bryn Athyn: Bryn Athyn College Press, 2011.

Bedford, Allen J. "Planets and Perspectives: New Church Theology and the Plurality of Worlds Debate," in *The New Philosophy* 109 (2006): 315-340.

Bedford, Allen J. "Chemical Education in a New Church College," in *Faith and Learning at Bryn Athyn College of the New Church*, Dan A. Synnstedt, editor. Bryn Athyn: Academy of the New Church Press, 2004.

## SELECTED PRESENTATIONS

To Campus Community:

- President's Leadership Council Presentations and Discussions on Strategic Enrollment Management Planning. December 1, 2021; March 26, 2021; and October 16, 2020.
- BSU Campus Forum: Enrollment landscape and current year enrollment update and activities. September 28, 2021.
- BSU Academic Department Chair Workshop on Department-Level Finance, Enrollment, Data Resources, and Planning. August 16, 2021.
- BSU Strategic Enrollment Management Planning Retreat. Virtual. February 12 and March 8-9, 2021.
- BSU Academic Department Chair Workshop on Department-Level Key Performance Indicators, Planning, and Resource Allocation. January 5-6, 2021.
- BSU Campus Forum: "Ensuring the Success of BSU's Academic Mission during recovery in the time of Covid-19 and the Equity 2030 Goal." Bemidji State University, Bemidji, Minnesota, April 28, 2020.

- BSU Campus Forum: “Preparing for the HLC Visit.” Bemidji State University, Bemidji, Minnesota, September 30, 2019.
- BSU Campus Open Forum: “The Role of Academic Affairs in Building Campus Partnerships for Student Success.” Bemidji State University, Bemidji, Minnesota, April 17, 2019.
- Town Hall: “Learning from Others: Visiting College Campuses Across America.” Bryn Athyn, June 26, 2018.
- Address to Graduates, “Purposefulness.” Bryn Athyn College Graduation Dinner, May 2016.
- Address to Graduates, “Leaving.” Bryn Athyn College Graduation Dinner, May 2013.

#### To Deans and CAOs:

- Breakfast roundtable discussion leader, “Enrollment Capacity in Academic Programs,” November 2016, CIC CAO Institute, New Orleans, Louisiana.
- Breakfast roundtable discussion leader, “Models to Optimize Faculty Resources and Staffing,” November 2015, CIC CAO Institute, Baltimore, Maryland.
- Session chair, “Campaign Planning and Priorities,” November 2015, CIC CAO Institute, Baltimore, Maryland.
- Breakfast roundtable discussion co-leader with D.T. Allen (CFO at Bryn Athyn College), “CAO-CFO Collaboration in Financial Modeling,” November 2014, CIC CAO Institute, Portland, Oregon.
- Session chair, “Surviving Presidential Transitions,” November 2014, CIC CAO Institute, Portland, Oregon.
- **A. Bedford** and M. Williams. “Communicating Financial Realities to Faculty Members by Using CIC’s Financial Indicators Tool (FIT) and Key Indicators Tool (KIT).” Council of Independent Colleges Institute for Chief Academic Officers, San Antonio, TX. November 4, 2012.

#### At Scientific Meetings:

- Potapov, E., **A. Bedford**, F. Bryntesson, S. Cooper, B. Nyholm and D. Robertson. 2012. “Habitat use by suburban white-tailed deer along disturbance gradients.” The 2012 Meeting of the Mid-Atlantic Chapter of the Ecological Society of America. Virginia Tech, Blacksburg, VA, USA. April 14, 2012.
- Potapov, E., B. Brown, B. Nyholm, D. Robertson, **A. Bedford**, F. Bryntesson, S. Cooper, D. Hendricks, and L. Klippenstein. 2011. “Impact of snow cover on movements and habitat choice of suburban white-tailed deer.” The 2011 Joint Meeting of the Mid-Atlantic Chapter Ecological Society of America and the New Jersey Academy of Science. Montclair State University, Montclair, NJ, USA. April 9, 2011.

## PROFESSIONAL DEVELOPMENT IN ADMINISTRATION OR OPERATIONS

Selected Conferences, Workshops, and Training in the Minnesota State System of Higher Education and Bemidji State University:

- Code of Conduct, Respectful Workplace, Preventing Sexual Harassment, and Emergency and Disaster Preparedness Training for Minnesota State. Web-based. June 26, 2021.
- American Indian Experience in Higher Education. Minnesota Office of Higher Education. Virtual. November 18, 2020.
- Monthly workshops on “Equity by Design.” Virtual. September 2020 through April 2021.
- New SAO, SSAO, and SEMO Orientation. Virtual meeting with the Minnesota State System Office. September 30, October 1, and November 30, 2020.
- Introduction to Indigenous Studies. A 12-hour interactive, virtual workshop introducing BSU administrators to the theory and practice of indigenous studies and to basic principles of Ojibwe culture. July, 2020.
- Finance for the Non-Financial Administrator. Web-based. April 4, 2020.
- Minnesota State HLC Conference. St. Paul. November 21-22, 2019.
- Search Advisory Committee Training. Web-based. October 27, 2019.
- Academic and Student Affairs Leadership Conference. Brainerd, MN. October 23-25, 2019.
- New Administrator Orientation. St. Paul. October 10-11, 2019.
- MinnState Investigator & Decisionmaker Training. Bemidji & St. Paul. July & September 2019.
- Art of Supervision. Central Lakes College, Brainerd. September 11-13, 2019.
- Science of Supervision. Minnesota State University, Mankato. July 11, 2019.
- Code of Conduct Training for Minnesota State. Web-based. July 9, 2019.



For senior higher education administrators:

- 2021-22 Participant in the AASCU Academy for New Provosts.
- EAB Webinar: Five Critical To Dos for Academic Leaders to Support Student Success and Mental Health. November 16, 2021.
- EAB Moon Shot for Equity Webinar. October 28, 2021.
- EAB Strategy Summit for Academic Leaders. Serving Students of the Pandemic. Virtual. June 3, 2021.
- EAB Business Model Transformation Roundtable. Virtual. April 19-20, 2021.
- EAB Strategy Summit for Academic Leaders. Unpacking the Responsibility and Opportunities for Economic Justice Initiatives in Higher Education. Virtual. March 31, 2021.
- EAB Strategy Summit for Academic Leaders. More Than Financial Resources: Strategic Opportunities and Threats Presented by the American Rescue Plan. Virtual. March 22, 2021.
- Franklin Covey Workshop, “Leading at the Speed of Trust.” Stephen M.R. Covey. Virtual. February 18, 2021.
- EAB Connected20 Student Success Conference. Virtual. December 8-10, 2020.
- EAB Strategy Summit for Academic Leaders. Matching Course Capacity with Student Demand in Spring 2021 and Beyond. Virtual. October 12, 2020.
- EAB Strategy Summit for Academic Leaders. Planning for Fall: Using Data to Sustain Long-Term Volatility. Virtual. July 30, 2020.
- 2017-18 Participant in the American Academic Leadership Institute’s Executive Leadership Academy.
- Served as mentor for new CAOs (2016) and case study facilitator (2015 and 2016) at Council of Independent Colleges’ New CAO Workshop.
- Participant at the Council of independent Colleges (CIC) Colloquium on Leadership for Chief Academic Officers: Classic and Contemporary Readings, July 28 through August 1, 2014, Annapolis, Maryland.
- Participant in the CIC Workshop for CAOs in their 3<sup>rd</sup> or 4<sup>th</sup> Year. November 2, 2013, Pittsburgh.
- Participant in the CIC Workshop for New CAOs, November 5, 2011, St. Petersburg, Florida.

Regional Accreditation Workshops and Peer Review Training:

- Minnesota State Higher Learning Commission (HLC) Conference, November 3-4, 2020. Virtual.
- Minnesota State HLC Conference, November 21-22, 2019. St. Paul, MN.
- Middle States Commission on Higher Education (MSCHE) Workshop: “Integrating Periodic Assessment of Effectiveness *Everywhere*,” Claudine Keenan. April 28, 2017. Philadelphia, Pennsylvania.
- MSCHE Peer Review Workshop. March 31, 2017. Philadelphia, Pennsylvania.
- MSCHE Compliance Reviewer Training, August 1, 2015. Webinar.
- MSCHE Peer Review Training on Evaluating Periodic Review Reports, January 1, 2015. Webinar.
- MSCHE Workshop on Follow Up Reports, March 28, 2014, Philadelphia, Pennsylvania.
- MSCHE Compliance Reviewer Training, January 1, 2014. Webinar.
- MSCHE Workshop: “A Systems Approach: Integrating the Self-Study Process with Strategic Planning,” Barbara Loftus and Jayne Maugans Swanson, April 19, 2013, Philadelphia, Pennsylvania.
- MSCHE Self-Study Institute, November 9-10, 2010, Philadelphia, PA.
- MSCHE Workshop: “Basic Toolbox for Assessing Institutional Effectiveness,” Michael Middaugh, September 19, 2011, PACE University, New York, NY.
- MSCHE Workshop: “Evidence of Compliance,” Linda Suskie, April 2010, PACE University, New York, NY.

Selected Workshops on Strategic Planning, Institutional Research, Grant Writing and General Education:

- AGB Webinar, “The Case for Change: Implementing Change on Campus.” Rick Beyer and Jim Hundrieser, AGB Institutional Strategies. April 19, 2017.
- North East Association for Institutional Research PDS Summer Drive-In Workshop, July 10, 2015, Philadelphia, Pennsylvania.
- National Science Foundation Grant Development Workshop, June 16-17, 2013, Wash., D.C.
- Association of Independent Colleges and Universities of Pennsylvania, Workshop: The AICUP Spring Economic Development Institute, April 18, 2013, York College, York, Pennsylvania.

- National Endowment for the Humanities Grant Development Workshop, March 17-18, 2013, Washington, D.C.
- Association of American Colleges and Universities (AAC&U), Workshop: General Education and Assessment, February 26-28, 2009, Baltimore, MD.
- AAC&U Workshop: General Education and Assessment, February 17-19, 2005, Atlanta, GA.

Selected Meetings and Conferences Attended:

- Aspen-AASCU Transfer Student Success and Equity Intensive. Year-long workshop, participating in partnership between Bemidji State University and Minnesota North Colleges. November 2021 through October 2022.
- Minnesota State Academic and Student Affairs Equity and Inclusion Spring Conference. Virtual. June 10-11, 2021.
- Minnesota State Strategic Enrollment Management Summit. Virtual. June 9, 2021.
- American Association of Colleges and Universities (AAC&U) Annual Meeting. January 20-23, 2021. Virtual.
- Academic and Student Affairs Leadership Conference. Virtual. November 12-13, 2020.
- American Association of State Colleges and Universities (AASCU) Annual Meeting. October 26-28, 2020.
- 16<sup>th</sup> Annual Forest Health Workshop, February 4, 2020. Walker, MN.
- Minnesota State HLC Conference, November 21-22, 2019. St. Paul, MN.
- Minnesota State Academic and Student Affairs Leadership Conference, October 23-25, 2019. Brainerd, MN.
- CIC Chief Academic Officers Institutes: November 5-8, 2016, New Orleans, Louisiana; November 7-10, 2015, Baltimore, Maryland; November 1-4, 2014, Portland, Oregon; November 2-5, 2013, Pittsburgh, Pennsylvania; November 3-5, 2012, San Antonio, Texas; November 5-9, 2011, St. Petersburg, Florida.
- MSCHE Annual Meetings: November 28-30, 2018, Washington, D.C.; December 7-9, 2016, Philadelphia, Pennsylvania; December 3-15, 2014, Washington, D.C.; December 8-10, 2013, Philadelphia, Pennsylvania; December 9-11, 2012, Philadelphia, Pennsylvania; December 11-13, 2011, Washington DC.
- Association of Independent Colleges and Universities in Pennsylvania (AICUP) member meetings on collaboration: June 13-14, 2018, Harrisburg, Pennsylvania; June 14-15, 2017. Hershey, Pennsylvania.
- ACT Enrollment Planners Conferences, July 13-15, 2016 and July 15-17, 2015, Chicago, Illinois.
- MSCHE Town Hall Meeting, October 18, 2016, Philadelphia, Pennsylvania.
- AICUP Research Liaisons Meeting, June 2, 2015, Malvern, Pennsylvania.
- Society for College and University Planning, Annual Conference (SCUP-46), July 23-27, 2011, National Harbor, MD.

## COMMUNITY SERVICE

- Board member, Headwaters Regional Development Commission. July 2020 to present.
- Board member, Mississippi Headwaters Audubon Society. August 2020 to present.
- Board member, General Church of the New Jerusalem. May 2019 to May 2022.
- Participant in Bemidji State's Musikanten Choir. Fall 2021.
- Member of the Bemidji Chorale. Fall 2019.
- MSCHE Peer Reviewer for Compliance. June 2014; January 2016.
- Executive committee, Guy's Racing Club (amateur bicycle racing team). 2007 to 2019.
- Board member, Loving Arms Mission (runs an orphanage in Nepal). 1999 to 2010.
- Board member and treasurer, Swedenborg Scientific Association. 1995 to 2006.
- Chair, Bryn Athyn Housing Committee. 1996 to 2001.
- Chair, Bryn Athyn Borough Comprehensive Plan Review Committee, 1998 to 2000.
- Member of the Bryn Athyn Borough Planning Commission. 1998 to 2000.