

CURRICULUM VITAE

Brian E. Noland

President

East Tennessee State University

EDUCATION:

Ph.D., Political Science. University of Tennessee, Knoxville. 2001. Dissertation: *The Fruits of Judicial Decision: An Analysis of Geier v. Sundquist*. Committee: Dr. Mike Fitzgerald (chair), Dr. John Peters, Dr. Bill Lyons, and Dr. Grady Bogue. Fields: American Government and Institutions, Research Methods, Public Administration, Public Policy.

M.A., Public Policy Studies. West Virginia University. 1994. Thesis: *The Impact of Changes to the Presidential Nominating System*. Thesis Committee: Dr. Robert C. DiClerico (chair), Dr. Kevin Leyden, Dr. Joseph Bondari.

B.A. (Cum Laude), Political Science. West Virginia University. 1991.

PROFESSIONAL EXPERIENCE:

East Tennessee State University (2012 to present)

President. The President serves as the executive head of the university, exercising supervision and direction to promote the efficient operation of the institution. The Office of the President is responsible to the East Tennessee State University Board of Trustees (BOT) for the operation and management of the institution, and for the execution of directives provided by BOT. The President guides the shared governance work of the institution in alignment with the goals and objectives of the BOT. The President is responsible for the academic integrity of the university and also bears responsibility for assuring the continued accreditation of the institution. The President has the authority to make appointments of personnel, to prescribe salaries, and to recommend or approve tenure and promotions, transfers, leaves of absence, and removal of personnel, pursuant to the requirements of policies and procedures established by the BOT. The President is responsible for all aspects of intercollegiate athletics, student life, and public safety. The President takes a leadership role in all aspects of fund-raising, including securing private/corporate donor support, being active in encouraging and securing support

of research and sponsored program development, and advocates with the State Legislature regarding institutional needs as approved by the BOT.

West Virginia Higher Education Policy Commission (2006 – 2012):

Chancellor. The Chancellor serves in both a governing and coordinating capacity over the actions of the local boards of the eleven public baccalaureate and graduate institutions under its jurisdiction, with total operating budgets exceeding one billion annually in 2012. The office also held policy and administrative responsibility for the state's panoply of financial aid programs. Serving a ten member board, the office of the Chancellor was responsible for developing and implementing the public policy agenda for higher education in the State of West Virginia and for orchestrating planning voices of multiple campus and civic/political stakeholders. In this role, there was active engagement in external relations and government affairs, serving as the spokesperson and advocate for higher education in West Virginia. In addition, in conjunction with Battelle Memorial Institute, the office of the Chancellor was responsible for the administration, management and development of the West Virginia Education, Research, and Technology Park, which serves as the foundation of the state's burgeoning research and economic development activities.

Tennessee Higher Education Commission (1998-2006):

Associate Executive Director. Job responsibilities included the development, implementation, and oversight of the Tennessee Education Lottery Scholarship program including, but not limited to, functioning as the Deputy Director of the Tennessee Student Assistance Corporation; Development and implementation of all statewide strategic planning initiatives; Director of statewide GEAR UP initiatives; Director of the Performance Funding program; Director of evaluation for the Tennessee Education Lottery Scholarship program; P-16 Council coordinator; Legislative relations; Media and external relations; Director of enrollment services; Data management, analysis, and research; State-level IPEDS coordinator; SREB State Data Exchange coordinator; and the production of scholarly research. December 2002 - June 2006.

Director of Academic Affairs. Job responsibilities included oversight of the Performance Funding program; Academic Common Market director; SREB State Data Exchange coordinator; Director of academic programs; Data management, analysis, and research; State-level IPEDS coordinator; and the production of scholarly research. December 1999 – December 2002.

Assistant Director of Academic Programs. Job responsibilities included the coordination of the Performance Funding program; SREB Academic Common Market director; Budget and financial analysis; Provision of data analysis and database management; and the production of scholarly research. March 1998 – December 1999.

Policy Associate. *National Center for Public Policy and Higher Education*. Associates address current public policy issues in higher education through involvement in the work of the National Center. July 2003-July 2004.

Research Assistant. *Office of Institutional Research and Assessment*, University of Tennessee, Knoxville. Responsible for the implementation and analysis of inter-university survey research; retention and persistence research; and miscellaneous data analysis. 1997-98.

Teaching Assistant. *Department of Political Science*, University of Tennessee, Knoxville. Political Science 101: Introduction to Political Science and American Government. 1995-1997.

Graduate Assistant. *Department of Academic Affairs-Program and Evaluation Services*, University of Tennessee, Knoxville. Responsible for survey research; Data collection and statistical analysis of the Campus Teacher Evaluation Program (CTEP). 1994-95.

Graduate Teaching Assistant. *Department of Political Science*, West Virginia University. Political Science 100: Research Methods. 1992-93.

TEACHING EXPERIENCE:

Tenured Full Professor - Clemmer College of Education. *East Tennessee State University*.

Educational Leadership and Policy Analysis (ELPA 6454) - Policy, Power & Politics in Education: This course examines the interrelationship of the formal and informal political and social forces that influence the development of federal, state, and local educational policy in the United States. Emphasis is given to the development of individual strategies to influence educational policy within the democratic process.

Department of Global Sports Leadership (GSLD 6900) - Organizational Theory and Behavior for Sport Leaders: Identifies and analyzes components of sport organizational behavior and leadership responsibilities. Areas of emphasis included individual and group dynamics, strategies and structures that guide organizations, decision-making, and team building. Individual motivation and organizational culture are examined through the viewpoint of an institutional leader and/or member of a complex organization.

Faculty Fellow - Institute of Higher Education. *The University of Georgia*. Fellows contribute to the Institute's programs and intellectual community, and assist with the coordination and facilitation of research, internships, and external grant activity. August 2014 – Present.

Adjunct Assistant Professor of Public Policy and Higher Education. *Vanderbilt University*. LPO 3800: The Nature and Function of Higher Education. LPO 3900: Higher Education Research Methods. August 2005 – June 2006.

Adjunct Faculty. *Tennessee State University*. Education 745: Economics and Finance of Higher Education. Education 712: Current Issues in American Higher Education. Education 610: Governance and Organization in Higher Education. January 2002 – July 2004.

Adjunct Faculty. *Nashville State Community College*. Political Science 1101: An Introduction to Political Science. August 1999 – July 2004.

PUBLICATIONS:

Ness, E. and Noland, B. 2007. "Targeted merit aid: Implications of the Tennessee Education Lottery Scholarship Program." *Journal of Student Financial Aid*, 7 (1).

Noland, B. 2006. "Changing perceptions and outcomes: The accountability paradox in Tennessee." Nancy Shulock ed. Practitioners on Making Accountability Work for the Public. *New Directions for Higher Education*. Number 135. San Francisco, Ca: Jossey Bass.

Davis, H. and Noland, B. 2003. "Understanding human capital through multiple disciplines: The development of an Educational Needs Index." *Journal of Social Indicators Research*. (Vol. 61(1): pp. 147-174).

Davis, H., Noland, B., and Deaton, R. 2002. "A survey of post-secondary education opportunities in Tennessee." *Journal of College Orientation and Transition*. (Vol. 10 (1): Fall 2002).

Cooper, C. and Noland, B. 2002. "Lobbying the executive branch." in Clive Thomas, ed. *The Handbook of Political Science Literature on Interest Groups*. Westport, CO: Greenwood Press.

Davis, H., Noland, B., and McDonald, N. 2001. "The impact of state financial aid on college participation: Meeting the needs of the underserved." *Journal of College Orientation and Transition*. (Vol. 9 (1): Fall 2001).

PAPERS, PRESENTATIONS, AND SELECTED ADDRESSES:

Noland, B. 2016. "The Access Agenda and American Higher Education." Invited presentation to the annual meeting of the *Appalachian Regional Commission*. Kingsport, TN. June 22, 2016.

- Noland, B. 2016. "Public Policy Issues and Opportunities." Invited presentation to the annual meeting of the *Association for Continuing Higher Education*. Charleston, SC. April 19, 2016.
- Noland, B. 2015. "Public Policy Trends and Opportunities." Invited presentation to the *2015 Tennessee Valley Corridor Summit*. Johnson City, TN. May 27, 2015.
- Noland, B. 2015. "Stewardship, Service, and Dedication." Spring Commencement address. Northeast State Community College. Johnson City, TN. May 12, 2015.
- Noland, B. 2013. "Reflections on the Transition to College." Spring Commencement address. Virginia High School. Bristol, VA. May 24, 2013.
- Noland, B. 2012. "Leading Public Policy Issues and Opportunities." Invited presentation to the annual meeting of the *Tennessee Association of Collegiate Registrars and Admissions Officers*. Kingsport, TN. November 14, 2012.
- Noland, B. 2011. "Life lessons and reflections." Spring Commencement address. West Virginia School of Osteopathic Medicine. Lewisburg, WV. May 28, 2011.
- Noland, B. 2011. "The graduate's charge." Spring Commencement address. Bluefield State College. Bluefield, WV. May 14, 2011.
- Noland, B. 2010. "Reflections on the college experience." Fall convocation address, West Virginia University at Parkersburg. Parkersburg, WV. August 30, 2010.
- Anderson, R. and Noland, B. 2010. "Examining state level merit aid and its impact on financial aid trends for in-state and out-of-state students." Paper presented to the *Student Financial Aid Research Network*, San Diego, California. June 2010.
- Noland, B. 2009. "Elements of the policy agenda for higher education." Education Policy Series Lecture at the Institute of Higher Education, University of Georgia. Athens, GA. October 27, 2009.
- Noland, B. 2009. Higher Education and Economic Growth in Michigan: Looking Back and Ahead on the fifth Anniversary of the Cherry Commission. Panelist. Ann Arbor, MI. December 10, 2009.
- Noland, B. 2009. "Creating opportunities." Spring Commencement address. Potomac State College of West Virginia University. Keyser, WV. May 9, 2009.
- Noland, B. 2008. "Charge to graduates: A focus on civic engagement." Fall Commencement address. Fairmont State University. Fairmont, WV. December 20, 2008.

Noland, B. 2008. "New views for a new Appalachian workforce." Invited presentation to the annual meeting of the *Appalachian Regional Commission*. Tupelo, Mississippi. October 22, 2008.

Noland, B., Heller, D., and Ness, E. 2008. "Merit based financial aid: Antecedents, present landscapes, and future directions." Panel presentation at the *Student Financial Aid Research Network*, Baltimore, Maryland. June 2008.

Noland, B. 2008. "The college access challenge in Southern West Virginia." Spring Commencement address. Bluefield State College. Bluefield, WV. May 10, 2008.

Noland, B. 2007. "The college access imperative." Winter Commencement address. West Virginia State University. Charleston, WV. December 16, 2007.

Noland, B., Davis, H., and Kelly, P. 2007. "The changing landscape of human capital: The educational needs index." Paper presented to the *Association for the Study of Higher Education (ASHE)* 33rd annual meeting, Louisville, KY. November 10, 2007.

Noland, B. 2007. "Reflections on the first-year experience." Fall convocation address, West Virginia University at Parkersburg. Parkersburg, WV. August 27, 2007.

DeFrank Cole, L., Noland, B., and Green, A. 2007. "Merit based aid in West Virginia: An overview of the PROMISE Scholarship program." Paper presented to the *Association for Institutional Research (AIR)* 47th annual meeting. Kansas City, MO. June 2007.

Noland, B. 2007. "Perspectives on the college experience." Spring Commencement address. Shepherd University. Shepherdstown, WV. May 19, 2007.

Anderson, R., Noland, B., and Deaton, R. 2006. "An analysis of Tennessee's need-based aid program." Paper presented to the *Student Financial Aid Research Network*, Providence, Rhode Island. June 2006.

Doyle, W. and Noland, B. 2006. "Does performance funding make a difference for students?" Paper presented to the *Association for Institutional Research (AIR)* 46th annual meeting. Chicago, IL. May 17, 2006.

Davis, H. and Noland, B. 2006. "National overview of ENI." Invited presentation to the national *SHEEO-NCES Network Conference and IPEDS Workshop*. Washington, DC. May 9, 2006.

Davis, H. and Noland, B. 2006. "Examining the Midwestern States through the Educational Needs Index Project." Presented to the *Midwestern Higher Education Commission*. Chicago, IL. January 11, 2006.

Skolits, G., Noland, B., and Yarbrough, S. 2005. "Community college stakeholders' perspectives of institutional effectiveness: Is institutional effectiveness coming of age?"

Paper presented to the *Association for Institutional Research (AIR)* 45th annual meeting, San Diego, CA. May 31, 2005.

Ness, E. and Noland, B. 2004. "Targeted merit aid: Tennessee Education Lottery Scholarships." Paper presented to the *NASSGAP / NCHELP 21st Annual Student Financial Aid Research Network Conference*. San Francisco, California. June 10, 2004. This paper was also presented at the *Association for Institutional Research (AIR)* 44th annual meeting, Boston, MA. June 1, 2004.

Noland, B., Dandridge-Johnson, B., and Skolits, G. 2004. "Changing perceptions and outcomes: The Tennessee performance funding experience." Paper presented to the *Association for Institutional Research (AIR)* 44th annual meeting, Boston, MA. May 31, 2004.

Noland, B. and Davis, H. 2004. "New expectations and new realities: Education, human capital, and the knowledge economy." Presented to the *Tennessee Colleges Association*. Nashville, TN. April 13, 2004.

Noland, B. and Davis, H. 2004. "Raising adult learning levels in the South: Understanding the challenge." Presented to the *Southern Regional Education Board*. Tampa, FL. March 10, 2004.

Noland, B. 2004. "Realizing the dream: The benefits of higher education." Presented to the *2004 University of Memphis Public Forum on Higher Education and the Lottery*. Memphis, TN. January 8, 2004.

Noland, B., Ness, E., and Bogue, E. 2003. "Noble dreams and fiscal reality: Framing strategic redirection policy in times of retrenchment." Paper presented at the 29th annual conference of the *Association for the Study of Higher Education*. Portland, OR. November 15, 2003.

Ness, E. and Noland, B. 2003. "Tennessee Education Lottery Scholarships: A case study of the policy process." Paper presented at the 29th annual conference of the *Association for the Study of Higher Education*. Portland, OR. November 15, 2003.

Noland, B. and Davis, H. 2003. "Aligning resources to meet state needs: The Educational Needs Index." Presented to the 2003 annual meeting of the *Southern Governor's Association*. Charleston, WV. September 22, 2003.

Noland, B. 2003. "An overview of the Tennessee HOPE scholarship program." Paper presented at the *Tennessee Association of Institutional Research* 16th annual conference. Nashville, TN. August 7-8, 2003.

Noland, B. and Davis, H. 2003. "State and campus policies in times of fiscal uncertainty." Paper presented to the *Association for Institutional Research (AIR)* 43rd annual meeting, Tampa, FL. May 18-21, 2003.

Davis, H. and Noland, B. 2003. "An analysis of demographic, economic, and educational conditions in the Southern states: The Educational Needs Index." Paper presented to the *Association for Institutional Research (AIR)* 43rd annual meeting, Tampa, FL. May 18-21, 2003.

Noland, B. and Davis, H. 2003. "Retrenchment revisited: State and campus policies in times of fiscal uncertainty." Presented to the 2003 *SHEEO/NCES Network Conference*. Phoenix, AZ. May 14, 2003.

Noland, B. and Davis, H. 2003. "An analysis of the effectiveness of judicial decision making: The impact of diversity decisions on higher education." Paper presented at the 84th annual meeting of the *American Educational Research Association*. Chicago, Illinois. April 22, 2003.

Noland, B. and Davis, H. 2002. "Retrenchment revisited: State and campus policies in times of fiscal uncertainty." Paper presented at the *Southern Association of Institutional Research (SAIR)* annual meeting, Baton Rouge, LA. October 12-15, 2002.

Davis, H. and Noland, B. 2002. "Demographic, economic, and educational conditions in the southern states: A county by county analysis." Paper presented at the *Southern Association of Institutional Research (SAIR)* annual meeting, Baton Rouge, LA. October 12-15, 2002.

Noland, B. and Bogue, G. 2002. "Improving institutional accountability through performance funding: The Tennessee experience." Presented to the *South Carolina FIPSE Conference on Performance Funding*. Hilton Head, SC. February 7-9, 2002.

Davis, H. and Noland, B. 2001. "The Educational Needs Index: A new approach to education policy and research." Paper presented to the *Association for the Study of Higher Education (ASHE)* 26th annual meeting, Richmond, VA. November 14-18, 2001.

Noland, B., Schutz, G., and Deaton, R. 2001. "Is remedial education a wise investment for at-risk students?" Paper presented at the *Southern Association of Institutional Research (SAIR)* annual meeting, Panama City, FL. October 13-16, 2001.

Noland, B., Smith P., Schutz, G., and Ness, E. 2001. "Migration to the workforce: An analysis of the earnings potential of recent college graduates." Paper presented at the *Southern Association of Institutional Research (SAIR)* annual meeting, Panama City, FL. October 13-16, 2001.

Davis, H. and Noland, B. 2001. "Understanding human capital through multiple disciplines: The development of an educational needs index." Paper presented to the *Association for Institutional Research (AIR)* annual meeting, Long Beach, CA. June 3-6, 2001.

Davis, H., Noland, B., and Deaton, R. 2001. "Novel approaches to college choice: A survey of postsecondary opportunities." Paper presented to the *Association for Institutional Research (AIR)* annual meeting, Long Beach, CA. June 3-6, 2001.

Noland, B. 2000. "Insights on accountability: Performance funding in Tennessee." Presented to the annual meeting of the *Commission on Colleges*. Atlanta, GA. December 2-6, 2000.

Davis, H., Noland, B., and McDonald, N. 2000. "The impact of financial aid on college participation: Meeting the needs of the underserved." Paper presented to the *Association for the Study of Higher Education (ASHE)* 25th annual meeting. Sacramento, CA. November 16-19, 2000.

Noland, B., Davis, H., and McClendon, S. 2000. "Improving student outcomes and institutional accountability through performance funding." Paper presented to the *Association for the Study of Higher Education (ASHE)* 25th annual meeting. Sacramento, CA. November 16-19, 2000.

Davis, H. and Noland, B. 2000. "Human capital theory: Linkages to Tennessee's Educational Needs Index." Paper presented at the *Southern Association of Institutional Research (SAIR)* annual meeting. Myrtle Beach, SC. October 2000.

Noland, B. and Davis, H. 2000. "Improving institutional accountability through performance funding: The Tennessee experience." Paper presented at the *Southern Association of Institutional Research* annual conference. Myrtle Beach, SC. October 2000.

Davis, H. and Noland, B. 2000. "Understanding human capital through multiple disciplines: Tennessee's Educational Needs Index." Paper presented at the *Tennessee Association of Institutional Research* 13th annual conference. Nashville, TN. August 10-11, 2000.

Noland, B. and Davis, H. 2000. "TennAIR Best paper - *Geier v. Sundquist*: A student's view of policy impacts." Paper presented at the 40th annual forum of the *Association of Institutional Research (AIR)*. Cincinnati, OH. May 21-24, 2000.

Noland, B., Lyons, W., and Davis, H. 1999. "The fruits of judicial decision: An analysis of *Geier v. Sundquist*." Paper presented at the *Association for the Study of Higher Education (ASHE)* 24th annual conference. November 17-21, 1999.

Noland, B. and Davis, H. 1999. "An analysis of *Geier* from the student's perspective." Paper presented at the *Tennessee Association of Institutional Research* 12th annual conference. Murfreesboro, TN. August 5-6, 1999.

SELECTED ARTICLES AND REPORTS PREPARED

Noland, B. 2013. "Forward." in Laura W. Perna, ed. *The State of College Access and Completion: Improving College Success for Students from Underrepresented Groups*. New York, NY: Routledge.

Noland, B. 2011. "The West Virginia experience: Creating a sustainable public agenda for higher education." *National Crosstalk Magazine*. May 2011. (Vol. 10 (1): pp. 12-13).

Noland, B. 2009. "Wanted: College Graduates." *West Virginia Executive Magazine*. Spring 2009: pp. 67-69.

Davis, H., Noland, B., Kelly, P., and Holdsworth, J. 2006. *Educational Needs Index State Reports*. The National Educational Needs Index Project, http://www.educationalneedsindex.com/reports_publications.php

Noland, B. 2006. *Creating Partnerships for a Better Tennessee: The 2005-2010 Master Plan for Tennessee Higher Education*. Tennessee Higher Education Commission.

Noland, B and Davis, H. 2003. *Aligning Resources to Meet State Needs: The Educational Needs Index*. Paper prepared for the Southern Governor's Association.

Annual Joint Report on Kindergarten Through Higher Education (11th edition). January 2003. Report developed and prepared for the Tennessee State Board of Education and the Tennessee Higher Education Commission.

The Condition of Higher Education In Tennessee (2nd edition). January 2003. Report developed and prepared for the Tennessee Higher Education Commission.

An Analysis of Remedial and Developmental Education in Tennessee. 2001. Paper prepared for the Tennessee Higher Education Commission.

The Status of Higher Education in Tennessee: Challenge 2000 (10th edition). January 2001. Report developed and prepared for the Tennessee Higher Education Commission.

GRANTS AND CONTRACTS PROCURED

Degree Now: Enhancing adult degree completion. Lumina Foundation. Anderson, R. and Noland, B. Principal investigator and project administration. \$800,000. (2010-2014).

GEAR UP. U.S Department of Education. Green, A. and Noland, B. Principle investigator and project administration. \$18,000,000. (2008-2013).

Passport to opportunity grant. Southern Governors Association – Gates Foundation. Noland, B. and Boyd, D. Co-principal investigator. \$100,000. (2006).

GEAR UP. U.S Department of Education. Noland, B. Principal project director. \$21,500,000. (2005-2010).

An analysis of educational needs at the county level. Lumina Foundation. Davis, H., Noland, B., and Kelly, P. Co-Principal investigator. \$403,500. (2004-2009).

College Goal Sunday – Enhancing student access to financial aid. Lumina Foundation. Noland, B. and Rampy, J.F. Principal investigator. \$7,500. (2004-2005).

Changing directions – Integrating higher education, financial aid, and finance policy. Western Interstate Commission for Higher Education. Noland, B. and Deaton, R. Principal investigator. \$6000. (2004).

The Educational Needs Index: Tennessee Tomorrow, Inc. Noland, B. and Davis, H. Principal investigator. \$3,500. (2002)

High school senior opinion survey: Tennessee Tomorrow, Inc. Noland, B. and Davis, H. Principal investigator. \$5,700. (2002)

CURRENT AND PRIOR PROFESSIONAL ORGANIZATIONS

American Educational Research Association

American Society of Higher Education

Association of Institutional Research

Association of State Colleges and Universities

Education Commission of the States

Higher Learning Commission

Leadership Tennessee

National Association of System Heads

National Society of Collegiate Scholars

Southern Association of Colleges and Schools Commission on Colleges

Southern Association of Institutional Research

Southern Regional Education Board

State Higher Education Executive Officers

Rotary International – Johnson City chapter

CURRENT BOARD APPOINTMENTS:

American Council for Education

Association of State Colleges and Universities

Ballad Health System - Board of Directors

Bank of Tennessee - Board of Directors

Higher Ed for Higher Standards - Advisory Council

Johnson City Chamber of Commerce

Johnson City Industrial Development Board

Launch Tennessee - Board of Directors

HONORARY DEGREES:

Shepherd University. May 19, 2007. Doctorate of Humanities.

West Virginia State University. December 16, 2007. Doctor of Laws.

West Virginia School of Osteopathic Medicine. May 28, 2011. Doctor of Science.