

Amy M. Clark, Ph.D.

Northern State University
Presidential Search Committee
c/o South Dakota Board of Regents

Dear Members of the South Dakota Board of Regents and Presidential Search Committee,

With deep respect for Northern State University's (NSU) proud history and growing reputation as a dynamic, student-centered regional institution, I am writing to express my enthusiastic interest in serving as its next President. As a first-generation college graduate whose academic journey has evolved into nearly three decades of academic and executive leadership, I feel a profound connection to NSU's mission of preparing students with the skills, mindset, and adaptability they need to thrive in today's complex world. Throughout my career, I have championed the very qualities that define Northern; personalized learning, affordability, experiential opportunities, and community impact, while leading teams with transparency, collaboration, and mission-driven innovation. It would be a privilege to guide NSU into its next chapter of growth and distinction, bringing integrity, energy, and a steadfast belief in the transformative power of public higher education.

Northern State University's mission to provide transformational educational experiences resonates deeply with my own professional journey and leadership philosophy. At Nebraska Methodist College, where I serve as Provost and Vice President for Academic Affairs, I have been privileged to guide initiatives that blend academic excellence with innovation, student success, and institutional sustainability. My portfolio includes academic affairs, research, student success services, educational technology, and strategic planning, providing me with a comprehensive perspective on how to align resources with mission and outcomes. I oversee more than 240 faculty and staff across 25 departments, participate as a member of the President's Cabinet, and Chair the Board of Directors' Program Committee. Each of these experiences that have strengthened my ability to steward complex organizations with accountability and vision. Under my leadership, the college has advanced student persistence to a record 94.3 percent, implemented a bold core curriculum redesign, expanded interdisciplinary and workforce-aligned programs, and secured new endowment resources to support faculty development. These efforts reflect a collaborative culture that values shared governance and strategic innovation. What excites me about NSU is its ability to unite the liberal arts with professional preparation, its role as an economic and cultural cornerstone for the region, and its forward-looking commitment to enrollment growth, partnerships, and community impact. I would be honored to bring my experience and energy to advance Northern State University's strategic pathway and extend its reach as a student-centered institution of choice.

Strategic Visionary and Change Leader

My professional approach has consistently focused on aligning institutional priorities with mission-driven strategic planning and inclusive growth. At my current institution, I have been

instrumental in the development of a sustainable, data-driven strategic plan that has emphasized student success, faculty support, and financial resilience. As President of Northern State University, I would work collaboratively with faculty, staff, students and the Board of Trustees to champion the continued implementation of NSU's 2025 Strategic Pathway, rallying the University community around a shared vision that emphasizes NSU's distinctive strengths while setting ambitious but achievable goals for the future.

Relationship Builder and External Connector

Building a vibrant and supportive campus community is one of the most important aspects of effective leadership and is a responsibility that I have embraced throughout my career. At Nebraska Methodist College, I have prioritized fostering an environment of trust, collaboration, and shared governance, key elements in uniting faculty, staff, and students around a shared vision. I firmly believe that leadership requires visibility and approachability. At NMC, I make it a point to be present at all campus events, from faculty forums to student activities, creating opportunities to listen, connect, and engage directly with the campus community. I maintain open lines of communication through regular town halls, faculty and staff meetings, and written updates that provide clear, transparent information about institutional priorities, challenges, and progress. This open dialogue builds trust and ensures that all voices feel valued and heard. The opportunity to attend and support the Wolves through attendance at athletics, fine arts performances, service, cultural and religious events are truly exciting for myself and my family.

Executive Communicator

Northern State University's next President will need to be a visible, engaged leader both on and off campus. I am drawn to the opportunity to represent NSU's legacy and vision, connecting with alumni, regional leaders, and community partners to communicate the University's mission and values. In all my interactions, I prioritize authenticity, transparency, and a listening approach, attributes I believe are essential for effective leadership. As an academic who transitioned into various leadership roles, I have gained a profound understanding of how this perspective strengthens my ability to build relationships with alumni and other stakeholders. These are qualities I am eager to bring to the role of President at Northern State University.

Organizational Optimizer

Allowing creativity to thrive is a cornerstone of a liberal arts education. I feel very strongly that high-performing talent only remain "high-performing" in an environment where they are acknowledged in meaningful ways. One aspect of ensuring innovation is to provide opportunities for faculty and staff to creatively highlight their skills and educate the campus community regarding their role. As President of Northern State University, I would embody a team-focused leadership style by empowering faculty, staff, and administrators to maximize their strengths, contribute their best ideas, and embrace shared ownership of institutional goals while recognizing the unique presence each member has on our college community. I've worked tirelessly with my leadership team, not only in defining their strengths as managers, but guide them into coaching roles for their direct reports and faculty. I have led a comprehensive restructuring of the Division of Nursing, our flagship program, to strengthen accountability and clarify reporting lines while enhancing support for faculty and students after several years of instability. As a Provost, I have been faced with challenging conversations related to

accountability and have managed each of these situations with a reminder of our core values and commitment to our college. Additionally, I have worked closely with faculty and administration to align NMC's Center for Research and Teaching Excellence (CREATE) to centralize faculty development and innovation, ensuring new ideas are cultivated and scaled across the college.

Student Success and Innovation Champion

Northern State University's commitment to affordable, accessible education aligns closely with my experience in developing strategic enrollment and retention initiatives. In my current role, I have led efforts to create transfer-friendly pathways and support students from diverse backgrounds, resulting in a significant increase in retention goals and long-term financial sustainability, achieved through program diversification, streamlined financial stewardship, and data driven decision-making. My experience in launching academic programs aligned with evolving workforce needs and post-pandemic career trends would be instrumental to ensuring that NSU's academic portfolio will not only increase admissions but fulfill the University's mission. Under my leadership, NMC has planned and launched multiple revenue-generating programs including a pre-health professions pathway, a Licensed Practical Nurse (LPN) program, a Doctor of Nursing Practice with a specialization in Nurse Anesthesia (DNP-CRNA), and a Master of Science in Speech-Language Pathology. Each initiative emerged from rigorous environmental scans, financial modeling, and inclusive collaboration with faculty and external partners. Exploring innovating programs and structures that align with NSU's mission could enhance enrollment by addressing the interests of today's career-focused students while reinforcing NSU's impact on the local community and continue to position Northern as a premier destination for liberal arts education.

Visible and Entrepreneurial Leader

An inclusive and supportive campus culture is vital for strengthening NSU's partnerships with the city and campus of Huron, Aberdeen Area Community Foundation, and other prominent local organizations to advance partnerships and open more opportunities to our students. As President of Northern, I would utilize my previous leadership experience in launching academic programs aligned with evolving workforce needs and post-pandemic career trends. Ensuring NSU's academic portfolio is defined not only by innovation but service to northern South Dakota will not only increase admissions but fulfill the University's mission. Under my leadership, NMC has planned and launched multiple revenue-generating programs including a pre-health professions pathway, a Licensed Practical Nurse (LPN) program, a Doctor of Nursing Practice with a specialization in Nurse Anesthesia (DNP-CRNA), and a Master of Science in Speech-Language Pathology. Each initiative emerged from rigorous environmental scans, financial modeling, and inclusive collaboration with faculty and external partners. Exploring innovating programs and structures that align with NSU's mission could enhance enrollment by addressing the interests of today's career-focused students while reinforcing NSU's impact on the local community and continue to position Northern as a premier destination for liberal arts education.

Skilled Fundraiser and Brand Ambassador

Fundraising and relationship-building have been central to my role, allowing me to secure endowed scholarships, sustain enrollment pathways, and cultivate meaningful connections with alumni, community partners, and donors. My experience in strategic fundraising and

relationship-building positions me well to elevate and select a Vice President for Alumni and Development capable of leading NSU's comprehensive development efforts. Having led initiatives that integrate data-driven strategies and cultivate long-term donor relationships, I am well prepared to assess candidates' abilities to align with NSU's mission, support ambitious financial goals, and expand its donor base. My work closely with advancement teams and nonprofit boards has emphasized the importance of strategic, mission-centered leadership in development. At NSU, I would leverage this experience to ensure that I am aligned with the vision and expertise of our development staff to lead a dynamic, results-oriented advancement strategy. Together, we would prioritize endowment growth, scholarship support and initiatives that enhance NSU's financial sustainability while fostering meaningful connections across alumni and donor communities.

Financial Strategist

My experience and accomplishments position me well to lead the development of a sustainable financial plan for Northern State University, planning for nationwide trends in higher education such as shifting demographics and financial aid availability. As Provost at Nebraska Methodist College, I have led initiatives that integrate financial stewardship with strategic enrollment, program development, and resource allocation. At NMC, I have implemented innovative financial forecasting models that improved the accuracy of enrollment revenue projections and developmental budget management. These tools enabled my team to anticipate financial challenges, allocate resources effectively, and identify opportunities for cost-saving measures. For example, I led efforts to realign budgetary priorities within Academic Affairs, ensuring that operational expenditures were directly tied to strategic objectives. This approach enhanced financial transparency and enabled the institution to reinvest savings into high-impact areas, such as student support services and faculty development.

Industry and Government Collaborator

An institution's success in initiating programs that promote economic development for its region is not solely reliant on one leader, but rather a united community that is informed and can promote each other's offerings. As a former medical social worker, I have drawn on my experience to connect students, faculty, and staff with vital community resources that may not be available within the College/University system. This approach has proven beneficial not only for our students but also for the communities they live and work in. To strengthen our community clinical site offerings, my team secured a small grant to conduct lead screenings across the country. Following the high levels of positive screens, our college has since collaborated with multiple counties throughout the state to provide point-of-care lead and hemoglobin testing, as well as outreach for vulnerable populations. Community based initiatives such as this has provided transformative experiences for our students and research opportunities for our faculty. As the next President of Northern State University, I will build bridges between our campus programs and initiatives to the communities we serve.

Calculated Risk-Taker and Change Agent

While many in higher education hope for a period of stability, a time to pause and experience minimal change, my experience as an administrator has shown that such moments are rare. Sustaining a strong educational enterprise requires institutions to remain nimble in responding

to a constantly evolving landscape while having a clear focus on NSU's long-term goals. Within my first two years as Provost, I orchestrated the implementation of our Apple 1:1 initiative, equipping every student with cutting-edge technology. This was a very calculated risk in financially ensuring this very large initiative was not only sustainable but integrated throughout our college as a true educational tool as opposed to a technological device. Nebraska Methodist College achieved the status of an "Apple Distinguished School" in 2021. Since that time, we have embraced technology with students within our nursing program who utilize augmented reality to simulate clinical scenarios. Our faculty and staff's commitment to this very risky venture during the COVID-19 pandemic has resulted in increased student engagement and academic success that we have measured through our annual student surveys.

Experienced Organizational Leader

As a proud Midwesterner whose personal and professional life has been shaped by the values of access, service, and community, I would embrace the opportunity to serve as a tireless advocate for Northern State University, the town of Aberdeen, and the broader mission of the South Dakota Board of Regents. My career has been rooted in advancing institutions that serve diverse learners, many of them first-generation, rural, or nontraditional, and I understand deeply the transformative role NSU plays in the region. I have consistently worked across institutional and community boundaries to build partnerships, secure funding, and elevate the stories and successes of students, faculty, and alumni. Whether cultivating relationships with local school districts, collaborating with legislators, or engaging with donors, I bring a clear and confident voice grounded in mission and results. In my current role as Provost at Nebraska Methodist College, I have represented the institution to accreditors, community stakeholders, elected officials, and philanthropic partners, and have built a reputation as a collaborative, energetic, and transparent leader. I would bring that same enthusiasm and authenticity to Northern State University, engaging not only with internal stakeholders but also with business and civic leaders throughout South Dakota to advance shared goals for workforce development and community vitality.

The opportunity to lead Northern State University at this pivotal moment in history is both inspiring and humbling, and I am eager to engage with the University's dedicated stakeholders to shape its next chapter of success. Thank you for considering my application. I welcome the opportunity to discuss how my experiences align with NSU's needs and how I can contribute to its future.

Sincerely,

A handwritten signature in dark ink, appearing to read "Amy Clark". The signature is fluid and cursive, with the first name "Amy" and last name "Clark" clearly distinguishable.

Amy M. Clark, Ph.D.

AMY M. CLARK, Ph.D.

Strategic Vision and Leadership Philosophy

Mission-driven and student-centered academic leader with a demonstrated capacity to lead innovation and champion transformational change within the evolving landscape of higher education. Adept at communicating a compelling institutional narrative that inspires engagement, cultivates pride, and secures philanthropic investment. Experienced in alumni engagement and development, strategically activating graduates as ambassadors to elevate institutional visibility and drive donor support. Grounded in authenticity, equity, and bold innovation, with a consistent record of advancing student success, academic excellence, strategic enrollment growth, and financial sustainability. Committed to fostering collaborative, inclusive environments that empower faculty, staff, and students to thrive.

Education

2012	Ph.D., Sociology – Demography and Statistics, University of Nebraska
1999	M.S.W., Social Work, University of Nebraska
1997	B.S., Psychology, Nebraska Wesleyan University

Academic Leadership and Experience

2018 – Current **Nebraska Methodist College** -- Provost and Vice-President for Academic Affairs, *Professor*
2013 – 2015 -- Dean of Health Professions, *Associate Professor*

Nebraska Methodist College (NMC) is a residential campus offering over 44 undergraduate and graduate degree programs. A private, non-profit institution located in Omaha, Nebraska and accredited by the Higher Learning Commission (HLC), NMC is a member of the Council for Independent Colleges (CIC), serving over 1,250 full time students and 8,000 healthcare professionals annually through additional training, such as CME/CE and microcredential offerings. NMC has an annual operating budget of \$56.8 million.

Provost and Vice-President for Academic Affairs: Senior cabinet member responsible for academic, administrative, student success and financial leadership in Academic Affairs, the largest unit of the college. Reports directly to the president. Oversees twenty-five departments, over 120 full-time and part-time faculty and staff members, and the following units: Center for Research and Teaching Excellence, Upward Bound Federal Grants (including Math & Science), TRIO, John Moritz Library, Graduate Studies; Scott Scholars Honors Program; Institutional Research; International Study Abroad; Sponsored Research. Chairperson for NMC Board of Directors Program Committee.

***Select Achievements** (collaborative with leadership team, faculty, staff, and students):*

Advancement and Alumni Engagement

- Establishment of two Faculty Fellows Endowments through Nebraska Methodist Health System (NMHS) Foundation to support faculty innovation and research (>\$120K).

- Successfully created the infrastructure for and curriculum within the Scott Scholar Program in conjunction with the Suzanne and Walter Scott Foundation. NMC's Scott Scholar Program provides full tuition assistance with additional funding for nursing students (\$1.5 million).
- Secured two endowed scholarships through the Calvins Legacy Foundation as a Board Member (>\$130K).
- Annual hostess of 50- and 25-year alumni reunion celebrations, fostering meaningful connections between returning graduates and the College, and facilitating conversations that led to renewed philanthropic engagement and financial commitments in support of institutional priorities.
- Collaborated with major donors to illustrate how their philanthropic investments directly supported curricular innovation, student success initiatives, and the long-term strategic vision of the College.

Academic and Student Success Initiatives:

- Facilitated the College's comprehensive revision and realignment of the College's Core Curriculum (2022 – current with implementation in Fall 2025).
- Conducted environmental scan and financial proforma for implementation of three new revenue generating programmatic offerings (DNP-CRNA (Fall 2027), MS-Speech Pathology (Fall 2029), LPN (Fall 2025)).
- In collaboration with area high schools, developed of a pre-health professions pathway degree program (Fall 2024).
- Revision of systematic evaluation process for Advancement in Rank Applications and Portfolios (2021).
- Redesign of advising structure to widen the breadth of support given to students and acknowledge the various roles previous advisors were championing with their assigned cohorts, streamlining work efforts into a savings of 2 FTE's (2001).
- Created a pathway and educational supportive measures for admission exception (AdmEx) students who previously would not have qualified for programming (Fall 2024). First Term Persistence Rate of 68.8% for AdmEx students, current internal audit related to retention and DFW benchmarks has been launched with a new benchmark of 80% for Fall 2025.
- Championed student support initiatives, including advising programs, career services, and workshops to enhance academic success and career readiness. 2024 First Term Persistence Rate of 90.9% for minorities, 86.8% for non-minorities/unknown. Average for the prior 3 years was 89.6%.
- Collaborated with student services to address retention challenges and improve graduation rates across all programs. In Fall of 2024, NMC obtained a 94.3% institutional persistence rate (N=1,238) which was a 3% increase over 2023 rate.

Financial Stewardship:

- Implemented a streamlined budgeting process to review and track expenditures, ensuring efficient use of resources.
- Improved financial forecasting in both enrollment revenue and expenses within the Division of Academic Affairs.
- Conducted analyses of budget variances and identified capital needs and expenditures to support program growth and sustainability (> \$4.5 million).
- Establishment of Faculty Fellows Endowment through NMHS Foundation (\$63,000).
- Secured funding for new equipment, program enhancements, and faculty development initiatives through the Nebraska Department for Economic Development (DED) and institutional resources (>\$3.5 million).

Facilities and Technology:

- Expansion of Academic Affairs to include Educational Technology (2021) & improved collaborative partnership with Nebraska Methodist Health System (NMHS) IT Department(s).
- Research and implementation of new Learning Management System (LMS) from Blackboard to D2L Brightspace in Fall 2019.
- Launched a 1:1 iPad initiative, providing each student with individual access to iPads to enhance learning, engagement, and digital literacy across the curriculum. In 2023, 83% of NMC students felt that “using an iPad has enhanced (their) learning experience” (NMCLink, 2023).
- Obtained “Apple Distinguished School” designation in 2022.

Organizational Innovations:

- Re-envisioned Center for Research and Teaching Excellence (CREATE) to accommodate greater and more effective student learning and teaching.
- Acquired oversight of the Registrar’s Office in 2019, leading to the implementation of timeline-driven projects, enhanced departmental efficiency and accountability, and improved processes and collaboration.

Dean of Health Professions: Reporting directly to the Vice President of Academic Affairs (VPAA), provided strategic leadership and administrative oversight for fifteen academic programs, ensuring alignment with institutional goals, accreditation standards, and the evolving needs of the College. Management of eleven program directors, 25 faculty and staff, and administrative assistants. Academic Administrator on record for NMC to seven national accreditation agencies. Shared management of \$12.5 million budget.

Select Achievements (collaborative with leadership team, faculty, staff, and students):

Academic Leadership & Programmatic Development:

- Conducted an environmental scan for a proposed Master of Occupational Therapy (MOT) Degree Program, presented findings to the NMC Board of Directors Program Committee in Fall 2014, securing program approval, and initiating implementation in Spring 2015.
- Promoted curriculum innovation to ensure programs remained current with healthcare trends and employer expectations.
- Successfully facilitated self-study processes and on-site accreditation for the following programs within the first year of the Dean role: Physical Therapist Assistant (CAPTE), Surgical Technology & Medical Assistant Programs (CoARC), and Radiologic Technology (JCERT).
- Provided faculty development opportunities to improve teaching effectiveness, adopt evidence based instructional practices, and integrate emerging technologies into the classroom.
- Established mentoring programs for new faculty, fostering professional growth and retention.

Community and Industry Engagement:

- Cultivated strategic partnerships with regional healthcare systems, hospitals, and clinics to expand clinical rotation sites and ensure alignment between academic programs and workforce needs.
- Launched speaker series and public forums on healthcare trends and disparities, increasing community engagement and positioning the college as a thought leader in health sciences education.

- Initiated and secured partnership agreements with health systems to support tuition reimbursement pathways, employer-sponsored student pipelines, and scholarship opportunities.
- Represented the Division of Health Professions in community forums, advisory boards, and conferences to promote the college's mission and build partnerships.

Enrollment Growth and Recruitment:

- Partnered with the Admissions and Marketing teams to develop program-specific recruitment campaigns, emphasizing career outcomes, exceptional licensure pass rates across all programs, and alumni success stories to attract high-caliber students.
- Launched on-campus "Health Careers Exploration Days" for high school and dual-credit students, featuring interactive demonstrations, simulation lab experiences, and student panels to generate early interest in health professions.
- Explored approaches to increase enrollment in current programs by expanding clinical agreements and forging academic and industry partnerships.
- Worked with marketing teams to develop targeted campaigns for promoting programs to prospective students and healthcare employers.

Interdisciplinary Collaboration:

- Initiated and led the development of a college-wide Interdisciplinary Education Day, bringing together students and faculty from nursing, allied health, social work, and business programs to engage in simulated patient care scenarios.
- Established an Interdisciplinary Simulation Committee to develop and evaluate shared simulation experiences, ensuring academic consistency and resource optimization across programs.
- Promoted joint research projects and service-learning opportunities to enhance faculty and student engagement.

In the summer of 2015, I was recruited to join a research team at the University of Nebraska Medical Center that had been awarded a three-year, \$10 million grant from the Centers for Medicare & Medicaid Services. The project focused on supporting individuals with Alzheimer's disease and their caregivers, a deeply meaningful endeavor for me, as my mother had been diagnosed with the disease. This passion project offered a rare opportunity to engage in impactful research I had not been able to pursue during my doctoral studies.

While contributing to this initiative, **I was serving concurrently in a Visiting Professor appointment at Nebraska Wesleyan University**, where I was later invited to lead the development of a new Master of Social Work (MSW) program. My concurrent research activities and program design ultimately allowed for and advancement in rank to full Professor at Nebraska Methodist College. It was at that time I was offered transition into senior academic leadership and led to my appointment as Vice President for Academic Affairs at Nebraska Methodist College.

2015 – 2018 University of Nebraska Medical Center – Project Study Specialist / Clinical Researcher

University of Nebraska Medical Center (UNMC) an R1, public land-grant institution, enrolls approximately 5,000 students and is one of four campuses within the larger University of Nebraska educational system. The Dementia Care Ecosystem Research Initiative was a \$10 million-dollar (Round Two) Healthcare Innovations Award from the Centers for Medical and Medicaid. Acquisition of this grant was, at the time, the largest human subjects' clinical trial at the University of Nebraska Medical Center (UNMC).

Clinical Researcher/Project Study Specialist: Coordinated research activities, recruitment, and clinical oversight. Provided supportive clinical intervention to patients and caregivers enrolled in the Care Ecosystem as well as supervise Care Team Navigators and other members of the research team.

Select Achievements (collaborative with faculty, research team and recruitment staff):

Cross-Institutional Research Leadership:

- Designed and implemented a team structure that supported the coordination of 12 clinical and research staff across multiple departments, resulting in streamlined communication and protocol adherence.
- Provided direct supervision to 5 clinical care team navigators and 2 data specialists, contributing to a 95% staff retention rate over the two-year research period.
- Led biweekly quality assurance meetings with UCSF leadership and cross-site coordinators, maintaining over 90% fidelity to core intervention components as measured through quarterly NIH protocol adherence audits.
- Coordinated recruitment workflows that enabled the UNMC site to enroll 110 participants within the first year—exceeding the projected enrollment target by 22%.
- Managed \$1.2M research budget, including tracking expenditures and submitting detailed quarterly reports covering recruitment metrics, staff training outcomes, clinical interventions delivered, and preliminary findings—contributing to continued funding and program credibility.

Advanced Research Agenda and Dissemination:

- Developed and deployed 8 standardized training modules for both clinical and research personnel, achieving 100% completion within the first 30 days of project launch and ensuring compliance with UCSF-led protocol requirements.
- Increased Rural Research Participation by 65%: Strategically expanded study enrollment in underserved areas by establishing partnerships with community organizations such as the Alzheimer’s Association and conducting outreach events across Nebraska and Iowa. Resulted in robust participant engagement and retention across rural and frontier populations.
- Identified emergent trends in caregiver support needs by analyzing mixed-methods data. Shared findings at national conferences and within peer-reviewed venues, positioning the Care Ecosystem model as a scalable, evidence-based intervention for dementia care.
- Aided in the create a structured online caregiver education platform featuring more than 30 interactive modules. The curriculum has since supported over 500 caregivers and has been adopted by multiple healthcare systems as part of their dementia support programming.

2015 – 2018 Nebraska Wesleyan University -- Inaugural Director / Visiting Professor for the Master of Social Work Program

Nebraska Wesleyan University is a private liberal arts institution offering over 100 undergraduate majors, minors, and pre-professional programs. Serving a student body of 1,688 supported by 195 full and part-time faculty and 450 staff members, Nebraska Wesleyan University is a top producer of Fulbright scholars.

Inaugural Program Director / Visiting Professor: Reporting directly to the Vice President of Academic Affairs (VPAA), responsible for designing, launching, and overseeing all aspects of a new graduate-level social work program, from conceptual framework to full implementation. This included developing the curriculum, aligning it with Council on Social Work Education (CSWE) accreditation standards, and securing institutional approvals. I recruited and mentored faculty, established academic policies and assessment measures, and cultivated partnerships with community agencies to secure practicum placements. In addition to administrative leadership, I taught core social work courses, advised graduate students, and served on college-wide committees to support interdisciplinary collaboration and continuous program improvement.

Select Achievements (*collaborative with leadership team, faculty, staff, and students*):

- Designed and launched the Master of Social Work (MSW) program's curriculum and infrastructure, culminating in successful submission of self-study reports and achieving initial accreditation from both the Higher Learning Commission (HLC) and the Council on Social Work Education (CSWE) within the first three years of program inception.
- Created and maintained an annual program budget, aligning financial resources with academic priorities and program growth objectives. Conducted annual reviews and strategic adjustments to maintain financial health and support program expansion.
- Built Foundational Faculty Team: Recruited and onboarded 5 full-time and 10 adjunct faculty within the first two academic years. Developed evaluation protocols and implemented a workload deployment model to align expertise with curriculum needs and ensure instructional quality.
- Launched MSW Community Advisory Board: Formed a 12-member board representing nonprofit agencies, healthcare systems, and government partners. Facilitated quarterly meetings to inform curriculum relevance and support field placement alignment, increasing community-based internship sites by 40%.
- Conducted four faculty development workshops focused on graduate-level teaching strategies (andragogy), online instructional design, and culturally responsive pedagogy, improving course evaluation ratings across the program by 15% over two years.
- Served as the MSW Program Director Liaison to internal departments including the Registrar, Financial Aid, and Institutional Effectiveness. Chaired program-level meetings and advised over 60 graduate students annually, improving graduation rates by 10% during tenure.
- Delivered two core 8-week courses per semester for BSW students, including Statistical Research & Design, Group Practice, and Human Behavior in the Environment I & II, consistently earning student evaluation scores of 4.7/5.0 or higher.
- Held elected and invited positions on major university committees, including:
 - Tenure & Promotion Committee (2015, elected)
 - Academic Prioritization Task Force (2015–2018, invited)
 - Strategic Planning Committee (2017, invited).

2002 – 2013 Clarkson College

Associate Professor (2010 – 2013)

Assistant Professor (2002 – 2010)

Clarkson College is a private, non-profit four-year college located in Omaha, Nebraska, originally founded in 1888 by the Episcopal Church and affiliated with Nebraska Medicine. Clarkson College offers a range of academic options including undergraduate and graduate degrees, certificate programs, and doctoral-level nursing education. Total operating budget: ~35 million; approximately 1,200 students; 60 full-time academic staff.

Select Achievements (collaborative with leadership team, faculty, staff, and students):

- Advanced Doctoral Program Development and Accreditation: Co-led curricular design and assessment planning for the Ed.D. in Healthcare Education & Leadership and the D.N.P. program. Contributed to the successful preparation of institutional self-study reports, helping both programs achieve and maintain accreditation compliance. Supported program-level outcomes assessment affecting over 80 doctoral students annually.
- Elected Faculty Senate President (2011–2013): Twice elected by peers to serve as Faculty Senate President, representing more than 60 faculty members. As part of this role, served on Clarkson College’s Board of Directors and the Faculty Senate Executive Committee, influencing institutional policy and faculty governance.
- Strategic and Policy Committee Leadership: Chaired and served on seven cross-functional college committees, including Strategic Planning, Faculty Handbook, Curriculum and Policy, Faculty Development, Accommodations, and Online Course Assessment & Design. Led updates to the Faculty Handbook and co-authored the online course quality rubric now used in annual course reviews.
- Designed and taught over 15 unique undergraduate and graduate-level courses across four disciplines—Education, Ethics, Statistics, and Social Sciences—impacting more than 1,200 students over 10 years. Developed signature capstone sequence (Evidence-Based Practice Research Project I–III) to guide D.N.P. students through applied research and project implementation. Courses developed and delivered:
 - *Quantitative & Research-Focused*: Introduction to Statistics, Research Methods & Analysis, Evidence-Based Practice Research Project I–III.
 - *Social Science & Health*: Introduction to Sociology, Medical Sociology, Marriage and Family, Abnormal Psychology, Human Development.
 - *Ethics & Global Health*: Ethical Issues in Health Care, Outcomes of Health Care in a Global Society.
- Course evaluations consistently averaged above 4.6/5.0, with capstone courses earning recognition from program leadership for student project quality and applied impact.

Executive and Board Leadership Across Higher Education, Healthcare, and Nonprofit Sectors

Board Leadership

2024 – Current	<i>Executive Sponsor/Co-Chair</i> , Belonging Advisory Board, Nebraska Methodist College.
2021 – Current	<i>Chairperson, Program Committee</i> , Nebraska Methodist College Board of Directors.
2017 – Current	<i>Board Member</i> , Calvins Legacy Foundation.
2012 – Current	<i>Board Member</i> , Ashland-Greenwood Public Schools Foundation. <i>Treasurer</i> , 2013-2018
2013 – 2017	<i>Chairperson of the Finance Committee</i> – American Lutheran Church (elected position).

National Institutional Leadership & Institutional Review Boards

2021 – Current	<i>Board Member</i> , Institutional Review Board, Nebraska Methodist Health System.
2018 – Current	<i>Co-Chairperson</i> , Institutional Review Board, Nebraska Methodist College.

2022 – 2023 *Nominated and Selected Member*, Executive Leadership Academy, American Association of State Colleges and Universities and the Council for Independent Colleges.

2009 – 2013 *Board Member*, Institutional Review Board, Nebraska Medicine.

Mission-Driven Fundraising and Grant Acquisition

- Rural Healthcare RRT Memorial Scholarship (alumni generated).
- NMC Faculty Fellows Endowment (alumni generated).
- Suzanne and Walter Scott Foundation Endowment Scholarships (\$1.5 million)
- Successfully secured TRIO Student Support Services renewal in 2022.
- Secured Upward Bound Student Support Services-Math and Science program in 2023.
- Calvins Legacy Endowed Scholarship (>\$86,000, alumni generated).
- Assisted in development/submission of grants proposals and performance reports for UCSF Memory and Aging Center and University of Nebraska Medical Center (>\$10 million).

Faculty Awards and Fellowships

2011 Recipient of the Alice Frost Howard Research Fellowship – University of Nebraska, Lincoln.

2010 Recipient of the Ogle Research Fellowship – University of Nebraska, Lincoln.

2008 Faculty Member of the Year, Clarkson College.

2004 Faculty Member of the Year, Clarkson College.

Peer-Reviewed Publications

Penn, R. G., Kindschuh, A., Robertson, W., Zweifel, M., & Clark, A. M. (2025). The natural history of physical, cognitive, and mental effects of the COVID-19 pandemic on COVID-19 infected compared to non-infected healthcare personnel in the Nebraska Methodist Healthcare System. Manuscript in preparation.

Guterman, E. L., Kiekhofer, R. E., Wood, A. J., Clark, A. M., & others. (2023). Care ecosystem collaborative model and health care costs in Medicare beneficiaries with dementia: A secondary analysis of a randomized clinical trial. *JAMA Internal Medicine*, 183(11), 1222–1228. <https://doi.org/10.1001/jamainternmed.2023.4764>.

Possin, K., Merrilees, J., Dulaney, S., Clark, A. M., & others. (2023). Effect of collaborative dementia care on potentially inappropriate medication use: Outcomes from the Care Ecosystem randomized clinical trial. *Alzheimer's & Dementia*, 19(5), 1865–1875. <https://doi.org/10.1002/alz.12808>.

Liu, A. K., Possin, K. L., Cook, K. M., Lynch, S., Dulaney, S., Merrilees, J. J., Braley, T., Kiekhofer, R. E., Bonasera, S. J., Allen, I. E., Chiong, W., Clark, A. M., Feuer, J., Ewalt, J., Guterman, E. L., Gearhart, R., Miller, B. L., &

Lee, K. P. (2023). Effect of collaborative dementia care on potentially inappropriate medication use: Outcomes from the Care Ecosystem randomized clinical trial. *Alzheimer's & Dementia*, 19(5), 1865–1875. <https://doi.org/10.1002/alz.12808>.

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Tichenor, V., McQuillan, J., Greil, A. L., Bedrous, A., Clark, A. M., & Shreffler, K. (2017). Variations in attitudes toward being a mother by race/ethnicity and education among women in the United States. *Sociological Perspectives*, 60(3), 600–619. <https://doi.org/10.1177/0731121416662452>.

Selected Invited Lectures, Panels and Discussions

- 2025 “Transforming Healthcare Education Through Global Travel: Building Resilience, Empathy, and Cultural Competence” (Invited Lecture). Council for Hospital Affiliated Colleges and Universities Annual Conference, Omaha, NE.
- 2022 “Reinvigorating Shared Governance Models” (Invited Roundtable Discussion Leader). Council for Independent Colleges Annual Conference for Chief Academic Officers, Dallas, TX.
- 2022 “Living with SARS-CoV-19 – The Impact of a COVID-19 Infection in Patients Undergoing Stem Cell Transplant” (Invited Lecture). Nebraska Methodist Health System, Omaha, NE.
- 2021 “Social Determinants of Education” (Invited Lecture). Higher Learning Commission Annual Meeting, Chicago, IL.
- 2016 “The Dementia Care Ecosystem: Preliminary findings about care navigation for dementia patients and their caregivers in rural Nebraska and Iowa” (Panel Presentation). American Geriatrics Society Annual Meeting, Long Beach, CA.
- 2015 “Strategic Business Partnerships in Higher Education” (Panel Presentation). American Council on Education, 97th Annual Meeting, Washington, D.C.
- 2014 “Creating Cohesive Departments” (Invited Roundtable Discussion Leader). Council for Independent Colleges Annual Conference, Baltimore, MD.
- 2014 “Building a Culture of Expected Quality in Online Education” (Invited Lecture). AACE’s E-Learn World Conference on E- Learning in Corporate, Government, Healthcare, and Higher Education, New Orleans, LA.
- 2012 “Motherhood is a lot of Work! Portrayals of Motherhood among Childfree African American and Hispanic Women” (Invited Lecture). Eastern Sociological Society Annual Conference, New York, NY.

Student Dissertation / Capstone Primary Investigator

Kelly, C. & Clark, A. (2022). *The Impact of Multiple Patient Simulation on Undergraduate Nursing Students' Clinical Reasoning Abilities*. Nebraska Methodist College Capstone.

Dumba, S. & Clark, A. (2021). *Improving Mammography Rates Among South Sudanese Women*. Nebraska Methodist College Capstone.

Hoven, L. & Clark, A. (2021). *Maternal Infant Care: Improving Fourth Trimester Support, A Babywearing Pilot Program*. Nebraska Methodist College Capstone.

Cunningham, A. & Clark, A. (2020). *The HIV Emergency Department Screening Program*. Nebraska Methodist College Capstone.

Nichols, J. & Clark, A. (2020). *Bystander CPR: When Every Second Counts*. Nebraska Methodist College Capstone.

Kollasch, L. & Clark, A. (2019). *Improving Peritraumatic Recall of Sexual Assault Patients in the Emergency Department*. Nebraska Methodist College Capstone.

Gichuhi, B. & Clark, A. (2019). *A Faith-Based Education Program to Reduce Stigma Associated with HIV/AIDS among the Sudanese-born Population*. Nebraska Methodist College Capstone.

Hardy, E. & Clark, A. (2016). *A Quantitative Analysis of Urban and Rural Parents' Decision Regarding Infant Nutrition*. Clarkson College Dissertation.

Shishkin, D. & Clark, A. (2016). *Identifying Perceptions of Physicians and Nurse Practitioners Regarding Utilization of Electronic Prescription in Urban Areas*. Clarkson College Capstone.

Hoffman, A. & Clark, A. (2016). *Factors Influencing Successful Pain Management in Lumbar Epidural Steroid Injections*. Clarkson College Capstone.

Scebold, J. & Clark, A. (2016). *The Emotional Impact Nursing Faculty Experience in Relationship to Student Academic Dishonesty and the Social and Political Factors which Influence their Decision to Report Dishonesty Among Women in the United States*. Clarkson College Dissertation.

Gaebel, T. & Clark, A. (2015). *The Influence of Transitional Leadership on Anxiety in Healthcare Employees' Transition to an Electronic Medical Record*. Clarkson College Capstone.

Love, A. & Clark, A. (2015). *Perceived Barriers to Transitioning Patients to Palliative Care on a Progressive Care Unit*. Clarkson College Capstone.

Tesnohldek, M. & Clark, A. (2015). *Identifying Perceptions in Transition Time from Curative Care to Palliative Care*. Clarkson College Capstone.