

Lori J. Carrell, Ph.D.

Visionary Leadership & Creative Strategy for Revitalizing Higher Education

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Education

Ph.D.	Speech Communication	University of Denver	1991
M.A.	Counseling Psychology/Education	University of Alaska-Anchorage	1989
B.A.	Speech Communication, Education and Psychology	Anderson University	1984
		<i>Summa Cum Laude</i>	

Recent Continued Learning

- Institute for Citizens and Scholars Higher Education Policy (HEP) Fellow (current)
- Harvard Seminar for Presidential Leadership (November 2019)
- Harvard Institute for Educational Management (IEM) (July 2017)

Professional Experience

University of Minnesota Rochester	2014-present
<i>Leading a start-up university devoted to student success, health, and innovation to achieve exceptional outcomes including equity in educational attainment and bold enrollment growth.</i>	
Chancellor	2/2018-present
Interim Chancellor	8/2017-1/2018
Vice Chancellor for Academic Affairs and Student Development	2014-2017
University of Wisconsin Oshkosh	1991-2014
<u>Campus Administrative Roles</u>	
Director, University Studies Program (USP)	2012-2014
<i>Facilitating, implementing, and administering a collaborative, general education reform.</i>	
Director, Center for Excellence in Teaching & Learning (CETL)	2002-2014
<i>Founding and directing a research-based faculty development endeavor, responsible for multifaceted program design, implementation, and administration.</i>	
<u>Rank Progression</u>	
Distinguished Professor of Communication	2010
Full Professor	2002
Associate Professor	1995
Assistant Professor	1991
University of Denver, Communication Department	1989-1991
Graduate Teaching Assistant and Basic Speech Course Coordinator	
Yupit School District, Akiachak, Alaska	1987-1989
Teacher and Counselor	
University of Alaska (off-campus extension)	1986-1987
Speech Instructor (military base and prison classrooms)	
Mooreville High School, Mooreville, Indiana	1984-1986
Speech and Theatre Teacher	

Collaborative Leadership Highlights 2002-present

In higher education, all accomplishments are the result of the collective genius rather than any individual's solitary effort.

University of Minnesota Rochester

UMR Vision: *The University of Minnesota Rochester (UMR) will inspire transformation in higher education through innovations that empower our graduates to solve the grand health challenges of the 21st century.*

BluffTop View Strategic Growth Plan – moving a start-up, educational innovation public university campus through staged enrollment growth; building consensus across internal and external stakeholders, advancing a data-driven bold vision, creative partnerships, and collaboratively crafted centering aspirations and grounding values; aligning campus plan with University of Minnesota System Strategic Plan, MPACT 2025.

Equity in educational opportunity and attainment – creating a demonstration case for student success with a student body that is >65% underrepresented (low income, first generation and students of color) through research-based educational practices for all students as documented by the *Washington Post*, *Hechinger Report*, and *Chronicle of Higher Education Innovation Issue*.

Sustaining and managing collaborations with government, community, corporate, and higher education partners to advance financial stewardship, policy alignment, and synergistic talent development programs such as:

- **College in 3** – co-leading a national experiment of 14 pilot institutions, designing a wide-variety of programs as proof of concept that higher ed can decrease student cost and embed practices proven to support increased student success (for greater retention, completion, and career launch).
- **NXT GEN MED** – envisioning and collaboratively designing a prototype within the College-in-3 experiment to lower student cost and increase quality through career-connected, tech-enhanced, relationship-rich, competency-based, accelerated undergraduate education. Partnering with Google Cloud and Mayo Clinic to inform faculty design; August 2022 launch with funding for career outcomes assessment from the Strada Education Foundation.
- **Invest in Success Student Scholars Program** – envisioning, designing, and collaboratively piloting a new model for funding public higher education through partnership with Mayo Clinic, a major employer of alumni – with scholarships, industry mentors, and work placement opportunities.
- **Living Learning Communities** – leading the design, launch, and comprehensive assessment of structured communities with leadership and peer support expectations resulting in statistically significant increases in multiple student success variables including retention, GPA, and timely degree completion.

Distinctive operational excellence model – ensuring a singular focus on student success through intentional design for 1) cooperative synergies and efficiencies with the University of Minnesota System, the City of Rochester, Destination Medical Center Economic Development Initiative, the YMCA of the North, and P3 facilities partners and 2) a distinctive campus organizational structure to support cross-function collaboration, including the interdisciplinary Center for Learning Innovation in which faculty focus their primary research on student learning and development.

Collaborative Leadership Highlights 2002-present, continued

University of Wisconsin Oshkosh

University Studies Program (USP) (2012-2014)

- Facilitated a successful, retention-enhancing, collaborative curricular reform with colleagues, community college partner, and system experts to create a new high-impact, intentional, coordinated approach to general education now called the University Studies Program (service commitment prior to interim position, permanent administrative position offered for fall 2014 after a national search).
- Worked through shared governance with a faculty team to gain approval for the proposed all-campus reform of general education, with only one dissenting vote.
- Secured grant funding for large-scale professional development activities (co-developer of external and internal proposals with Dr. Carleen Vande Zande).
- Crafted professional development experiences to support coordinated construction of 200+ courses, including multiple high-impact educational practices.
- Facilitated ongoing collaboration among academic and student services units to coordinate implementation logistics.
- Created innovative communication mechanisms tailored for multiple audiences and purposes (e.g. entering students, the teaching community, external audiences, and student services staff).
- Supported the implementation and assessment of the first two semesters of the program (2013-2014) including peer mentors, learning communities, and common intellectual experiences.
- Prepared to launch next stages of program including community-based learning, alumni mentors, and a transfer year experience.
- Shared this model for general education reform processes and outcomes in national and international venues.

Center for Excellence in Teaching and Learning (CETL) (2002-2012)

- Leveraged UW System and national expertise for the launch and implementation of this research-based Center, with specific focus on intersections with the *Association of American Colleges and Universities* as well as the *International Society of the Scholarship of Teaching and Learning*.
- Significantly increased faculty participation in professional development experiences.
- Linked curricular and pedagogical innovation to campus and systemwide endeavors including key initiatives in *Liberal Education Learning Outcomes, Inclusive Excellence, Global Learning, Sustainability, Assessment, Undergraduate Student Research, Instructional Technology, and First Year Experience*.
- Established and implemented CETL Vision: *To enhance student learning by inspiring and equipping the UW Oshkosh teaching community to achieve excellence that emanates from exceptional research.*

CETL Programs Conceived, Developed, and Implemented

- Annual Provost's Teaching and Learning Summit (10th annual in 2014)
- Best Practice Certification
- Book Club
- CETL Leadership Team
- Interim Intensives
- New(er) Faculty Workshops
- One Session Wonder Workshops (practical & research-based)
- Scholarship of Teaching and Learning (SOTL) Mentoring Program
- Senior SOTL Scholars' Program
- SOTL Pilot Project Program
- SOTL Scholars' Showcase
- STEPS (Scholarly Teaching Excellence through Peer Support)

Higher Education Revitalization: Publications | Recognition | Presentations

Recent Higher Ed Revitalization Publications

Carrell, L.J., & Zemsky, R. (in progress). *College in 3: An overdue conversation about reducing costs and improving quality*. Baltimore, MD: Johns Hopkins University Press.

Carrell, L.J., & Zemsky, R. (2021). *Communicate for a change: Revitalizing conversations for higher education*. Baltimore, MD: Johns Hopkins University Press.

Higher Ed's BIG RETHINK contributor: [print](#) and [webinar](#)

Recent Higher Ed Revitalization Media Coverage

- [In Defense of a Real Three-Year Degree](#), *Inside Higher Ed*. May 3, 2023.
- [Colleges Push 3-Year Degrees as Enrollments Fall, Costs Rise](#), *The Washington Times*. April 23, 2023.
- [Momentum Builds Behind a Way to Lower the Cost of College: A Degree in Three Years](#), *The Hechinger Report*. April 15, 2022.
- [The Push for a Three-Year Bachelor's Degree](#), *Inside Higher Ed*. April 7, 2023.
- [Q&A: How a U of M Rochester Program is Turning Into a Nationwide Model Toward Faster Degrees](#), *Star Tribune*. April 7, 2023.
- (2022, August 31). [When It Comes to Degree Programs, Time is Money – But Can Newly Minted 3-Year Bachelor's Degree Programs Work for Comebackers?](#) In *The Graduate Network*.
- Baldrige, B. (Host). (2022, August 11). [College in 3: Getting Your College Degree in 3 Years](#) (No. 157). In *Taming the High Cost of College*.
- Altmire, J. (Host). (2022, July 13). [Colleges Need to Fundamentally Change or Risk Closure](#) (No. 13). In *Career Education Colleges and Universities*.
- [A New Push to Create a 3-Year Degree Option](#), *Inside Higher Ed*. November 8, 2021.
- Von Bank, B. (Host). (2021, March 25). [University of Minnesota Rochester: NXT GEN MED – Groundbreaking Innovation in Higher Education](#) (No. 10). In *Urban Evolution Destination Medical Center*.
- [The Innovation Imperative](#), *The Chronicle of Higher Education*. September 2019.
- [Achievement Gap Closed, One Chancellor Asks, "Why Aren't We All Doing This?"](#), *The Hechinger Report*. June 27, 2019.
- [Closing the Achievement Gap, With Help From the Mayo Clinic](#), *The Washington Post*. June 27, 2019.

Recent Higher Ed Revitalization Recognitions

- Google Cloud – CEO Thomas Kurian's Higher Education Project Recognition (2021).
- [2021 Notable Leader in Higher Education](#), Twin Cities Business (August 2021).
- [For the Record](#) – Medical Alley, Leaders in Healthcare Recognition (July 2021).

A Decade of Higher Ed Revitalization Presentations – from Wisconsin to Doha, Qatar

(2023, June). *Innovation in Higher Education*, Presented at the Education Writer's Association Conference, Atlanta, GA.

(2023, April). Learning Innovation in Higher Ed, Keynote presentation at the Iowa State University Center for Excellence in Learning and Teaching, 30th Anniversary, Ames, Iowa.

(2022, September). *College-in-3: Corporate Partnerships and Higher Ed Innovation*, Presented at P3-EDU, Denver, CO.

(2022, June). *Higher Ed Innovation – Employer Partnerships and Student Success*, Presented at Jobs for the Future JFF: Horizons Conference. New Orleans, LA.

(2022, April). *Fireside Chat*, Presented at the Academy for Innovative Higher Education Leadership, Tempe, AZ.

(2022, January). *Communicate for a change: Revitalizing conversations for higher education*. Presented at the Annual Meeting of the Association of American Colleges and Universities, Washington D.C.

(2021, December). Developing value to students: Post-pandemic. Jeff Selingo webinar.

- (2021, December). *College in 3*. Presented at the annual meeting of the New England Commission of Higher Education, Boston, MA.
- (2021, October). EDUCAUSE. *Transforming student experiences with artificial intelligence*. Presented at EDUCAUSE Annual Conference, Philadelphia, PA.
- (2021, April). *Reimagining the education of future leaders*. Presented at Student Success with Google Cloud.
- (2017, January). *Transforming communication: Pivotal action for keeping our promise and fueling our progress*. Presented at the Annual Meeting of the Association of American Colleges and Universities, San Francisco, CA.
- (2016, January). *The extinction of exclusion: Higher education's imperative*. Presented at the Annual Meeting of the Association of American Colleges and Universities, Boston, MA.
- (2015, October). *General education for the 21st Century*. Presented at the Middle Eastern and North Africa Conference on General Education, Doha, Qatar.
- (2015, February). *The very secret diaries of general education reform volume two: Implementation*. Plenary presentation at the Association of American Colleges and Universities annual General Education and Assessment Conference, Kansas City, KS.
- (2014, April). Student success: *The UW Oshkosh University Studies Program*. Presentation at the NEW ERA Faculty Dialogue Conference: Changing Roles in Higher Education, Green Bay, WI.
- (2014, April). *Sustainability, civic learning, and intercultural competence: Intentional curriculum infusion through collaborative faculty development*. Presentation at the UW System Office of Professional & Instructional Development Spring Conference: Mindful Teaching: Inquiry, Connection, Sustainability, and Creativity, Green Lake, WI.
- (2014, April). *From idea to implementation through intentionality: The UW Oshkosh collaborative transformation of general education*. Presentation at Simmons College, Boston, MA.
- Carrell, L.J., & Lueder, M. (2014, March). *High-impact practices for all: LEAP as the catalyst for intentionality and action*. Presentation at the Association of American Colleges and Universities annual conference: General Education Assessment, Portland, OR.
- (2014, February). *The very secret diaries of general education reform*. Presentation at the Association of American Colleges and Universities conference: General Education Assessment, Portland, OR.
- (2013). Learning our own liberal arts lessons. *The Hechinger Report*.
- (2011, November). *Listening to diverse student voices in faculty development: An exploration of impact*. Paper presented at the annual meeting of the National Communication Association, New Orleans, LA.
- (2011, October). *Inspiration, intellectual invigoration, and student learning: A SOTL research agenda to foster transformation*. Paper presented at the annual meeting of the International Society for the Scholarship of Teaching and Learning, Milwaukee, WI.
- (2011, October). *Professional development support for the Scholarship of Teaching and Learning (SOTL) in the University of Wisconsin System*. Paper presented at the annual meeting of the International Society for the Scholarship of Teaching and Learning, Milwaukee, WI.
- (2010, November). *Building bridges with business: Measuring student learning*. Panel presented at the annual meeting of the National Communication Association, San Francisco, CA.
- (2010, April). *Innovation: A pre-requisite for excellence*. Paper presented at the UW System President's Summit on Excellence in Teaching and Learning, Madison, WI.
- (2010, April). *Teaching and learning center directors' dialogue*. Panel chair and participant UW System President's Summit on Excellence in Teaching and Learning, Madison, WI.

Key Academic Awards (while serving as faculty)

- Edward Penson Faculty Award (UW Oshkosh), 2008.
- Research Associate Professorship (UW Oshkosh), 2004.
- Weaver Award for Outstanding College Educator (Wisconsin Communication Association), 2000.
- Endowment for Excellence Professorship (UW Oshkosh), 2000.
- Federation Research Prize (Central States Communication Association), 1998.
- Wisconsin Teaching Fellow (University of Wisconsin System *Office of Professional and Instructional Development*), 1992-1994.
- Outstanding New Teaching Award (Central States Communication Association), 1992.

Select Disciplinary Publications

- (2013). *Preaching that matters: Reflective practices for transforming preaching*. Herndon, VA: The Alban Institute.
- (2010). Thanks for asking: A (red-faced) response from communication. *Academy of Management: Learning and Education*, 9(2), 300-304.
- (2009). Communication training for clergy: Exploring impact on the transformative quality of sermon communication. *Communication Education*, 58, 15-24.
- (2007). A scholarly teaching adventure. *International Journal for the Scholarship of Teaching and Learning*, 2(1).
- (2005). Review of *Included in Communication: Learning climates that cultivate racial and ethnic diversity* (Ed., J. Trent). *Communication Education*, 54(3), 262-269.
- Carrell, L.J., & Menzel, K.E. (2001). Variations in learning, motivation, and perceived immediacy between live and distance education classrooms. *Communication Education*, 50, 230-240.
- (2001). *Student workbook for human communication: Motivation, knowledge, and skills*. Belmont, CA: Wadsworth.
- Colvert, A.L., Carrell, L.J., & Verderber, R.F. (2001). *Instructor's resource manual: Inter-Act-Interpersonal communication concepts, skills, and context*. Belmont, CA: Wadsworth.
- (2000). *The great American sermon survey*. Wheaton, IL: Mainstay.
- Carrell, L.J., & Verderber, R. (1999). *Instructor's resource manual: Communicate!* Belmont, CA: Wadsworth.
- Carrell, L.J., & Verderber, R.F. (1999). *Inter-Act: Using interpersonal communication skills: Instructor's manual*. Belmont, CA: Wadsworth.
- Carrell, L.J., & Verderber, R. (1996). *Instructor's manual for Communicate!* Belmont, CA: Wadsworth.
- Menzel, K.E., & Carrell, L.J. (1999). The impact of gender and immediacy on willingness to talk and perceived learning. *Communication Education*, 47, 31-42.
- Carrell, L.J., & Willmington, S.C. (1998). The relationship between self-report measures of communication apprehension and trained observers' ratings of communication competence. *Communication Reports*, 11, 87-96.
- Carrell, L.J., & DeMuth, R. (1998). The status of secondary communication education in the state of Wisconsin. *Journal of the Wisconsin Communication Association*, 1-8.
- (1997). Diversity in the communication curriculum: Impact on student empathy. *Communication Education*, 46, 234-244.
- Carrell, L.J., & Menzel, K.E. (1997). The impact of preparation and motivation on learning performance. *Communication Education*, 46, 261-272.
- (1997). An audience of reluctant learners. *Journal of the Wisconsin Communication Association*, 28, 69-81.
- Carrell, L.J., & Willmington, S.C. (1996). A comparison of self-report and performance data in assessing speaking and listening performance. *Communication Reports*, 9, 185-192.

- (1995). Intrapersonal communication as cognitive style: Perceptions of excellence in the secondary school context. In J.E. Aitken & L.J. Shedletsky (Eds.). *Intrapersonal communication processes*. Plymouth, MI: Midnight Oil and Speech Communication Association.
- Menzel, K.E., & Carrell, L.J. (1994). The relationship between preparation and performance in public speaking. *Communication Education*, 43, 17-23.
- (1994). Principles of intercultural classroom communication. In *Racism and Pedagogy*. St. Cloud, MN: St. Cloud University Press.
- (1993). Back to the basics: A fictitious rebuttal to a fictitious debate on a very real topic. *Journal of the Wisconsin Communication Association*, 10-16.
- Benson, J. & Carrell, L.J. (1992). The basic course director: Results of a Midwest survey. *ACA Bulletin*.

University Service Highlights

University of Minnesota

Service to the UM System

- MPACT 2025 System Strategic Planning Implementation Committee.
- UMN System Council, current.
- UMN System Emergency Management Policy Committee, current.
- UMN System Sustainability Committee, current.
- UMN System HR VP Search Co-Chair, spring 2021.
- UMN System Academic and Research Planning Work Group, spring 2020.
- System Enrollment Management Plan Working Group, summer 2017.

Service to the University of Minnesota Rochester

- Enrollment Management Committee, established and co-chaired through July 2017.
- System Mentoring Committee, established and implemented initial committee for campus, 2017.
- UMR System Strategic Plan Committee, 2016-2017.
- UMR Growth Plan Steering Committee, co-chair, 2016-2017.
- Curriculum Committee, administrative liaison, through May 2017.
- Higher Learning Commission, campus leader in cooperative effort with UMN Twin Cities, through spring 2016.

Current Community Engagement through Board Service

- Rochester, MN Area Chamber of Commerce
- John E. Herman Home and Treatment Center, Rochester, MN
- Strive Together Network – Cradle to Career, Rochester, MN
- YMCA of the North, Minneapolis, MN

University of Wisconsin Oshkosh (full professor forward)

Service to the UW System

- NEW ERA Faculty Dialogue Group member, 2013-2014.
- Faculty Representative, UW System Office of Professional and Instructional Development (OPID), 2002-2012.
- Conference Leader, UW System Teaching and Learning Center Directors' Conference, Green Lake Conference Center, 2008.
- Editor, *Teaching Forum*. A twice-yearly Scholarship of Teaching and Learning Journal of the UW-System Office of Professional and Instructional Development, 2004-2008.

Service to the University of Wisconsin Oshkosh

- Communication Coach, Student Commencement Speaker, 2003-2014.
- New Faculty Orientation Presenter, annually.
- General Education Reform Team: Facilitator, May 2011-June 2012.
- Faculty Development Proposal Reviewer, Research and Teaching Proposals, 2002-2011.
- Member, College of Letters and Science, Strategic Planning Committee (Chair, "Educator's Experience" component), 2009-2010.
- Member, College of Letters and Science, Program Review Committee, 2008-2010.
- Faculty Representative, UW Oshkosh Internal Communication Committee, 2007-2008.
- Chair and Member, UW Oshkosh American Democracy Project, 2003-2006.
- Coordinator, Provost's Teaching and Learning Summit, 2005-2013.
- Senator, UW Oshkosh Faculty Senate, 2009-2010.
- Member, College of Letters and Science, Student Academic Committee, 2005-2006.
- Member, UW Oshkosh Higher Learning Commission Committee, 2004-2006.
- Member, UW Oshkosh Assessment Committee, 2003-2005.
- Member, College of Letters and Science, Curriculum Committee, 2002.

Service to the Community

- Director, Oshkosh Elementary Speech Festival (a 10-year learning, outreach, and research endeavor).
- Communication Coach, *Center for Community Partnerships* now the *Business Success Center* (periodic presentations to local groups and organizations), 2002-2012.
- Director of Assessments, National Academy of Preaching (a Lilly Endowment funded endeavor for young preachers), 2011-2014.
- Director of Sermon Communication Training, *Center for Excellence in Congregational Leadership* (a Lilly-Endowment funded endeavor serving clergy from across the country), 2002-2012.
- Teaching and Learning Workshop Leader and Curriculum Evaluator, UW System Team, University of Nizwa, Oman, March 2010.

Service to Professional Organizations

- Elected Member, National Communication Association Legislative Assembly, 2010-2012.
- Editorial Review Board Member (Reviewer), *Communication Teacher* (journal of the National Communication Association), 2005-2012.
- National Communication Association, nominated for presidency, 2008.
- President, Wisconsin Communication Association, 2002.

