

David L. Johns, Ph.D.

EXECUTIVE LEADERSHIP EXPERIENCE

Ferrum College – 2018 to present

Ferrum, Virginia

President

Executive oversight of all operations and personnel for Ferrum College and the Blue Ridge Institute & Museum

Community Engagement & Government Relations

Worked with fellow presidents at the Virginia Western Community College and the Patrick & Henry Community Colleges to develop MOU's and explore opportunities for collaboration. Established and stewarded partnerships with county and regional offices of economic development (Franklin, Roanoke, and Henry Counties) and tourism (Virginia's Blue Ridge). Worked with the county board of supervisors to secure infrastructure funding for college. Collaborated with the local public school system to address teacher shortages. Partnered with local entrepreneurs to assess community economic development needs. Participated in area Chambers of Commerce as well as a local Chamber's leadership academy. Represented Virginia's independent college presidents in budget and policy meetings with Governor Ralph Northam, the Governor's Chief of Staff; frequent advocacy work with state Senators and Delegates, the Secretary of Education, the State Council for Higher Education in Virginia, and the Secretary of Labor.

Diversity

Collaborated with students and the Student Development staff to initiate the college's first Center for Diversity (fall 2022). Encouraged the reactivation of the college's LGBTQ student group. Worked with faculty leaders to improve diversity in faculty hiring, and to provide faculty resources for teaching diverse students (college is 50% students of color). Collaborated with advancement staff to seek funding in support of minority student success. Hired the college's first Coordinator for Success, Inclusion, and Leadership. Worked with staff and students to initiate a cross-campus committee on DEI. Included in the strategic plan an 'empathy in the workplace' series to promote intercultural competency. Collaborated with the Vice President for

Student Development, to revise a staff position to focus on international students. Strategized with athletics and enrollment staff to increase the percentage of women at the college (college is disproportionately male).

Enrollment & Retention

Worked with the enrollment team to stabilize enrollment, assess operations, strategy, and develop plans for repositioning in the market. Evaluated OPM providers in order to scale online and graduate programs to supplement institutional budgets. Oversaw creation of financial aid leveraging models to target higher need, higher retaining students. Worked with faculty leadership to expand academic support services, including the creation of a Director of Advising position, and launch a student success coach model for holistic intervention. Through these efforts, increased fall to fall retention four years in a row. Secured donor funding to expand the student success center. Working with college leadership and psychology faculty, revised the Office of Student Life & Engagement to increase focus on student mental health and retention.

Budget & Facilities

Worked with CFO to assess institutional expenses, prioritize deferred maintenance, reevaluate and optimize endowment spending practices and policies, and to restructure a portion of the institution's debt. Approved expense reductions to align with available revenues in a resource constrained environment. Worked with the Director of Human Resources to develop a plan for improving employee support. Assessed institutional safety, infrastructure, and facility needs throughout the pandemic in order to leverage available federal funding. Utilizing capital budget funds, remodeled the college's campus store, improved outdoor spaces (including campus arboretum), constructed an outdoor classroom facility, and built a state of the art e-gaming center.

Institutional Advancement

Working with senior staff and selected alumni, revised the college's institutional advancement operation and initiated professional development for staff. Created a senior-level position in strategic marketing and communication. Collaborated with staff to increase corporate sponsorships. Increased annual giving year over year, in addition to increasing alumni giving through giving societies and Giving Day engagement. Secured gifts from two donors who became the institution's first and second million dollar donors. Worked with advancement staff to fundraise for: a center for international programs, a golf driving range, a remodeled center for academic success, a center for first year experience, a community pavilion, a women's softball facility (in addition to a number of named endowments for student scholarships, and heritage preservation). Increased total fundraising 62% from FY21 to FY22.

Academics

Initiated feasibility study in 2018 for nursing programs, funded their development, and launched an RN-BSN program in 2019 (the institution's first fully online program) and a pre-licensure BSN in 2020. Secured grant funding to assist with facility remodel to support the programs. An

MSN in nursing education is in development (projected launch 2023). Worked with faculty to establish the institution's first graduate programs which required accreditation approval for level change (Level II to Level IV). Formed a separate unit to oversee continuing education (graduate, certificate, etc.). Collaborated with academic leadership to tier programs according to student interest and labor statistics data. Encouraged the launch of an eco-tourism major to leverage the institution's location and the outdoor tourism industry of the region. Oversaw successful accreditation reviews: SACSCOC (decennial review and level change), CSWE, CAEP, and am presently overseeing CCNE and Virginia Board of Nursing reviews.

Strategic Planning

Conducted planning sessions across institutional constituencies (town halls, listening sessions for faculty and staff, meetings with students). Worked with the Board of Trustees and the President's Cabinet to establish priorities and align resources accordingly [first plan was to be presented to the Board in early April 2020; completely overhauled the plan in light of changing higher education circumstances due to COVID-19]. Worked with the Director of Institutional Effectiveness to establish measures for success and models for accountability. Hired marketing firm to assist with revised branding (printed collateral, merchandise, digital enrollment marketing campaign, etc.). Collaborated with community members to explore opportunities for public-private partnerships.

SENIOR LEADERSHIP EXPERIENCE

Union College – 2013 to 2017

Barbourville, Kentucky

Vice President for Academic Affairs & Dean of the College

Senior level oversight of operations and personnel for faculty, curriculum, academic support, and daily operations of the college

Faculty, Academics, and Programs

Instituted a Division of Online and Graduate Studies facilitating growth in adult markets (including the expansion of undergraduate programs from zero to six, and increasing credit hour registration for the RN-BSN by nearly 700%). Established contracts with third party educational services contractors to develop and expand online degree programs.

Expanded and strengthened the college's Office of Institutional Effectiveness and provided increased faculty access to decision-critical data. Initiated systematic academic program review process that analyzed learning, persistence, student demand, and budget impact.

Planned and directed seven successful accreditation self-studies and site visits: SACSCOC, Educational Professional Standards Board (Kentucky teacher education), NCATE, United Methodist Church University Senate, CCNE, CAATE, and the Kentucky Board of Nursing.

Students and Enrollment

Collaborated with Senior Staff to develop annual enrollment goals, based upon historical data and budget needs. Exceeded fall 2015 enrollment by 100 students in fall 2016. Worked with VP for Enrollment Management to develop graduate recruitment goals and strategy.

Created an Associate Dean for Student Success position that, in conjunction with a new early alert academic intervention system and intrusive advising team, increased student use of academic support resources, and increased fall to fall retention by 10%.

Operations, Finance, and Facilities

Managed \$3 million budget and all operations for the Office of Academic Affairs, assessed and approved expenditures for all programs, new initiatives, student support services, library resources, and academic personnel. Reduced overload expenditures and modified internship programs in order to contain costs.

Collaborated with the President and Chief Financial Officer in substantive budget decisions, evaluated and established institutional priorities, reduced expenses, and reallocated financial and personnel resources based upon data-informed analysis. Met regularly with the Board of Trustees' Finance Committee to assess budget shortfalls and modify operations accordingly.

Advancement and Marketing

Assisted President with donor cultivation, including one-on-one trustee, alumni, and major donor visits. Accompanied President to foundation meeting to solicit \$1 million for campus initiative, and assisted in preparation for \$1 million ask. Assisted grant writing staff identify funding sources and craft needs statements to align with institutional goals. Directed a successful application for a \$1.5 million TRIO grant.

ACADEMIC LEADERSHIP EXPERIENCE

Earlham School of Religion – 2001 to 2013

Richmond, Indiana

Associate Professor

Member of the teaching faculty with increasing administrative responsibilities

Taught full-time in on-campus, on-line, and hybrid formats; involved in curriculum development and revision, student advising, and institutional service. Devised and implemented the institution's first synchronous online course offering, and led faculty development efforts in online instruction.

Proposed, designed, and implemented a cross-cultural travel program. Led student study groups

to Mexico and Honduras. Evaluated and revised institution's Master of Arts program to align with student needs and accreditation expectations.

Coordinated and supervised a successful institutional self-study and reaccreditation review with the Association of Theological Schools, including submission of followup materials.

Wilmington College – 1997 to 2001

Wilmington, Ohio

Assistant Professor

Member of the teaching faculty with increasing administrative responsibilities

Taught full-time in on-campus format; involved in curriculum development, student advising, and institutional service.

Met regularly as a member of the President's Advisory Committee.

Chaired two search committees for college administrative hires. Chaired the Instructional Development Committee (curriculum and faculty development). Directed the college's Office of Campus Ministries, including management of a student honors program; served as faculty advisor to the student newspaper.

ADDITIONAL ACADEMIC EXPERIENCE

Indiana University (East) – 2003, 2004, 2009, 2010
Adjunct Professor

Richmond, Indiana

Ball State University – 2003, 2004
Adjunct Professor

Muncie, Indiana

Wilmington College – 1997-1999
Campus Chaplain

Wilmington, Ohio

Malone University – 1991-1997
Librarian and Assistant Professor

Canton, Ohio

EDUCATION

Duquesne University
Ph.D. (honors)

Kent State University
M.L.I.S.

Earlham School of Religion
M.A. (honors)

Malone University
B.A.

ADDITIONAL EDUCATION

University of Richmond, Institute on Philanthropy
Professional Certificate in Fund Development (2017)

Spanish language training (320 hours) at International Language School, Ciudad Victoria, México (2010), Universal Spanish School, Cuernavaca, México (2008), and Ixbalanque Escuela de Español, Copán Ruinas, Honduras (2006; 2007, 2009)

LEADERSHIP DEVELOPMENT

American Academic Leadership Institute & the Council of Independent Colleges
Executive Leadership Academy, 2015-2016

Harvard University
Institute for Educational Management, 2014

Council of Independent Colleges
Workshop for New Deans, 2013

Association of American Colleges & Universities
Seminar for New Deans, 2013

Wabash Center for Teaching & Learning
Mid-Career Colloquy, 2010-2011

BOARD AND ASSOCIATION LEADERSHIP (selected)

2018-present

Appalachian College Association
Executive Committee, 2019-2021

Association of Educational Institutions
Presidents' Council
Chair, 2019-present

Commonwealth Alliance for Rural Higher Education
(formerly: Virginia College Fund)
Executive Committee, 2018-present

Council of Independent Colleges of Virginia
Presidents' Council
Chair, 2021-2022
Vice-Chair, 2020-2021
Secretary, 2019-2020

Higher Education Advisory Board, UMC
Board Member, 2021-present

Roanoke Regional Chamber of Commerce
Board Member, 2018-present

Virginia's Blue Ridge, Tourism
Board Member, 2020-present

2013-2017

Appalachian College Association
Review Committee, 2015-2017

Association of Independent Kentucky Colleges and Universities
Academic Deans Group, 2013-2017

Barbourville and Laurel County (Kentucky) Community Tourism Boards
Board Member, 2014-2017

Knox County Schools Program
Board Member, 2015-2017

Knox County Partners (property acquisition and development)
Board Member, 2013-2017

APPOINTMENTS, HONORS AND AWARDS (selected)

Casa de los Amigos, Mexico City, Friend in Residence (2010)

Centro de Estudios Ecuménicos, Mexico City, Scholar in Residence (2011)

Quaker Religious Thought, Editorial Advisory Board (1996-2019)

Faith & Order Commission, National Council of Churches, Commissioner (2001-2006)

Wabash Center for Teaching & Learning Grant: Teaching and the Arts (2010-11)

PUBLICATIONS AND PRESENTATIONS (selected)

Quakering Theology: Essays on Church, Tradition, and Faith—Comparative Perspectives.
Aldershot: Ashgate Publishing, 2013.

Collected Essays of Maurice Creasey, 1912-2004: the Social Thought of a Quaker Thinker.
Edited with an Introduction by David L. Johns. Lewiston, NY: The Edwin Mellen Press,
2011.

Mysticism and Ethics in Friedrich von Hügel. Texts and Studies in Religion, no. 110. Lewiston,
NY: The Edwin Mellen Press, 2004.

Articles, Chapters, Entries

Editorials (various) for the *Roanoke Times* and the *Franklin News Post* (2020-present)

“Sacraments and Worship,” in the *Oxford Handbook on Quaker Studies*. Oxford and New York:
Oxford University Press, 2013.

“Beyond Quaker Self-Referentiality: Maurice Creasey’s Vision of Ecumenism.” *Quaker
Religious Thought* 119 (October 2012): 45-58.

“Being an Otherwise Documented Church: an Ecclesiology for All Us Immigrants,” 93-103 in
Dennis Doyle, Pascal Bazzell, and Tim Furry, eds., *Ecclesiology and Exclusion:
Boundaries of Being and Belonging in Postmodern Times*. Maryknoll: Orbis Books,
2012.

Presentations

Harvey Lecturer, Guilford College, Greensboro, North Carolina (February 2014)

“Migración y una Eclesiología de Solidaridad.” La Jornada Teológica de Amerindia—*Esperanza
de Liberación y Teología*. Mexico City, Mexico (October 2011)

“Theology on the Road: Pedagogies Beyond the Classroom.” American Academy of Religion-Midwest, Augustana College (April 2011)

“Cross Cultural Reflection in Educational Formation.” Panel presentation at the General Assembly of the Metropolitan Community Church, Acapulco, Mexico (July 2010)

PERSONAL

Married with adult children
Avid cyclist; enjoy skiing, hiking, and travel
Reasonable fluency in Spanish

COVID-19 vaccinated and boosted