

CHATO HAZELBAKER, Ed.D

QUALIFICATIONS & EXPERIENCE

Leadership Experience

- Led marketing, enrollment, and information technology divisions while serving as part of senior leadership teams at Carroll College, Clark College, and Crown College.
- Directed the Strategic Planning process at Carroll College to deliver the next five-year strategic plan. Previously led strategic planning at Clark College, Crown College, and MSU-Billings.
- Served as the facilitator of the 2018-2019 Program Prioritization Task Force at Carroll College charged with right sizing the institutional budget.
- Orchestrated the reorganization of the Information Technology division at Clark College as the Interim Chief Information Officer, resulting in greater data security, increased efficiency, and greater customer satisfaction.
- Participated in union bargaining with IT employees in the State of Washington regarding state-wide position reclassification and was a member of the administrative collaborative bargaining team at MSU-Billings.

Enrollment Management and Retention

- Led the Enrollment Division at Carroll College to 28% growth in new first-time freshman.
- Co-led the Retention Committee at Carroll College with the Vice President of Academic Affairs achieving the second best freshman to sophomore retention rate in the past 20 years in 2020.
- Directed the creation of a centralized enrollment management office for graduate enrollment at the University of St. Thomas, including centralizing intake functions, redesigning the website, creating marketing plans, and creating regular reporting procedures.
- Implemented customer relationship management (CRM) systems at Carroll College, Clark College, and the University of St. Thomas in order to track future students.
- Facilitated the Strategic Enrollment Management (SEM) Task Force at Clark College focusing on stabilizing enrollment and reaching underrepresented populations.
- Facilitated committee work at Clark College with the goal of reforming scholarship strategies to better meet the needs of recruitment, particularly to targeted audiences.
- Developed and implemented an enrollment management plan at the Crown College Center for Adult Programs (CAP) for face-to-face and online programs that led to double-digit growth.

Marketing and Communication

- Led branding efforts at Carroll College, Clark College, Montana State University-Billings, Crown College, and the University of St. Thomas to drive awareness and enrollment, increase community engagement, and support fundraising.
- Served as the organizational spokesperson for high-profile events with media, including working with local print, radio, and television, as well as national news outlets, such as CNN and C-SPAN.
- Planned and executed several high-profile campus visits, including former President Bill Clinton, Supreme Court Justice Clarence Thomas, and sitting members of Congress.
- Implemented a comprehensive social media strategy at Carroll College and Clark College to target key demographics and boost enrollment, including in new graduate degree programs.

- Led and implemented award winning enrollment focused “Penguins Fly” marketing campaign at Clark College, which was nominated for a regional Emmy and was featured by EAB as a model for social media engagement.
- Recognized by PR News for excellence in working peacefully with protestors at the University of St. Thomas School of Law; published a piece in the *Crisis Management Guidebook* on working with non-violent protestors.

Academic Excellence and Teaching

- Taught as adjunct faculty in undergraduate and graduate programs at Clark College, Bethel University, Warner Pacific College, and others.
- Member of Northwest accreditation teams at Stone Child College and North Idaho College.
- Served on the National Advisory Board for the School of Communication at Kaplan University.
- Frequent conference and corporate trainer on topics including: change management, leadership, negotiation, and communication skills.
- Published three book chapters and two articles in peer-reviewed journals.

Legislative Affairs

- Directed the legislative strategy at Clark College, which successfully advocated for funding for a new campus location, Clark College at Boschma Farms.
- Served on the Washington State Board of Community and Technical College task force for legislative affairs to identify opportunities to improve advocacy and better engage legislators.
- Conducted regular visits to Washington, D.C. to establish relationships with legislators and grant agencies on behalf of Montana State University-Billings and Clark College.
- Implemented the Legislative Breakfast Series at Clark College, and previously at Montana State University-Billings, to connect lawmakers and the college community.

Fundraising

- Developed donor proposals and successfully solicited donor support for marketing and scholarship initiatives at Carroll College.
- Participated in the planning and execution of two capital campaigns at Clark College, including consultant selection, event planning, and marketing support.
- Served on the National Campaign Leadership Committee for Montana State University-Billings’ first capital campaign, which surpassed the campaign goal of \$22 million.

Diversity, Equity, and Inclusion

- Led implementation of communication and marketing strategies at Clark College to support the social equity plan.
- Led the annual Iris Awards committee at Clark College, which honors women of achievement in Southwest Washington, increasing event attendance and adding new partner sponsors.
- Worked with the League of United Latin American Citizens (LULAC) on programming and advocacy for Deferred Action Childhood Arrival (DACA) students.
- Trained to deliver and taught Clark College Diversity, Equity, and Inclusion College 101 unit.
- Experience consulting internationally at the Ukrainian Catholic University helping a national non-profit expand their services to low-income youth.
- Fostered my professional development experiences on unconscious bias, hiring for equity, and equity and diversity.

WORK HISTORY

Carroll College – Helena, MT

Vice President of Enrollment Management and Marketing | 2018-Current

Collaboratively lead 15 dedicated staff members responsible for leading the Admission, Financial Aid, and Marketing teams of the college while serving on the senior leadership team. In my first year, I was a lead member of a Program Prioritization effort, which put the college back on a solid financial plan. We met our enrollment goal in fall 2020, surpassing the previous year by 28% and launching two new academic programs. Currently facilitating the campus-wide strategic planning process to develop a five year strategic plan.

Clark College – Vancouver, WA

Chief Communication Officer/ Interim Chief Information Officer | 2013-2018

Responsible for the public relations, marketing, and legislative affairs of the college with a focus on student enrollment and fundraising. Reporting to the President, I led a team of nine professionals and several college-wide committees. Concurrently for three years, I served as the Interim Chief Information Officer, restructuring the IT Division to make it a strategic partner and improve service.

University of St. Thomas School of Law – Minneapolis, MN

Director of Communications | 2007-2013

Responsible for planning and executing communication strategies, including market research, media relations, and marketing through publications, social media, and paid advertising.

University of St. Thomas – St. Paul, MN

Interim Director of Graduate Marketing | 2010 – 2011

Appointed by Executive Vice President of Academics to serve a one-year term to help establish a centralized marketing function for graduate programs.

Crown College – St. Bonifacius, MN

Marketing and Media Relations Director; Adjunct Faculty | 2004 – 2007

Managed a staff in establishing the marketing and communications function at Crown College; taught communication courses in traditional day and adult programs.

Montana State University-Billings – Billings, MT

Marketing Director | 2001 – 2004

Established the first marketing office at MSU-Billings under the direction of the Chancellor, including extensive work on strategic planning and working on the first-ever capital campaign at MSU-Billings.

Dickinson State University – Dickinson, ND

News Bureau Manager/Sports Information Director | 1999-2001

Directly responsible for media outreach and publications, which included a national award-winning media guide for DSU wrestling.

EDUCATION

Doctorate of Education in Organization Development, University of St. Thomas (MN) | 2014

Master of Arts in Leadership, Crown College | 2004

Bachelor of Arts in English, Rocky Mountain College | 1996

RECENT PROFESSIONAL INVOLVEMENT/MEMBERSHIPS

The Theory and Practice of Socio-Economic Management Journal | 2016 – Current

Editorial Board member

Public Information Commission, Washington Association of Community and

Technical Colleges | 2014-2018

Member, President

Northwest Academic Computing Consortium | 2015 – 2018

Leadership Program Faculty

Rex Huntsman Scholarship Foundation | 2012-2020

Board Member

Greater Vancouver Chamber of Commerce Legislative Affairs | 2014-2018

Board of Directors

Information Technology Commission, Washington Association of Community and Technical

Colleges | 2015-2018

Member

Washington Executive Leadership Association | 2015-16

Graduate

ACADEMIC PUBLICATIONS

Journal Articles

“The Leader’s Role in Fighting Pessimism in the Pandemic” *Theory of Socio-Economic Management Journal*, Forthcoming

“Virtue vs. Virus: Can OD Overcome the Heritage of Scientific Management?” With Alla Heorhiadi and John Conbere, *OD Practitioner*; Summer 2014, Vol. 46 Issue 3, p27

Book Chapters

“Looking for Evidence of the TFW Virus,” *Decoding the Socio-Economic Approach to Management*, 2015

“The Harmony of Critical Theory and the Socio Economic Approach to Management,” *Facilitating the Socio-Economic Approach to Management*, 2014

“Face-to-Face: How to manage non-violent protestors”, *PR News Crisis Management Casebook*, 2012

Full list of presentations and public relations work available upon request

COURSES TAUGHT

Clark College (Vancouver, WA)

- PSYC 315: Organizational Behavior (face to face)
- COLL 101: College 101 (face to face)

Warner Pacific University (Portland OR)

- MOL 501A: Organizational Leadership: Theory and Practice (face to face)
- MOL 504A: Systems Thinking and the Learning Organization (face to face)

Bethel University (St. Paul, MN)

- COMM 226: Mass Media Literacy
- COMM 310: Persuasive Communication (face to face)
- BUS 321: Organization Behavior (face to face and online)
- ORGL 330: Theories of Organization and Leadership (face to face and online)
- ORGL 370: Technology and Leadership (face to face)

Crown College (St. Bonifacius, MN)

- Comm 150: Writing for Communication (face to face and online)
- Comm 226: Mass Media Literacy (face to face and online)

Kaplan University (Online)

- Comm 150: Writing for Communication (online)
- Comm 226: Mass Media Literacy (online)