

M. Christopher MacDonald, Ph.D.

EDUCATION

Doctor of Philosophy – Educational Leadership and Policy Studies

Virginia Polytechnic Institute and State University (Virginia Tech)

Dissertation: *The impact of student faculty interaction and intergroup contact on cognitive and sociocultural gains of college seniors as measured by the College Student Experiences Questionnaire*

Master of Arts - Student Development

Appalachian State University

Bachelor of Arts - History and English

Appalachian State University

PROFESSIONAL EXPERIENCE

University of Central Florida

The University of Central Florida is an R1 Doctoral university of more 70,000 students offering more than 260 majors through 12 colleges. Founded in 1963 with the purpose of serving the growing space program, UCF has nationally and internationally recognized programs in engineering, healthcare and hospitality along with consistently being recognized as one of the most innovative universities in the country. The current strategic plan has student success and well-being as the primary focus, and is the largest university to utilize an academic coaching model to prioritize support for students throughout their academic journey.

Assistant Vice President

February 2023 – Present

*Housing, Campus Recreation and Wellness,
Childcare, and Student Neighborhood Relations, University of Central Florida*

Responsibilities

- Lead, direct, and manage all aspects of Housing and Residence Life (including residence life, occupancy management, rent collection, operations and finance), and strategic oversight and supervision of the departments of Recreation and Wellness and the Creative School for Children.
- Responsible for the development and administration of the Housing and Residence Life auxiliary budget and revenues, the administration of the Rec and Wellness Center budget and the Creative School for Children budgets totalling more than \$65M, and ensure the self-sustainability and long term stewardship of facilities and assets.
- Create, foster, and perpetuate a safe, dynamic, and inclusive culture of exemplary student service and learning in the departments of Housing and Residence Life, Campus Recreation and Wellness, and Creative School for Children.
- Serve as critical personnel in campus based emergencies and crises. Advise and recommend strategic courses of action to senior institutional leadership and constituents as requested or required.
- Cultivate and sustain critical campus partnerships with Facilities Operations, UCFPD, faculty, staff, students, parents/families/care givers, vendors, property owners/representatives.
- Collaborate and advise on facility construction, renovation, housekeeping and maintenance priorities and projects.
- Oversee the strategic recruitment, training, supervision, evaluation and ongoing success and support of 800 professional, graduate, and undergraduate USPS, A&P, and OPS employees in Housing and Residence Life, Recreation and Wellness and Creative School for Children.

West Virginia University

West Virginia University is an R1 Doctoral, Land Grant university of more than 33,000 students offering more than 360 majors in virtually all areas of study for baccalaureate, graduate and professional levels. WVU serves as the flagship institution for West Virginia, and singularly identifies as a primary driver for the welfare and transformation of the state and its citizens by bringing needed and valued solutions to real-life problems within the pillars of education, healthcare and prosperity. World class academics that have produced 25 Rhodes Scholars, 24 Truman Scholars and 45 Goldwater Scholars are cultivated by a campus community driven to support students with an orientation found at much smaller institutions.

Executive Director

February 2016 – February 2023

University Housing, West Virginia University

Responsibilities

- Oversee and facilitate operations, budget management, marketing, programmatic design and coordinate facilities operations for on-campus residences consisting of close to 1.6 million square feet and 5400 traditional, suite and apartment style beds.
- Supervise, train and evaluate leadership team of administrative professionals in Assignments, Business Operations and Conference Services.
- *Supervised Residence Life staff and programs comprised of 23 fulltime and 320 student staff from 2016-2018.*
- Collaborate with Student Life, Academic, Enrollment Management and Business Affairs leadership on programs and services to students, enrollment management strategies and fiscal accountability.
- Plan and execute management of annual budget of \$24MM, review and authorization of contracts, purchasing and services from institutional and external entities, and strategic planning of expenditures for capital planning and operational integrity.
- Initiate, facilitate collection and interpretation of assessment data to support strategic planning and evidence-based decision making on student programs, facilities support and updates, and service satisfaction.
- Support and advise on function of three separate public private partnership housing projects consisting of more than 2100 apartment and residence hall style bed spaces, including budget planning, capital improvements, marketing, operational support and occupancy management.
- Lead and organize Student Life Division assessment initiatives in support of operational, student learning and experience outcomes, and preparation for Higher Learning Commission accreditation processes.

Accomplishments:

Developed Housing Master Plan to addresses significant deferred maintenance in more than 65% of housing stock including phased repair and renovation, documented inventory control and use of \$2-\$4MM annually in R/R monies for capital projects and space improvements; introduced reimagined living learning program resulting in 13 newly formed academic, theme and identity based communities serving more than 1200 students as cornerstone to enrollment management efforts; established new residential learning model reflective of residential curriculum to facilitate structured and purposeful engagement of students; organized phased execution of safety and security program that includes installation of exterior and interior card access, cameras and refinement of 24-hour desk management; Led Student Life in reestablishing graduate assistantships with Higher Education program; established housing grant program for students in need to support retention and persistence efforts; coordinated temporary isolation and quarantine support of more than 4000 residents.

Georgia Southern University

Georgia Southern University is a Carnegie Doctoral-Research university of more than 27,000 students offering 124 degree programs at the baccalaureate, master's and doctoral levels. The University's hallmark has been a culture of engagement that bridges theory with practice, extending the learning environment beyond the classroom, and promoting student growth and life success through core values of integrity, civility, kindness, collaboration, and a commitment to lifelong learning, wellness and social responsibility. The institutional culture prides itself on being student centered and embodying the motto of "large scale, small feel".

Executive Director

May 2011 – February 2016

University Housing, Georgia Southern University

Responsibilities:

- Provided operational, programmatic, budgetary, and resource leadership for the residential housing program consisting of more than 1.4 million square feet and comprised of 5000 traditional, suite and apartment style beds.
- Supervised, trained and evaluated leadership of three departments including Business and Administration, Residential and Auxiliary Facilities, and Residence Education. Led organization comprised of teams of clerical, administrative, custodial and trades professional staff numbering more than 160, and graduate, casual and student staff of 300.
- Led the development and monitoring of collaborative academic and programmatic living learning programs, and engagement driven curriculum in support of residential learning outcomes.
- Responsible for the planning and control of \$32MM annual budget, including monthly profit loss analysis, decisions on agency and for-bid contracts, review and approval of procurement process and housing fee assessment, and establishing priorities for spending of surplus and reserve dollars on capital improvements.
- Incorporated the servicing of custodial, maintenance and repair needs in all Auxiliary Services physical spaces including administrative, dining, retail, and health services resulting in additional 800,000 square feet of supported space.
- Collaborated with divisional and academic partners on enrollment management, including specific efforts of recruitment, academic support, student experience and engagement, and retention.
- Created and submitted reports reflecting assessment of operations and programs based on short and long term goals, evidence based decision-making, annual benchmarking exercises, and student learning outcomes.
- Collaborated on assessment of students in crisis and design of supportive response as member of the behavior assessment team (BAT).

Accomplishments:

Completed purchase of 972 bed apartment complex, including \$8 million in structural, utility and furnishing upgrades; Leading redesign of living learning programs including development of five new academic and programmatic partnered communities; Established objectives and initiated focus on residential culture design including residential curriculum and emphasis on learning outcomes; Initiated design of service learning program for student leadership and professional staff to including new alternative spring break and local service experiences; Led sustainability efforts in reduction of energy consumption and reclamation of recyclables resulting in more than \$400,000 in savings; Coordinated generation of \$45 million capital projects plan for both E&G and PPV residential complexes; Reduced operating costs by eliminating targeted contracted services, misplaced resources and utility costs resulting in increased net revenue; Increased scope of facilities and support program by adding maintenance and custodial service to all auxiliary facilities; Led marketing strategies increasing returning student housing registration by 25 percent; Initiated and created program to incorporate inclusive excellence in staff recruitment and professional competency development; Established organizational philosophy of *Patience, Grace, and Trust* in collaborating with colleagues, internal and external stakeholders.

Virginia Polytechnic Institute and State University

Virginia Polytechnic Institute and State University (Virginia Tech) is a more selective, public land-grant university offering more than 240 undergraduate and graduate degree programs to more than 34,000 students. Through its focus on teaching and learning, research and discovery, outreach and engagement, the University seeks to expand personal growth and opportunity, advance social and community development, foster economic competitiveness, and inspire the campus community through its motto, Ut Prosim (that I may serve).

Associate Director of Residence Life

Residence Life, Virginia Tech

April 2007 – May 2011

Responsibilities

- Served as member of Central Office Leadership responsible for management, strategic planning, mission revision, clarity of purpose and outcomes assessment of residential program of more than 9000 beds in traditional, suite style, and apartments supporting undergraduate and graduate students.
- Managed residential communities through supervision of residential staff including 4 mid-level, 14 Masters live-in, 6 administrative, 22 graduate and 226 paraprofessional student staff; supported development and advancement of theme and academically partnered living learning communities including Graduate Life Center.
- Directed all human resource and personnel management processes for the department; coordinated professional and student staff recruitment, screening, hiring and performance appraisal efforts for the department; managed institutional, state and federal employment paperwork in BANNER, institutional specific and PeopleAdmin systems.
- Managed annual wage, staffing and resource budgets in excess of \$700,000; utilize monthly SPREAD reports to monitor fund consumption and coordinate with accounting professionals to create funding requests.
- Provided direction on paraprofessional, graduate and professional training and education modules; oversaw development of content focusing on staff managing job responsibilities while centering on student learning.
- Coordinated with facilities and construction management on design, renovation, and project management of professional and residential spaces; collaborated on design and furnishing of residence hall and community spaces and managed furnishings inventory.
- Crafted and managed internal and external administrative functions including occupancy and facilities management, safety and security, reporting, crisis management and protocols.
- Coordinated with stakeholders on development of emergency preparedness protocols to manage residential, institutional and regional crises.

Accomplishments:

Led task force on review and overhaul of emergency and on-call response protocols for residential environments, partnering with campus and community agencies; Collaborated on creation of two residential colleges and renovation of 1200 bed residential complex; Designed residential incident management portion of university student profile database system; Represented Division of Student Affairs on university task force charged with creation of streamlined hiring processes for professional and administrative staff; Led the design and renovation of six residential staff apartments; Overhauled professional and graduate positions to support focus on residential engagement, and recruitment practices to increase hiring of traditionally underrepresented populations.

Responsibilities:

- Chaired all student leader selection processes, responsible for the recruitment, selection, placement and compliance of federal and state employee paperwork of over 200 paraprofessional staff; direct process that includes individual and group interviewing of potential staff and reappointment of returning staff.
- Directed Residence Life aspects of summer school housing, including supervision and training of professional, summer intern and paraprofessional staff; coordinated with Housing Services for occupancy management through two summer session periods.
- Chaired and expanded scope of RA Mentors Committee, a committee comprised of exemplary members of resident advisors nominated to perform staff development activities, staff recognition efforts, informational publications, and the development and facilitation of annual end of year departmental banquet.
- Designed and supported original programming models in 2003 and 2006 that enhanced staff facilitated educational initiatives.
- Participated in Residence Life planning with Central Office executive staff, collaborating on decisions, policies and procedures, budget and staff allocations, and issues relevant to the direction of the department.
- Administered and managed multiple budgets totaling over \$26,000.
- ***Continued to perform all aspects of the Area Coordinator position detailed below.***

Accomplishments:

Revamped paraprofessional recruitment and selection process to increase number of informed applicants, structured online applications, and professional and supervisory staff appraisal of candidates; Led departmental programming efforts including design and renovation of 3000 square foot resource room, and two evolutions of original programming and student development models; Established bias incident response protocol in collaboration with Dean of Students; Successful in navigating and securing partner live in benefit for graduate hall director position and pet policy for professional live in staff; Collected and utilized three years of facilities data to create condition study of Corps of Cadets housing.

Area Coordinator - Prairie Community and the Corps of Cadets

July 2000 – July 2003

Department of Residential and Dining Programs, Virginia Tech

Responsibilities:

- Managed a 1900 student residential community through the supervision and development of two Masters live-in professionals, two Graduate Hall Directors, one Undergraduate Hall Director, and 49 undergraduate staff members.
- Supervised one full time Area Office Manager who is responsible for student billing, occupancy management, judicial data entry, and key control; assisted with departmental occupancy management by coordinating area roster verifications, assisting with room change processes, and approving special occupancy requests.
- Responded to student behavior and crisis incidents through follow-up meetings, mediating student conflict, providing counseling and referrals to students in need, and fulfill emergency on-call responsibilities for a 9000 on-campus population.
- Enforced and adjudicated student conduct violations by acting as a judicial case manager, facilitated student conduct hearings up to suspension level cases.
- Provided direction, budget management and program development of departmental program resource room, the Imaginarium, including supervision of three graduate Community Advisors and six undergraduate Programming Assistants, coordination of program resource procurement, program development and facilitation, and programming consultation for student leaders.
- Directly supervised and trained the Command Staff of the Virginia Tech Corps of Cadets, including four undergraduate Head Resident Advisors and 11 Resident Advisors.
- Coordinated campus wide Night Monitor Program and the incorporation of card access to residential buildings, including the supervision of three Night Monitor Coordinators and more than 60 Night Monitors, and the design of recruitment efforts and payroll management.
- Coordinated four residential fitness rooms, including staffing, payroll, and equipment maintenance.

Accomplishments:

Overhauled and authored original content for week long, unique training evolution for Cadet Command Staff; Led the design of online programming database for staff evaluation, reporting and archiving of resources; Collaborated on redesign of curriculum for Resident Advisor course EDHL 2374; expanded graduate assistant advising of hall councils and consultation in program resource room; developed peer advising role and additional student employment opportunities for successful residential education leaders.

Loyola University Maryland

Loyola University Maryland is a private, more selective, Jesuit, Catholic residential university committed to the educational and spiritual traditions of the Society of Jesus and to the ideals of liberal education and the development of the whole person. More than 5000 students engage in undergraduate, graduate and doctoral programs, and fulfill the University mission to learn, lead and serve in a diverse and changing world through extensive study abroad programs and community service opportunities.

Assistant Director of Student Life

July 1998 - June 2000

Office of Student Life, Loyola University Maryland

Responsibilities:

- Administered total student development program for two coed first year traditional buildings and two coed apartment style upperclassmen buildings housing 520 students.
- Selected, trained and supervised three graduate assistants, 11 resident assistants and one office assistant.
- Conducted educational conferences and judicial hearings with students who violated the Code of Conduct. Advised students regarding impact of conduct on academic standing.
- Supervised the development of 11 house governments, two area governments and respective graduate advisors. Facilitated contact with faculty mentor and residential faculty involvement.
- Responsible for on-call crisis response for 2900 students.
- Coordinated departmental web page development and authored departmental newsletter.
- Designed and implemented fall and spring graduate training programs; including session content and logistics.
- Responsible for publication of Student Handbook, including text revision, format, redesign, and coordination of campus wide distribution.
- Administered and monitored development and production budgets totaling \$16,000.

Accomplishments:

Created and advised alcohol free programming board, *Bar None*, that provided substance free programming options to students on and off campus; Successfully led initiatives to reduce vandalism, property damage and negative peer confrontation; Collaborated on creation of Committee for Culture Change, charged with designing multicultural and support programs for students and staff; Led or collaborated with team on three off-campus retreats for groups of students (Freshmen Retreat, Men's Retreat, and Multicultural Retreat); Led alternative spring break trip to rural Virginia with eleven students.

TEACHING AND CURRICULUM DEVELOPMENT

Instructor

West Virginia University (Adjunct Graduate Faculty)

- HIED 651—College Student Development
- HIED 654—College Student Affairs

Georgia Southern University (Adjunct Graduate Faculty)

- COUN 7133—Administration and Leadership in Higher Education
- COUN 7134—Ethical and Professional Issues in Student Services,

Virginia Tech

- EDHL 2374—Introduction to Residential Communities and Leadership, 2000-2007
- UNIV 1704—First Year Experience, 2001

Loyola University Maryland

- FE 100--First Year Experience, 1999

Appalachian State University

- HPC 3400—Resident Assistant Leadership Development, 1996-1998

Curriculum Development

Virginia Tech

- EDHL 2374—Introduction to Residential Communities and Leadership, 2000-2003

INSTITUTIONAL SERVICE

Univeristy of Central Florida

Student Success and Well-Being Divisional Leadership

Northview Advisory Board

UnionWest Advisory Board

West Virginia University

General Education Foundation Committee, 2019-2023

Assessment Council, 2018-2023
Academic CARE Team, 2018-2019
Dining RFP Selection Committee, 2018
Retention SWOT Team, 2016-2019
New Student Orientation Advisory, 2016-2023
Student Life Project 168, 2016-2017
WVU Beckley Housing RFP Selection Committee, 2017

Georgia Southern University

Dean of Students Search Committee, 2012
Director of Counseling Center Search Committee, 2012
Enrollment Management Council, 2011-2016
University Athletic Committee, 2011-2016
Student Affairs Council, 2011 – 2016
University Pandemic Response Team, 2011 – 2016
Behavior Assessment Team, 2011 – 2016
SOAR Advisory Council, 2011 – 2016

Virginia Tech

Division of Student Affairs Professional Development Committee, 2008-2011 (Chair 2010)
University Violence Prevention Committee, 2009-2011
University Recruitment Improvement Taskforce (Division of Student Affairs representative), 2008-2009
Division of Student Affairs Student Leadership Development Committee, 2005-2007
CAS Program Review—Office of Student Conduct, 2005
Service Learning Center Advisory Board, 2003-2007
College Alcohol Abuse Prevention Center Stakeholders, 2002-2004
White Ribbon Campaign Steering Committee, 2001-2003

Loyola University Maryland

Spring Break Outreach, 2000
Committee for Cultural Change, 1999-2000
Multicultural Center Steering Committee, 1998-2000

PROFESSIONAL AFFILIATIONS AND INVOLVEMENT

Association of College and University Housing Officers – International, 2010-present

- Higher Education Consortium for Student Affairs Certification, HRL Committee Chair, 2023-present
- Senior Housing Officer Institute, 2019 - 2022 (chair, 2022)
- Journal of College & University Student Housing, 2019-2025 (reviewer)
- Advocacy Task Force, 2016
- National Housing Training Institute faculty, 2015
- Public Policy Advisory Committee, 2011- present, 2015-2019 (chair)
- Conference Presenter

Southern Association for College Student Affairs, 2009-2016

- SACSA/NASPA Region III Mid Managers Institute
- Multicultural Issues Committee

National Association of Student Personnel Administrators, 2005-present

- The Placement Exchange (TPE) 2014-2017, (Chair-2017)
- Annual Conference Program Reviewer
- Conference Presenter
- Webinar panelist

Southeastern Association of Housing Officers, 2000-2016

- Graduate Issues and Involvement Committee
- Conference Presenter

American College Personnel Association, 1997-2015

- Annual Conference Program Reviewer
- C3 volunteer and mentor

Association for Student Conduct Administration, 1998-2002

- ASCA Donald D. Gehring Academy, 1999

SELECT PRESENTATIONS

Arnold, D., Jaskowiak, J. & MacDonald, M.C. (2018, July) *Combating Opioids on Campus and in the Residence Halls*. Association of College and University Housing Officers International Annual Conference and Exposition (ACUHO-I), Denver, CO.

Green, D., MacDonald, M.C. & Miller, T. (2017, April). *Law & Policy in Residence Life and Housing*. Association of College and University Housing Officers International (ACUHO-I) Mid-Level Managers Leadership Institute, Las Vegas, NV.

Hobgood, K. & MacDonald, M.C. (2016, June). *FLSA Impact and Review*. Association of College and University Housing Officers International Annual Conference and Exposition (ACUHO-I), Seattle, WA.

MacDonald, M.C. *Enduring tragedy: managing service to others through service to self*.

(2016, March) – National Association of Student Personnel Administrators Annual Conference (NASPA), Indianapolis, IN.

(2014, June) -- Association of College and University Housing Officers International Annual Conference and Exposition (ACUHO-I), Washington, D.C.

(2014, February) -- Southeastern Association of Housing Officers Conference (SEAHO), Louisville, KY. ---recognized as program of the conference, Best of SEAHO, and invited to present at national conference.

Fitzgerald, B., MacDonald, M.C., Trinklein, A. & Waller, S.D. (2014, June). *Theraserv: animals on campus and in housing*. Association of College and University Housing Officers International Annual Conference and Exposition (ACUHO-I), Washington, D.C.

MacDonald, M.C. (2014, April). *The membership network*. Student Organization and Leadership Development (SOLD) workshop series, Georgia Southern University, Statesboro, GA.

MacDonald, M.C. (2012, February). *Considering Learning Reconsidered*. Student Affairs and Enrollment Management Coffee Hour professional development series, Statesboro, GA.

McCarty, S., MacDonald, M. & Mullins, T. (2012, March). *Actively caring for inclusive excellence: transforming campus environments into welcoming and affirming spaces*. Submitted for presentation at Southeastern Association of Housing Officers Conference (SEAHO), Chattanooga, TN.

MacDonald, M.C. (2010, January). *Search chair: facilitating admission to your organization*. Division of Student Affairs Professional Development, Blacksburg, VA.

MacDonald, M.C. (2004, November). *Do it Like Grandma Does*. Virginia Association of College and University Housing Officers (VACUHO) RA Conference, Harrisonburg, VA.

*Contracted for same presentation

(2005, February) College of William and Mary Student Leader Training In-Service, Williamsburg, VA.

(2005, August) Hollins University Resident Advisor Training, Roanoke, VA.

MacDonald, M.C. (2003, February). *A fine line---staff and student relationships*. Virginia Association of College and University Residence Halls Annual Conference, Blacksburg, VA.

MacDonald, M.C. & Zale, M. (2002, February) *Down the rabbit hole*. Southeastern Association of Housing Officers Conference (SEAHO), Birmingham, AL.

MacDonald, M.C. (January, 2000). *Self-care for leaders*. Emerging Leaders Conference, Loyola College in Maryland, Baltimore, MD.

Authored, presented or co-presented for institutional, divisional and department training on the following topics:

Conflict Management	Diversity and Privilege	Values Clarification
Student Engagement	Assessment and Evaluation	Supervision Theory
Program Development	Crisis Response	Administrative Design
Leadership Development	Organizational Management	Policy Development

AWARDS

- **Best of SEAHO Presentation**, Southeastern Association of Housing Officers, 2014
- **Don Creamer Research Award**, *Virginia Tech*, 2010
- **Residence Life Vision VIP (Values in Place) Award**, *Virginia Tech*, 2006
- **Residence Life Quality VIP (Values in Place) Award**, *Virginia Tech*, 2005
- **First Place**, Southeastern Association of Housing Officers Mid-Level Professional Case Study Competition, 2001