

# Dr. Kirk D. Young

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## PROFESSIONAL EXPERIENCE

August 2014 – Present, **Vice President of Student Affairs; Vice President of Enrollment, Marketing, Communications, and Advancement**, *Jamestown Community College*, Jamestown, NY

Jamestown Community College: A multi-site public community college with campuses in Jamestown, and Olean, New York, and extension centers in Dunkirk, New York and Warren, Pennsylvania; JCC was the first locally sponsored community college in the State University of New York system; enrollment of 2,400 full-time equivalent students, and nearly 4,500 headcount; JCC offers more than 60 degree and certificate programs; total budget of \$33,000,000; three collective bargaining units; service area of three counties in New York, and three in Pennsylvania.

Vice President of Student Affairs (August 2019-present): When I was given responsibility for the full range of functional areas in Student Affairs, in order to provide space for the addition of five new departments, the college president determined to return the JCC Foundation to an oversight model that was in place in previous years. Rather than a vice president serving as the Executive Director of the Foundation, among other responsibilities, a national search was conducted, and the Executive Director was returned to a stand-alone role. As Vice President of Student Affairs, I am responsible for the following functional areas at the college: admissions, enrollment management operations, financial aid and scholarship programs, counseling, advising, student life programs, athletics, intramurals, residence life, marketing, the Single Parents Reaching for Excellence in Education (SPREE) program, student conduct, emergency communications, media relations, public information officer, student success and retention, and community & public relations.

Vice President of Enrollment, Marketing, Communications, and Advancement (2014-2019): Responsible for areas of admissions, enrollment management operations, the Hispanic Success Center, athletics, marketing, community and public relations, and Executive Director of the JCC Foundation.

### Responsibilities:

- Provide strategic vision, leadership, organization and supervision for the Division of Student Affairs

- Provide leadership for accomplishing the college's enrollment goals
- Oversee the development and assessment of student learning outcomes in student affairs
- Oversee all student conduct processes and procedures, including Title IX compliance
- Provide strategic leadership for several campus committees including the Student Affairs Retention Committee, Student Affairs and Campus Conduct, and the Strategic Enrollment and Residence Life Committee
- Oversee all fundraising, alumni affairs, outreach, and grant-writing/management efforts of the JCC Foundation
- Co-chair, with the head of the Faculty Association, of the Planning Advisory Council with responsibility for development of the JCC strategic plan
- Serve as the Chief Enrollment Officer, Public Information Officer, and Chief Student Affairs Officer for the institution
- Advisor for the L.E.A.D.S. program
- Chair the Behavioral Intervention Team (BIT)
- Oversee and manage all issues of student conduct and judicial affairs
- Provide strategic leadership for student success and retention efforts utilizing a comprehensive early alert system

Accomplishments:

- As co-chair of the Planning Advisory Council, conducted an institution-wide climate survey. Additionally, led the teams that implemented a number of changes in response to employee and student feedback
- Led a team that reversed several years of enrollment declines, and increased enrollment in JCC housing by 30%
- Led a coordinated outreach campaign that included visits by myself and the college president to superintendents and principals, along with targeted meetings with business, industry, government, and non-profit leaders in the JCC service area
- Led the college in acquiring and utilizing a constituent relations management (CRM) system, dramatically enhancing the college's effectiveness in communicating and managing relations with prospective students through coordinated communication plans
- Secured grant funding for, and established the first Hispanic Success Center at JCC
- Overhauled the college's strategic marketing plan which revised all marketing, advertising, and promotion efforts to fully integrate social-media, digital-media, and traditional marketing into a unified strategic marketing plan built on lead generation tactics and practices
- Appointed by the County Executive to serve as the chair of the Hispanic Coalition in Chautauqua County with responsibility to establish strategic leadership for the county's efforts in relation to the Hispanic community

- Established the Hispanic Leaders of Tomorrow scholarship program in partnership with the city of Dunkirk and Dunkirk Public Schools
- Along with the faculty co-chair, led the Planning Advisory Council with representation from all areas of the college in the development of the college's strategic plan and development of a new vision statement
- Revised the admissions, advising, and registration process to align with the Guided Pathways, and Completion by Design frameworks
- Oversaw the development of the JCC student success and retention plan
- Oversaw and coordinated all internal and external communications during the COVID-19 pandemic
- Coordinated a community and government-relations initiative acquiring support for the college's strategic objectives
- Provided leadership for all fundraising efforts leading to the growth of the college's endowment by \$2-million over a three-year period
- Oversaw the provision of financial support to students each year through the JCC Foundation providing more than \$300k in scholarships and grants each year
- Led an initiative to achieve strategic fundraising and enrollment objectives through partnerships with key business, industry, not-for-profit, and government constituencies
- Developed curriculum for the JCC student leadership program offering opportunities for students to maximize soft-skill development
- Established multiple partnership programs with four-year institutions that led to significant enrollment gains for both JCC and our partners
- Developed the framework and academic course curriculum for the L.E.A.D.S. program
- Oversaw the implementation of JCC leadership curriculum in nearly every high school throughout Chautauqua County as a part of the L.E.A.D.S. program initiative
- Developed the JCC micro-credential in leadership
- Worked in partnership with faculty in the JCC Addictions Counseling program to develop a collegiate recovery program as a part of the college's DEI efforts and to expand access to students in recovery
- Established food pantries on each of JCC's three campuses
- Developed and implemented a crisis communications plan, served as member of the Emergency Response Team (ERT) for campus emergencies
- Established continuous mental health services for the college

**July 2006 – July 2014, Assistant Vice President for Recruitment and Outreach; Director of the Center for the Advancement of Leadership; Assistant Director of Prospective Student Services; Counselor of Prospective Student Services; Guidance Counselor for the Utah Statewide GEAR UP Education Program**

Utah Valley University: As a multi-site, public, open-admission university, UVU is the largest institution of higher learning in the state of Utah. It is one of a few institutions in the nation that offers a dual-mission model combining the rigor of a university, with the opportunity, access, and vocational programs of a community college. UVU currently serves over 40,000 students, and offers more than 200 degree options ranging from certificate to Master's degree programs.

(During the time I was at Utah Valley University, I was increasingly given more and more responsibility throughout the years. The evolution of my role at the university is outlined as follows)

August 2013 – July 2014, **Assistant Vice President for Recruitment and Outreach**, *Utah Valley University*, Orem, Utah

Responsibilities:

- Lead a division of approximately 40 full-time, 15 part-time, and 20 student employees with a combined budget of more than \$8 million
- Oversee all recruitment efforts for a university of more than 30,000 students (at that time)
- Lead the enrollment, marketing and branding coordination team
- Develop strategic enrollment plans for the entire university as well as individual academic departments and programs
- Oversee the operation of several outreach departments including *TRiO*; *GEAR UP*; *The Women's Success Center*; *The Center for the Advancement of Leadership*; *School, Community, and University Partnerships*; *Prospective Student Services*; and *Turning Point*
- Serve as a member of the senior leadership team of Student Affairs

Accomplishments:

- Led an initiative that streamlined all student communications, maximizing impact for enrollment
- Enhanced the university's use of a constituent relations management (CRM) system dramatically increasing the enrollment of prospective students
- Established a recruitment initiative that enabled prospective students to shadow a current college student for two days, gaining insight into the authentic college experience
- Unified the Turning Point and Women's Success Center programs into one coordinated entity providing educational opportunities to women and underserved populations in the state of Utah
- Increased the UVU Student Ambassador outreach program from 15 to 75 students, dramatically enhancing the university's recruitment, promotion, and outreach capacity

- Significantly increased UVU's recruitment footprint through coordinated efforts with alumni and other affiliation groups leading to dramatic gains in enrollment
- Led an initiative that coordinated and leveraged all contacts by the university with feeder schools resulting in significant enrollment gains
- Led the efforts to align the university's marketing and branding efforts with recruitment goals and objectives
- Significantly increased the use of scholarships and financial aid throughout the recruitment and admissions process by creating strategic scholarships for specific underserved student populations

January 2011 – July 2013, **Director, Center for the Advancement of Leadership, Utah Valley University, Orem, Utah**

Responsibilities:

- Supervise a department of fifteen full-time, ten part-time, and 15 student employees with a combined budget of more than \$2 million
- Oversee all leadership development programming for approximately 200 students each year
- Responsible for managing the department's association with the advisory board including establishing strong relationships with board leadership, overseeing all communications with the board, collaboratively establishing strategic goals and objectives with the board, and keeping the board fully engaged in the affairs of the program
- Develop curriculum for leadership certification and associated coursework
- Teach foundational leadership courses for the program
- Raise funds for scholarships for students in the program
- Design and oversee the execution of student leadership development plans
- Responsible for all strategic planning for the department
- Responsible for program culture and enduring financial viability

Accomplishments:

- Completely revised and updated the leadership certification curriculum aligning it with leadership competencies identified by business, industry, and non-profit leaders
- Recruited a specialized cohort of approximately 200 students each year
- Obtained certification, and conducted workshops in 360-degree feedback for all program students
- Established and maintained strong relationships with business and non-profit partners providing student leadership training opportunities through mentoring, internships, and shadowing experiences
- Recruited a robust pool of professional mentors for all students
- Oversaw the development of programming and curriculum for executive leadership forum for cohort of 12 senior leaders and executives each year

- Led several successful fundraising and community engagement initiatives that leveraged board expertise and relationships and resulted in providing annual scholarships to many of the 200 students in the program

April 2009 – January 2011 **Assistant Director, Prospective Student Services, Utah Valley University, Orem, Utah**

Responsibilities:

- Serve as a member of the senior leadership team responsible for recruitment of all students for a university with enrollment of more than 30,000
- Development and implementation of national strategic recruitment plan
- Travel extensively as a representative of, and recruiter for the university
- Lead the efforts to develop a strategic enrollment plan for the university as well as individual academic departments
- Oversee the student ambassador program

Accomplishments:

- Led enrollment efforts that achieved an increase in 5,000 students over a 3-year period and established the foundation for significant enrollment gains in each of the subsequent years
- Revised and enhanced the student ambassador program, increasing the outreach capacity of the institution by 100%
- Updated and enhanced the university's utilization of the CRM system
- Established alignment of institutional communications with prospective students, significantly reducing confusion and the consequent reduction in enrollment
- Integrated the university's "Dual Mission" concept into the strategic enrollment plan greatly enhancing the institution's attraction to prospective students
- Established the first marketing position specifically designed to focus on prospective student enrollment, significantly enhancing the impact of SEM strategies, and institutional branding efforts
- Developed a comprehensive strategic plan that led to the recognition as the most outstanding department in the entire university

August 2007 – April 2009, **Counselor, Prospective Student Services, Utah Valley University, Wasatch Campus, Heber City, UT**

July 2006 – July 2007, **Guidance Counselor, Utah Statewide GEAR UP Education Program, Utah Valley University, Orem, UT; Wasatch and Summit Counties, UT**

## EDUCATION

PhD, Gonzaga University, Spokane, WA, *Leadership Studies* June 2015  
MS, Brigham Young University, Provo, UT, *Sociology* May 2006  
BA, Utah Valley University, Orem, UT, *Behavioral Science-Psychology* August 2002

**Foreign Language** Fluent in Spanish, speaking, reading, and writing

## ADDITIONAL LEADERSHIP TRAINING AND DEVELOPMENT

Peer Mentor Coach for Student Success--SUNY, NYS Student Success Center Coaching Academy Program, Spring 2021-present

One-Year Advanced Graduate Certificate, Buffalo State College, Buffalo, NY, *Creativity and Change Leadership*, August 2020

Certified Facilitator, *FourSight* Assessment, November 2020-present

Certified Coach and Facilitator, Stewart Leadership 360 Assessment Instrument, March 2020-present

Leadership Fellow, SUNY SAIL Institute, Albany, NY, 2018-present

Certified Coach, The Gallup Organization, 2015-present

Certified Instructor, Phi Theta Kappa Leadership Institute, 2015-present

Certified Coach and Facilitator, 360-degree assessment instrument, DecisionWise, Springville, UT, 2011-present

## TEACHING EXPERIENCE

2004 – Present, **Adjunct Faculty**, *Utah Valley University*, Orem, UT and *Jamestown Community College*, Jamestown, NY

- Courses taught include:
  - Leadership Development Studies
  - Principles of Leadership
  - Organizational Behavior
  - Introduction to Sociology
  - Human Development Life-Span
  - Abnormal Psychology

- Introduction to Anthropology
- Psychology of Personal Effectiveness
- Sociology of the Family
- Student Success Skills
- Psychology of Interpersonal Relations
- Social Psychology
- Introduction to Psychology
- Race and Minority Relations
- Positive Psychology

### **COMMUNITY ENGAGEMENT**

Creative Education Foundation, Board of Directors, 2022-present; Board Vice President, 1/2023-present

United Way of Chautauqua County Advocacy Committee (for Diversity, Equity, and Inclusion) Community Representative, appointed 2020

Community Alliance for Suicide Prevention, Jamestown, NY, 2019-present, Selected as President of the Board of Directors, December, 2020

Infinity—Visual and Performing Arts, Board of Directors, 2016-2023

Rotary Club, Jamestown, NY, 2016-present, Selected as a member of the Board of Directors in 2020, Elected to Vice President in 2023

Chautauqua Leadership Network, Lead Facilitator, 2017-present

Dunkirk City Hispanic Coalition, Chairman, 2017-present

Chautauqua County Hispanic Coalition, Chairman, 2014-2017

Jamestown Strategic Planning and Partnership Commission, 2015-2017

NASPA Region V Student Leadership Programs Knowledge Coordinator, 2013-2014

Business Advisory Board for Granite and Tooele School Districts, Business and Marketing Education, January 2011-2014.

Veterans War Memorial Committee, Heber City, Utah, 2010-2014

Advisory Board for the Center of Engaged Learning, Utah Valley University, 2007-2008.

Spanish Education Instructor, Wasatch County Continuing Education, Heber City, UT,



2005-2011

**AWARDS AND GRANTS**

- 2011 Distinguished Employee of the Year, Utah Valley University.
- 2012 Co-principal Investigator, Utah ImPACT Subgrant awardee. \$66,000 grant for outreach to underserved populations.
- 2017 Principal Investigator, Appalachian Regional Commission Grant, *The Hispanic Success Center at Jamestown Community College*. \$96,000, 18-months.
- 2018 Principal Investigator, Field of Interest Grant, The Chautauqua Regional Community Foundation, *Leadership Mentoring Grant*. \$2,000.
- 2018 Principal Investigator, Field of Interest Grant, The Northern Chautauqua Community Foundation, *A Study of the Hispanic Community in Dunkirk, NY*. \$2,000.

**SELECTED COLLEGE ACTIVITIES**

- Co-chair of Planning Advisory Council, Jamestown Community College, 2017-2023
- Executive Committee, Utah Valley Senior Executive Leadership Forum (UVSELF), Utah Valley University, 2012-2014
- Advisory Board for the Center of Engaged Learning, Utah Valley University, 2007-2008.

**SELECTED WORKSHOP/CONFERENCE PRESENTATIONS**

- Young, K.D. (2023) *Employee engagement in a post-pandemic era*. Southern Tier Leadership Summit – Keynote Address, Saint Bonaventure University, Allegany, NY.
- Young, K.D. (2018). *Transformational leadership: A valuable approach to engagement and motivation*. Southern Tier Leadership Summit, Saint Bonaventure University, Allegany, NY.
- Young, K.D. (2016). *Maximizing your leadership capacity: A strengths-based approach*. Southern Tier Leadership Summit, Saint Bonaventure University, Allegany, NY.
- Young, K.D. (2012). *The organizational impacts of community on retention and*

- satisfaction: A sociological approach to servant-leadership.* Marylhurst University's 2012 Regional Servant-leadership Conference, Marylhurst, Oregon.
- Young, K.D., Peirce, N., & W. Olsen. (2011). *Retention begins with recruitment: Prospective student communication and the retention process.* The Annual Conference for the First Year Experience, Manchester, England.
- Young, K.D. (2009). *Effective leadership: Accessing and utilizing the creative process—A Workshop.* Summer University, Utah Valley University, Orem, Utah.
- Young, K.D. (2005). *Shifts of Olympic proportions: Community satisfaction and the 2002 Winter Olympics.* Annual Conference of the Rural Sociological Society, Sacramento, California.
- Young, K.D. (2004). *Tips for teaching assistants.* Teaching Assistant Training Seminar, Brigham Young University.
- Young, K.D. (2004). *History of organizational development and change.* Guest Lecture for Social Change course (Instructor: Ralph B. Brown, Ph.D.), Brigham Young University.
- Young, K.D. (2004). *Organizational behavior case studies.* Guest Lecture for Organizational Behavior course (Instructor: Stephen Miraglia, Ph.D.), Utah Valley State College.
- Miraglia, S.J., Young, K.D., Fairbourne, J. (2003). *Case study of U.S. Diamond: How organizations can do it right.* Annual Conference of the Pacific Sociological Association, Pasadena, California.

#### **SELECTED CONSULTANCIES, TRAININGS, and WORKSHOPS**

- Young, K.D. (2022). Hired to provide leadership training to the Department of Mental Hygiene of Chautauqua County, NY. Ongoing consultancy.
- Young, K.D. (2022). Hired to lead the strategic planning process for the Chamber of Commerce of Chautauqua County, NY.
- Young, K.D. (2022). *A strengths-based approach to leadership in fundraising.* SUNY CUAD Conference, Ithaca, NY.
- Young, K.D. (2022). *Leadership development: 360-degree feedback and strengths-based leadership.* SUNY SAIL Institute, Executive Leadership Academy Lead Facilitator, New York, NY.

- Lane, J., Oliva, G, Burrell, M., Young, K. (2020). *SAIL webinar: Leading our Institutions in a Time of Crisis: A view from the six domains*. SUNY SAIL Institute, Albany, NY.
- Young, K.D. (2020). *Trends in higher education and strategic planning for department chairs*. Rochester Institute of Technology, Rochester, NY.
- Young, K.D. (2020). *Leadership development and the StrengthsFinder*. The Day Care Council of New York, New York, NY.
- Young, K.D. (2019). *Leadership development for the business officer*. SUNY SAIL Institute for Chief Business Officers, Albany, NY.
- Young, K.D. (2019). *Change and conflict management in higher education*. SUNY Technology Conference, Lake Placid, NY.
- Young, K.D. (2019). *Strengths-based management*. The Early Care and Learning Council of New York, Albany, NY.
- Young, K.D. (2019). *Leadership development in 2019*. New York Association for the Education of Young Children, Verona, NY.
- Young, K.D. (2019). *Strategic planning to enhance diversity in the workforce*. Cummins Engine Corporation, Jamestown Engine Plant, Jamestown, NY.
- Young, K.D. (2018). *StrengthsFinder and strengths-based development*. The Resource Center Leadership Team, Jamestown, NY.
- Young, K.D. (2018). *Innovative strategic planning session*. Student Affairs Division Leaders at Utah Valley University, Orem, UT.
- Young, K.D. (2018). *360-degree feedback training*. Utah Valley Senior Executive Leadership Forum, Orem, UT.
- Young, K.D. & Reyes, K.A. (2018). *Two-day leadership development retreat*. Chautauqua Leadership Network, Chautauqua County, NY.
- Young, K.D. (2018). *Leadership, creativity, and change: A creative approach to leadership development*. Chautauqua Tapestry, Mayville, NY.
- Young, K.D. (2018). *Leadership 2018: A complex task in a rapidly changing world*. ACCORD, Olean, NY.

Young, K.D. (2017). *CSU golf: Achieving greatness one swing at a time*. Colorado State University Women's Golf Team, Fort Collins, CO.

Young, K.D. (2010). *Curriculum development consultant, leadership coursework*. Woodbury School of Management, Utah Valley University, Orem, UT

**PEER REVIEWED PUBLICATIONS**

Cope, M.R., Sanders, S.R., Ward, C., Young, K.D. (2021). In the shadow of the mountain: A socio-historical case study on rapid population growth in two neighboring population centers in the western United States. *Societies*, 11, 5, <https://doi.org/10.3390/soc11010005>

Cope, M.R., Flaherty, J., Young, K.D., & Brown, R.B. (2015). Olympic boomtown: The social impacts of a one-time mega-event in Utah's Heber Valley. *Sociological Spectrum*, 35(2), 136-160. DOI: 10.1080/02732173.2014.1000553

Young, K.D. (2014). The organizational impacts of community on retention and satisfaction: A sociological approach to servant-leadership. *The International Journal of Servant-leadership*, 7.

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