

H. Neil Matkin, Ed.D.

Professional Experience

2012 – Present **Executive Vice President, Louisiana Community & Technical College System**

2013 – Present **Chair, Board of Regents Articulation and Transfer Committee**

Louisiana Community & Technical College System: Comprised of 13 colleges throughout the state serving over 175,000 students and Work Ready U, Louisiana’s adult basic education program providing services to 36,000 adult learners. Our focus is to provide the best academic, technical, and adult basic education offerings possible to meet Louisiana’s transfer and workforce training needs. Louisiana’s community and technical colleges have enjoyed substantial growth of a hundred and two percent (102%) since 2007.

Office of the Executive Vice President: Responsible for state-wide academic affairs, work force, student services, institutional research, online, and adult basic education offerings. The office is charged to support policy leadership in all of these areas while being responsive to the needs and directions of the System President, Governor’s office, Legislators, and College Leadership.

Chair, Board of Regents Articulation and Transfer Committee: This statewide Committee has representation from all colleges and universities and focuses on facilitating successful transfer, developing seamless program articulation, and establishing uniform general education criteria, advanced placement (AP) test score acceptance, and common course numbering standards.

Selected Accomplishments:

- Instrumental in the execution of the Workforce and Innovation for a Stronger Economy (WISE) Fund garnering \$12 million new dollars for LCTCS colleges (2014-2015).
- Worked directly over two years with JP Morgan Chase to garner the largest single grant to the LCTCS Foundation in the amount of \$1 million (2013). Worked as part of a statewide team to successfully garner \$8.4 million in Trade Act Grants

- and led the team that successfully garnered \$1.8M in JFF/Accelerating Opportunities grants (2013-2014).
- Fulfilling a mandate of the Board, created a professional development plan for all thirteen colleges targeted at all employee groups. Launched a new executive leadership program called the Louisiana Leadership Academy in November 2014 that will ultimately earn graduate credit. Beginning work to create a master teacher seminar for faculty.
 - Direct responsibility for WorkReadyU, Louisiana's \$12 million per year (combined federal and state funds) adult basic education program. Highlight for 2013-2014 was successful migration from GED to ETS for high school equivalency offerings that avoided increases to those who could least afford it while increasing services and revenue streams for the colleges. Included diagnostics for developmental education follow up on modules where applicants did not pass. Louisiana leads the nation in three out of four key measures.
 - Led study resolutions working with the National Center for Higher Education Management System (NCHEMS) and FutureWorks, LLC to fulfill Senate Concurrent Resolutions 16 and 170 (2013) facilitating future expansion in Livingston and St. Mary's Parishes.
 - Worked successfully with Futureworks, LLC to bring Senate Concurrent Resolution Number 17 (2012) to completion (study of merger of Baton Rouge Community College and Capital Area Technical College). Wrote legislation for merger that was successfully passed in the 2013 legislative session.
 - Completed numerous legislative study resolutions on time: HCR 95, HR 155, HR 151, and HR 147 (2012-2014).
 - Led and staffed an inhouse effort to replace an outsourced software product for federal tracking of Louisiana's adult basic education clients reducing costs by \$600,000 per year and establishing cooperative efforts between Louisiana and other states.
 - Successfully worked with the Commissioner of Higher Education and Louisiana Board of Regents to avoid failure of the Grad Act performance measures for three LCTCS colleges in 2013-2014 and laid the groundwork to add community college specific measures to safeguard two-year college performance and recognize the unique mission of the comprehensive community college.
 - Worked with Board of Regents to successfully implement statewide guidelines for Centers of Workforce Excellence (Act 555 and Act 556, 2010) shepherded the creation of four Centers of Workforce Excellence complete with broad tuition authority (2012-2014).
 - Facilitated implementation of a long overdue framework to implement Common Course Numbering for all 13 colleges in the Louisiana system.
 - Preparation and delivery of multiple presentations on behalf of the System President to multiple Board, legislative, and college audiences.

2008 – 2012 President, San Jacinto College – Central Campus, Pasadena, TX

**2009 – 2012 Chair, Workforce and Economic Development Council,
San Jacinto College District**

San Jacinto College District: San Jacinto College Central Campus, the largest of three campuses in the San Jacinto College District, is located in southeast Harris County, adjacent to Houston, the fourth largest city in the nation. The College District educates approximately 30,000 students each year at its three campuses and multiple extension centers. Enrollment at the Central Campus at the time of my departure was just under 16,000 students per semester (unduplicated headcount).

President, Central Campus: San Jacinto College Central Campus is centrally located in the cities of Pasadena and La Porte, Texas and immediately adjacent to the city of Deer Park. The Central Campus also serves portions of Clear Lake (not in taxing district) and draws from other surrounding communities. The president serves as the chief executive officer of the campus.

Chair, Workforce and Economic Development Council: District-wide council with a mission to plan for targeted, strategic growth and expansion to meet community and workforce needs. Created five-year strategic plan adopted by the Board, expanded process technology, healthcare, and maritime offerings, created linked classes for credit and non-credit courses, and began planning for implementation of a Bachelor of Science in Nursing.

Selected Accomplishments:

- Successfully represented the college in its ten-year Southern Association of Colleges and Schools (SACS) accreditation visit resulting in two minor notations and an excellent report (2008).
- In the aftermath of Hurricane Ike, which severely interrupted the Fall 2008 semester, worked to create alternative instructional methods to ensure that educational objectives were met successfully in a reduced time semester. Despite losing over two weeks of instructional time, a plan was devised that met all educational objectives and resulted in approval from the State of Texas Higher Education Coordinating Board, the Southern Association of Colleges and Schools, campus leadership, faculty, and students. The plan was successfully implemented and educational objectives were met. In addition, due to quickly organizing student service outreach, enrollment remained steady with less than two percent of enrolled students withdrawing due to the hurricane.
- Chair of a permanent, district-wide Economic Development Council that created a master plan for workforce and economic development for all three campuses that lead to new programming across multiple fields and the introduction of a successful maritime program and exploration of a Bachelor of Science in Nursing.
- Implemented success bond proceeds of \$111 million in improvements of the Central campus. Facilitated design, programming, and construction for four new buildings as part of the 2008 bond program bringing 155,769 square feet online

with an additional 108,000 square feet completed in Fall 2012. In addition, negotiated memorandum of understanding on an additional building and \$1.2 million in refurbishments to house the La Porte College Center in partnership with the La Porte Independent School District. The following buildings were brought on line on schedule and under budget:

1. Education Center and Lab School
Opened Summer 2010
25,000 Square Feet
2. La Porte College Center
Opened January 2011
8,105 Square Feet
3. Transportation Center
Opened August 2011
84,600 Square Feet
4. Health Science Addition
Opened January 2012
38,064 Square Feet
5. Science Building
Opened September 2012 (after my departure)
108,000 Square Feet

- Seamlessly reorganized and continued to function after a budget mandated Voluntary Separation and Severance Program reduced campus faculty and staff by forty-five full time employees.
- Hired highly talented and motivated individuals to serve as the vice president of learning and five dean positions. Had opportunity to create one position anew, the administrative dean, and split the technical offerings between two deans to better balance the workload and facilitate broader expansion of programs.
- Hired excellent coordinators for student life and dual credit resulting in a renewed recreational sports program (growing from just 150 students involved to over 500 in two years) and vastly enhanced academic and technical offerings to local high schools.
- Envisioned, proposed, and chaired a year long Distance Learning Task Force that created a three-year plan that was approved and funded by the Board.
- Worked with area school districts, Pasadena ISD, Deer Park ISD, and La Porte ISD, to expand dual credit enrollment (2009-2012), create a stand-alone college center (2011), and launch a State-approved early college high school (2011) in a 97% Hispanic school with 92% free and reduced lunches. Worked on extensive planning for a second early college high school and a 1,500 student Career and Technical Education High School partnership with the Pasadena Independent School District (both scheduled to come online in 2014).
- Piloted unique occupational articulation agreement across twelve programs with the La Porte Independent School District (came online in spring 2012).
- Implementation of a performance management plan for staff and faculty. Worked to implement this program seamlessly and to gain faculty and staff buy in by communicating in a straightforward and honest manner.
- Worked successfully with Achieving the Dream coaches to reform the use of data in decision making at San Jacinto College ultimately leading to attainment of

leader college status shortly after my departure.

- 2003 – 2008** **Vice Chancellor and Chief Information Officer, Virginia Community College System, Richmond, Virginia**
- 2007 – 2008** **Chair, Chancellor’s Statewide Emergency Preparedness Task Force (in response to the April 16, 2007 Virginia Tech Tragedy)**

Virginia Community College System: A campus system of 23 colleges on 40 campuses located throughout the Commonwealth of Virginia, serving almost 160,000 Virginians each year (unduplicated headcount), the largest higher education institution in Virginia with annual operating and capital budget of approximately \$1 billion.

Vice Chancellor, Information Technology Services: Chief Information Officer for the system, responsible for information technology planning for \$36-38 million system wide and \$10-14 million directly (including projects), provides direct leadership for staff of 70 and works with campus presidents, vice presidents of finance, chief information officers, and others to provide guidance for all IT personnel and policies throughout the system, responsible for overall vision and successful operation, member of Chancellor’s executive cabinet.

Chair, Chancellor’s Statewide Emergency Preparedness Task Force: Chaired year long state wide task force to examine campus safety and emergency preparedness for forty campuses of the Virginia Community College System in the wake of the Virginia Tech tragedy of April 16, 2007. The effort included state and national research, interviews with state and national experts, public hearings throughout the state, and the publication of a comprehensive report accepted by the Board at its January 2008 meeting and subsequently submitted to Governor Timothy Kaine.

Selected Accomplishments:

- Provided direct oversight of Information Technology Services office that provides shared student administrative systems, financial systems, course management systems, and student e-mail systems to all twenty-three colleges located on forty campuses throughout Virginia.
- Built successful relationships with twenty-three community college Presidents and Chief Information Officers, Vice Presidents of Finance, Vice Presidents of Academics and Student Services, and Vice Presidents of Workforce Development, as well as Commonwealth Chief Information Officer, Governor’s Secretaries of Education and Technology, and members of the Virginia legislature as required to move VCCS initiatives forward in support of the Chancellor’s vision and direction.
- Advised the Chancellor and Executive Cabinet on technology related matters that affect VCCS operations including federal and state requirements, current developments and advances.
- Secured resources to expanded key systems and coordinate major upgrades of all critical systems statewide by presenting a compelling business case.

Selected Accomplishments:

- Worked successfully with a newly formed Board representing multiple constituencies served by the shared resource to develop and implement a forward looking strategic plan.
- Brought about a fully functioning new service agency having gained \$15.5 million new state funding (\$77.5 million over five years) and additional federal funding.
- Hired staff of 70, opened ten offices statewide, navigated multiple unions with varying employment rules, and created a singular organization where none had existed before while maintaining support of the Board of Higher Education, Community College Board, and the State Board of Education.
- Provided leadership to a new organization while rolling out services statewide at an unprecedented pace.
- Built the nation's largest and most successful statewide education network achieving national recognition and cited as the leading factor in Illinois attaining first in the nation in education technology in independent studies over two consecutive years (second year tied).
- Testified before numerous legislative committees and worked with the Governor's office to pass significant legislation incorporating greater operational flexibility and creating additional funding streams to address digital divide issues
- Maintained level funding in fiscal year 2003, one of a handful of agencies to do so in the last year of Governor Ryan's administration.
- Defended funding in the first year of Governor Blagojevich's administration to become the only state agency to receive no rescission in fiscal year 2003 funding levels and receive level funding for fiscal year 2004.
- Merged operations and employees from ten separate organizations with seamless transition of union, professional exempt, and civil service employees into new "umbrella" entity under the Board of Higher Education.
- Implemented a comprehensive cost recovery system to create a long-term funding model to match exponential growth trends.
- Expanded the customer base from 3,900 to 5,700 connected institutions including all public colleges, universities, libraries, public and private K-12 schools, all major museums, one fifth of all Illinois municipalities, numerous hospitals and healthcare organizations, and not for profit service organizations such as Head Start, YMCA, YWCA, and Boys and Girls Clubs.
- Led a complete reorganization in the fourth year of operations resulting in a strategic plan for the future, realignment of regional office locations and staffing levels to match client demographics, and implementation of service to meet unique client requirements.
- Negotiated with SBC, Inc. to develop deep discount tariffs for education and create linear termination penalties lowering overall costs – the same termination penalty caps were eventually adopted across eighteen states.
- Oversight of ten offices and fifteen major equipment sites with equipment valued at \$45 million.
- Received specific commendation in the State University Civil Service System audit (2003) for revised human resource system.
- Completed rewrite of employee policy manual adding liberal maternity/paternity leave policies and employee training policies without increasing budget.

**Co-Director
Illinois Century Network
Interagency Governance Board, Springfield, Illinois**

(1999 – 2001)

Selected Accomplishments:

- Shepherded the creation of the Illinois Century Network with unanimous passage of legislation and approval \$15.5 million in new state funding (\$77.5 million over five years). Worked around the clock to secure initial funding and legislation to create the network – passed unanimously in the Illinois legislature and signed into law June 8, 1999.
- In collaboration with a new Board founded by the Illinois Century Network Act, worked to unify disparate parties by working successfully with all education sectors to collaborate statewide growing the network from initial 2,500 primarily K-12 institutions to over 3,900 entities connecting all K-12 districts, all 48 community colleges and satellite centers, all nine university systems and campuses, all University of Illinois extension centers in 102 counties, 90% of public libraries, and all major museums throughout the state.
- Hired and trained top notch professional, fiscal, technical, and clerical staff and established a corporate culture of service, ethics, and commitment to “do great things for Illinois” and create an education network “for the kids.”
- Instituted fiscal and property control systems that allowed operation without material audit findings or notations of any kind for the entire history of the organization while accurately tracking over \$45 million of property located in over five hundred sites throughout the state.
- Created a tracking system to monitor and oversee Federal E-rate funding for K-12 schools and libraries throughout Illinois and passed Federal audits successfully accounting for 3-6 million dollars in reimbursements per year.

**Associate Director, Information Systems/Policy Analyst
Illinois Board of Higher Education
Springfield, Illinois**

(1997 – 1999)

Selected Accomplishments:

- Served on executive steering committees furthering utilization of technology in higher education and creation of a 455-site video education network, administered \$30 million to 12 education consortia throughout the state.
- Actively participated in senior policy staff teams involved in reading of grants and forming recommendation of awards.
- Served as staff for statewide taskforce that created the Illinois Century Network.
- Responsible for developing five-year information systems strategy.
- Planned and executed the systematic migration of all database applications from mainframe to server-based data systems reducing agency costs by 40%.
- Project leader to move Board offices to new facilities overseeing every aspect of construction, design, and implementation.
- Reengineered statewide public university budget tools replacing antiquated systems.

- Represented the Board of Higher Education to the Illinois Association of Institutional Researchers and to the National Center for Education Statistics.

Director, Information Systems and Services (1995 – 1997)
Ambassador University
Big Sandy, Texas

Selected Accomplishments:

- Chaired campus committee to develop five-year technology plan.
- Designed and led planning sessions to develop individual academic department technology strategies.
- Responsible for campus technology budget and all accounting, payroll, and campus management systems.
- Implemented first universal campus e-mail, Internet access, and world wide web resources for all students, staff, and faculty.
- Streamlined budget expenditures by twenty-five percent over eighteen months while expanding services via grants and collaborative efforts between academic and non-academic departments.
- Upgraded and expanded campus wide mainframe and local area network with over 400 nodes and seven servers.
- Implemented campus wide fiber optic backbone and cable television network in conjunction with construction of chilled water corridor bringing twenty-two buildings on line in ninety days without discernible interruption in services.

Department Chair, Computer Information Systems (1992 – 1997)
Ambassador University
Big Sandy, Texas

Selected Accomplishments:

- Significantly revised the curriculum for the bachelor's degree in management information systems (1992) to adhere to the model curriculum developed by the Association of Information Systems Professionals (AISP).
- Developed and implemented bachelor's degree in computer information systems (1996).
- Assigned as a team leader to successfully prepare the university for accreditation visit from the Southern Association of Colleges and Schools (SACS) and received a commendation for the Computer Information Systems department for inclusion of graduates in curricular review.
- Formed strategic partnerships to place ninety percent of MIS graduates at an average starting salary of \$32,500 (1995 survey data) surpassing the averages of major universities in engineering and computer science.
- Developed and utilized extensive graduate survey instruments resulting in continued improvement of curricular offerings.
- Negotiated and received software grants totaling \$1.4 million.

**Assistant Professor, Management Information Systems
Ambassador University
Big Sandy, Texas**

(1990 – 1992)

Selected Accomplishments:

- Taught undergraduate information systems courses.
- Faculty sponsor to the student Data Processing Management Association chapter.
- Taught 7 a.m. COBOL class and actually got students to attend.
- Researched and documented materials to present and receive approval to offer new four year major, additional associate degree and minor tracks.
- Worked with team to prepare for initial SACS visit receiving with my academic department receiving a commendation for efforts to survey graduates and make insightful adjustments to curricular offerings.
- Participated in campus technology council and campus curriculum committee.

**Telecommunications Analyst
Worldwide Church of God
Pasadena, California**

(1983 – 1990)

Selected Accomplishments:

- Tracked \$2.2 million annual telecommunications budget.
- Created systems and exception reports that targeted billing abnormalities resulting in a decrease of \$45,000 in annual expenditures and recovery of \$160,000 from telecommunications billing errors.
- Developed measurement systems later used by AT&T to accurately forecast the number of circuits needed to capture call volume of 40,000-80,000 calls per week in response to national television broadcasts and traffic resulting from advertising.
- Installed and programmed multiple telephone systems at offices in the USA and Canada.

**Consultant, Analyst, Visiting Professor, Lecturer, or Project Leader for Education,
Business, Healthcare, and Government (1986-2014):**

- Illinois, 1997-2006, 2011-2014: Illinois State University, Western Illinois University (Center for the Application of Information Technology), University of Illinois at Springfield, Illinois Hospital Association (pro bono), Illinois State University Higher Education Policy Center.
- Louisiana, 2010, 2013: Louisiana College and Technical College System, Governor's Appointment to Louisiana Health Works Commission (2012-2013).
- Texas, 1983-1986, 1990-1997: American Airlines AMR Information Systems, Jerry Gentry Associates, Annie's Attic, University of Texas at Tyler, St. Paul's Medical Center Heart and Lung Transplant Unit (pro bono), The Movie Store (pro bono), Jarvis Christian College.
- California, 1986-1990: City of Pasadena, ScoTel Communications, Teac, Ltd., Binney, Chase, and Van Horn Insurance, and Pacific Telesis.

EDUCATION

- State Higher Education Executive Officer (SHEEO) and Lumina Academy for State Policy Leadership in Higher Education 2013
- Graduate, Executive Leadership Institute (ELI), League for Innovation 2006
- Doctorate of Education, Texas A & M University, Commerce, TX 2000
 - Major: Higher Education, Supervision, Curriculum, Instruction
Dissertation Title: *Consensus of Academic and Industry Experts and Practitioners on Essential Information Systems Curriculum Elements: A Delphi Study*
 - Comprehensive Minor: Management
- Master of Business Administration, University of Dallas, Irving, TX 1994
 - Information Systems track
- Master of Science, Golden Gate University, Los Angeles, CA 1989
 - Major: Management of Telecommunications
- Bachelor of Arts, Ambassador College, Pasadena, CA 1986
 - Major: Liberal Arts/Theology
- Associate of Arts, Ambassador College, Big Sandy, TX 1983
 - Major: Liberal Arts/General Education

TEACHING EXPERIENCE

1999 - 2002	University of Illinois Springfield, Illinois	Adjunct Professor, Management Information Systems
1990 - 1997	Ambassador University Big Sandy, TX	Instructor/Assistant Professor, Management Information Systems, Computer Information Systems
	Jarvis Christian College Hawkins, Texas	Adjunct Instructor, Business
	University of Texas, Tyler, Texas	Adjunct Lecturer, Computer Science
1989 - 1990	Golden Gate University Los Angeles, California	Adjunct Lecturer, Telecommunications Management
	Woodbury University Burbank, California	Adjunct Lecturer, Telecommunications

COMMUNITY AND OTHER LEADERSHIP ACTIVITIES

- Most significant community leadership over a twenty-seven year period has been a wonderful marriage and prioritization of time and guidance to three sons of whom my wife and I are especially proud.
- La Porte-Bayshore Chamber of Commerce, Chair-Elect (2012), VP Work Force and Economic Development (2011), member of executive board (2009-present)
- La Porte Rotary, International Coordinator (2012).
- Associate, National Center for Public Policy and Higher Education, San Jose, CA, (2009-2010).
- Served as a member of the Digital Divide sub-committee of the House Computer and Technology Committee to address the provision of broadband access to rural and underserved areas of the state (1999-2001).
- Charter member of new Rotary Club, Big Sandy, Texas (1996-1997).
- Served seven years as a director of student Toastmaster's Clubs (1990-1997).
- Worked with St. Jude's Children's Hospital in organizing fund raising efforts (1992-1994).
- Funding support for various charities, public radio, and local institutions.

SELECT PUBLICATIONS AND PRESENTATIONS

- March 12, 2014, Louisiana Community and Technical College System Annual Conference, "**Seven Successive Successes – The Answer to Successful Developmental Education Outcomes.**"
- September 27, 2013, Southern Louisiana Community College Executive Retreat, "**Achieving Excellence Amidst Current Higher Education Trends.**"
- March 14, 2013, Louisiana Community and Technical College System Annual Conference, "**Building a WOW! College Experience.**"
- September 26, 2012, Louisiana Board of Regents, Baton Rouge, LA, "**LCTCS Fiscal Year 2012 Budget Update.**"
- June 7, 2010, League for Innovation, Phoenix, AZ, Learning College Summit: "**Building the WOW! College.**"
- March 25, 2010, Louisiana College and Technical College System, New Orleans, LA, Rising to Meet the Challenge, "**Ensuring Success in the LCTCS ERP Implementation: What to Expect.**"
- May 26, 2009, National Institute for Staff and Organizational Development (NISOD), Austin, TX, International Conference on Teaching and Leadership Excellence, "**Virginia Education Wizard: Easing Access to Higher Education and Feeding Virginia's Economy**" [Co-Presenter: Dr. Glenn DuBois, Chancellor, Virginia Community College System].
- October 22, 2006, League for Innovation, Charlotte, NC: "**ERP Hatfields and McCoys: Academics vs. Technology.**" [Co-Presenter: Dr. Monty Sullivan, Vice Chancellor, Academic Services and Research, Virginia Community College System.]
- April 10, 2006, Southern Association of College and University Business Officers, Asheville, NC: "**ERP Implementations – The Good, The Bad, and the Ugly.**"

- July 29, 2004, Virginia Community College System Board of Visitors, **“Behind the Curtain, The VCCS Information Technology Services Office.”**
- February 2003, Illinois Math and Science Academy Great Minds Series, Bridging the Digital Divide, Aurora, IL: **“Community Partnerships, Making the Difference.”**
- November 7 – 8, 2002, Building a Brighter Future Conference, Making the Case for Telecommunications: Public & Private Opportunities, Springfield, IL: **“Illinois Century Network: Leveraging the State’s Investment in Telecommunications.”**
- October 13 – 15, 2002, MiCTA & ATAlliance 2002 Fall Conference: Innovative Solutions for Technological Needs, Kissimmee, FL: **“Planning Community Networking Initiatives: Legal, Technical, and Public Policy Issues.”**
- February 6 – 7, 2002, A Gathering of State Networks, sponsored by Educause and the Consortium for School Networking, Tempe, AZ: **“How to Improve the Dialogue Between K-12 and Higher Education on Network Applications and Shared Political Interests.”**
- December 4, 2001, Link Michigan Regional Telecommunication Planning Program, Statewide Kickoff Meeting, East Lansing, MI, Case study presentation: **“Regional Telecommunication Planning Program – Community Partnerships.”**
- March 9, 2000, ACT Council Annual Seminar, Matteson, Illinois: **“Access, Equity, and Technology: The New Challenges.”** [Co-Presenter: Dr. Max McGee, State Superintendent of Schools.]
- October 20 – 23, 1999, League for Innovation Conference, Illinois Technology Officers Summit, Chicago, IL: **“Applying Technology to Teaching and Learning.”**
- 2001-2003, **Advanced Engineering Taskforce Report to the State of Illinois**, Editor and Contributor.
- March 9, 2000, ACT Council Annual Seminar **“Access, Equity, and Technology: The New Challenges,”** Matteson, Illinois.
- **“Teaching and Learning, Anytime, Anywhere,”** H. Neil Matkin and S. Lynn Murphy. White paper presented to the Illinois House Committee on Computer Technology (1999).
- **“Persistence, Graduation, and Time-to-Degree,”** H. Neil Matkin, Illinois Board of Higher Education publication (1999).
- October 20 – 23, 1999, League for Innovation Conference, **“Applying Technology to Teaching and Learning – Illinois Technology Officers Summit,”** Chicago.
- **“Update on Technology Initiatives in Illinois Higher Education,”** Illinois Board of Higher Education publication (1998).
- **“Assessing or Reaffirming Accreditation Criteria for the Southern Association of Colleges and Schools (SACS): Development of an Alumni and Student Survey Instrument,”** Johnson, William L.; Matkin, H. Neil; and Others. Paper presented at the Annual Meeting of the Southwest Educational Research Association, San Antonio, Texas, January 27-29, 1994.