
Dave Crafts

September 13, 2018

Dear Search Committee:

I am excited to submit my information for consideration for the position of Associate Dean of Students & Chief of Staff at UC Santa Cruz. I have nearly 2 decades of experience in higher education with depth and breadth in many areas. My passion, which is apparent in my daily professional and personal life, is the ability to educate, advocate for and serve students of all backgrounds while advancing the mission, vision and values of the institution. I have a keen ability to assist students in their professional, emotional and leadership development while connecting and partnering with faculty, administrators and community leaders. This paired with my skills in research and strategic planning makes me an ideal candidate for the position.

As you can see from my resume, my broad experience is what will set me apart from other candidates based on my experience as a first-generation college student. By serving in various roles and departments at extremely various institutions, I am able to understand the mind-set of stakeholders both inside and outside of the college and what their needs may be to effectively partner with them. I am also able to recognize students', faculty and staff members varying needs based on my experience at colleges and universities which vary in size, services and foci. My experience in student affairs includes significant experience in the following areas:

- *Title IX Investigation & Adjudication*
- *Auxiliary Services/Bookstore Management*
- *Student Union oversight*
- *Admissions & Enrollment Management*
- *Student Engagement & Leadership Development*
- *Alcohol and Other Drug Prevention Education*
- *Student Conduct/Rights & Responsibilities*
- *Campus Crisis Management/On-Call Responder*
- *Classroom Instruction/Adjunct Faculty*
- *New Student Orientation*
- *Service-Learning*
- *Residence Life & Housing*
- *Facilities Management*
- *Fraternity & Sorority Life*
- *Large Budget Projection and Management*
- *Strategic Planning*

My current role as Director of Student Involvement & University Center Services at the University of Pacific allows me the opportunity to lead a robust team of full-time staff to deliver a comprehensive portfolio of leadership and engagement opportunities for the nearly 6,000 students located on the three campuses of University of the Pacific which include Stockton, Sacramento and San Francisco. I have the privilege to manage nearly a \$2 million-dollar budget coming from multiple revenue streams. Strategically planning both student engagement initiatives and an auxiliary bookstore allow me to connect all three campuses and deliver comparable services to all students regardless of location, major or standing by partnering with administrators on all three campuses while partnering with stakeholders on all three campuses. I have also recently completed my certification in **Trauma-Informed Sexual Assault Investigation & Adjudication from the National Center for Campus Public Safety**.

When serving as Director of Student Life and Housing at Mercy College of Ohio, I was able to understand the complex and vital relationship between the institution and the city of Toledo. By serving as a Board Member for the Toledo UpTown Association – the economic development corporation for the neighborhood in which I worked, lived and played-- I became the face of Mercy College to many residents, business owners, political dignitaries, and non-profits leaders. This interaction on behalf of the College allowed me to advocate for the institution and its students and ensure positive change through direct economic development initiatives. I transformed the student experience at Mercy College by leading the Office of Student Life through change. Some of my accomplishments included developing a new off-campus leadership retreat, expanding the number and scope of student organizations, centralizing the student experience to be inclusive of all students regardless of

program or location, moving student housing into a higher-quality facility, transforming Student Senate from an event planning organization to a governing body, and many other positive deliverables.

I also made significant impact in that community through service and leadership. In addition to the UpTown Association, I committed myself to volunteering with several community organizations including The Promise House Project, The Glass City Marathon and The Special Events Association of Northwest Ohio. I believe making connections and building relationships is essential. I demonstrated my commitment to diversity and inclusion by serving as the founding President of the Toledo Chapter of the National Diversity Council. My passions are in understanding myself in order to understand others which ultimately leads to a global environment of inclusion and social-justice.

I would welcome to opportunity to speak with you further about my passions and qualifications. Thank you in advance for your time and consideration.

A handwritten signature in black ink that reads "David M Crafts". The signature is written in a cursive, flowing style with a large, stylized 'D' and 'C'.

Dave Crafts

EDUCATION

Doctorate of Philosophy in Organizational Leadership (2019, Anticipated)
Chicago School of Professional Psychology; Chicago, Illinois

Master of Education, Adult and Higher Education: College Student Affairs Leadership (2000)
Grand Valley State University; Allendale, Michigan

Bachelor of Science in Psychology (1998)
Grand Valley State University; Allendale, Michigan

Study Abroad Program - British Culture and Urbanization (1997)
Kingston University; Kingston, England

Study Abroad Program - Mexican Culture and Service-Learning (1999)
Universidad de las Américas; Puebla, Mexico

EMPLOYMENT

University of the Pacific, Stockton, CA

July 2016 - Present

Director of Student Involvement & University Center Services

University of the Pacific is an urban, non-profit, private institution with over 6000 students on three campuses throughout northern California. The University boasts a blend of liberal arts education and professional programs with a 50% residential undergraduate population.

- Lead the Office of Student Leadership & Involvement (OSLI) to develop and implement student engagement initiatives and auxiliary services directly on the Stockton campus, and via partnership with the San Francisco and Sacramento campuses
- Assess all OSLI initiatives and services
- Directly supervise and train seven (7) full time professionals, two (3) graduate students, and indirectly supervise over 100 undergraduate student employees.
- Oversee the following departments:
 - University Bookstore
 - Student Activities Center
 - Arts & Entertainment Programming Board
 - Student Leadership Development
 - Conference Services
 - DeRosa University Center
 - Fraternity & Sorority Life
 - One Word Project
 - Student Life Marketing and Communication
 - Janet Leigh Theater
 - Associated Students of University of Pacific (ASuop)
- Restructure Conference Services from four-department structure to a single unit by streamlining contracting, budgeting, location and services

- Transition Bookstore from Business and Finance Division to OSLI by renegotiating contract with third party vendor, increase campus presence, & hire consultant
- Directly oversee and advise Associated Students of University of Pacific (ASuop) Student Government
- Liaise with Residence Life & Housing to ensure proper operations of on-campus Greek-Letter houses
- Serve as expulsion level judicial officer in partnership with Student Conduct Office
- Investigate and Adjudicate Title IX sexual assault cases in collaboration with Title IX Coordinator
- Develop Strategic Master Plan for OSLI and the DeRosa University Center
- Serve on university committees including:
 - Institutional Priorities Committee (Budget)
 - Pacific Alert Team (Crisis Response)
 - Campus Safety & Security
 - Dining Services Advisory
 - Internal Audit and Compliance
 - Homecoming, Orientation and other large event steering committees
- Create and Implement Demonstration Response Team in partnership with Public Safety
- Serve as facilities logistics lead for Pacific Alert Team (Crisis Response)
- Create and manage annual budgets totaling over \$2 million
- Advise National Society of Leadership & Success, UOP Chapter
- Advise, Beta Theta Pi fraternity, UOP Chapter

Mercy College of Ohio, Toledo, Ohio

October 2009 – June 2016

Director of Student Life & Housing

Mercy College of Ohio is a Catholic College affiliated with Mercy Health enrolling almost 2,000 students on two campuses in northern Ohio. Mercy offers 2 and 4 year degrees in the health sciences ranging from nursing to human biology. The average age of student is 28 years old.

Career Services and Professional Development

- Provide direction for Office of Career Services after the departure of the Director in 2016
- Work with employers to identify career opportunities for graduating students and alumni
- Provide in-class presentations and workshops on career development, interviewing and resume writing
- Assist students and alumni in creating and updating resumes and cover letters
- Provide mock interviews for students and alumni
- Partner with other local higher education institutions to provide job fairs

Student Engagement and Leadership Development

- Provide strategic planning, assessment and direction for Office of Student Life
- Oversee proper allocation and expenditure of Student Activity Fee
- Ensure departmental compliance with college and system-wide policy and procedure
- Chair Staff Council, representing all professional staff (2012-2014)
- Serve on college-wide committees including:
 - Master Facilities Planning Committee
 - College Marketing and Communications Advisory Board
 - Campus Violence Prevention
 - Threat Assessment Team
 - First Year Experience Committee
 - Retention Committee
 - New Services and Programs Committee

- Coordinate student leadership development initiatives including retreats and workshops
- Implement process to recognize, register and support student organizations
- Train and support Student Organization Advisors
- Advise Student Senate
- Create and Implement recreational sports programs
- Coordinate campus selection of "Who's Who Among Students in American Universities & Colleges"
- Plan and manage major campus events including Homecoming, Welcome Week and 1918 Awards Gala
- Create and implement departmental assessment tools and processes
- Supervise Student Life Assistant
- Plan and implement of major campus events such as Awards Gala, Homecoming, and Welcome Week
- Assist in implementation of Commencement and Open Houses
- Assist student organizations in conference planning and travel
- Educate and partner with faculty in understanding and appreciation of student development

Residence Life and Housing

- Ensure smooth daily operations of student housing and residence life
- Lead housing team in identifying third-party housing vendors and handle vendor contracts
- Responsible for placement of residents in appropriate units including roommate matching
- Adjudicate all student code violations involving residential students
- Recruit, train and supervise Residence Life and Housing staff members
- Liaise with 3rd party property vendor to ensure safe, secure and healthy environment for residential students
- Serve as primary "On-Call" staff and act as first responder to campus emergencies
- Provide social, cultural and educational activities for residential students

Diversity, Inclusion and Social Justice

- Serve as Chair (2014-215) and Secretary (2015-2016) of Campus Diversity Council
- Member of Veterans and Active Military Advisory Committee
- Coordinate and implement LEAD series (Leadership Engagement And Diversity)
- Co-Advise LGBTQ Student Organization
- Provide in-class guest lectures on diversity and inclusion

New Student Orientation

- Coordinate all aspects of planning and implementing new Student Orientation And Registration (SOAR)
- Supervise SOAR Student Coordinator and Orientation Leaders
- Partner with Enrollment Management and Academic Resource Center to onboard students
- Chair Orientation Steering Committee

Admissions and Enrollment Services

- Recruited traditional-aged students via college fairs and high school visits in Michigan and Ohio
- Met with students through scheduled and walk-in appointments to discuss Mercy admissions procedures
- Evaluated transcripts and applications to determine likelihood of admission for potential students
- Tracked and evaluated enrollment applications of potential students for presentation to the Admissions Committee

- Followed up on student inquiries via telephone and email correspondence

Equality Toledo

Toledo, OH

Executive Director, July 2014- May 2015

Equality Toledo is a grassroots, non-profit which works to eliminate discrimination in northwest Ohio on the basis of sexual orientation, gender identity and gender expression, through education, activism and other anti-defamation efforts.

- Worked with Board of Trustees comprised of local leaders on LGBTQ equality and anti-defamation issues in Northwest Ohio.
- Served as a community resource on LGBTQ issues by providing information to the media, educational institutions, organizations and businesses
- Consulted with local lawmakers, police and fire on equity issues and created Toledo's first Liaison Program with law enforcement
- Presented Workshops and seminars on LGBTQ issues upon request
- Coordinated and implemented Toledo's first LGBTQ Health Fair
- Wrote and edited articles for the newsletter and other publications
- Cultivated relationships with other nonprofit equality partners
- Maintained and updated website and donor database
- Assisted with fundraising efforts by devising a fundraising strategy and plan, cultivated gifts and donations, and investigated grants

Rollins College

Winter Park, Florida

Assistant Director of Residential Life for Leadership Programs

July 2007 – May 2009

Rollins College is a private, non-sectarian, suburban, selective university with a 60% residential student population.

- Adjudicated expulsion level student policy violations as member of Administrative Hearing Panel
- Served as Division of Student Affairs voting member on college Diversity Advisory Council
- Created, implemented and assessed initiatives to develop leadership skills for 1,250 residential students
- Supervised, trained and evaluated 12 House Managers and 2 graduate assistants
- Collaborated with Facilities Management to ensure 12 houses meet cleanliness, capacity & fire standards
- Advised the Residence Hall Association and manage \$22,500 budget
- Served on Social Event Policy Committee
- Served on New Student Orientation Steering Committee
- Collaborated on creation of new departmental guiding values
- Provided on-call emergency and crisis intervention for all residential students
- Participated in Fraternity and Sorority Life Guiding Coalition, Fraternity & Sorority Advisor Meetings and Panhellenic Council and Interfraternity Council meetings

University of Central Florida

Orlando, Florida

Interim Assistant Director, Campuswide Student Leadership Programs

August 2006 – July 2007

UCF is a large, and growing, research institution with nearly 65,000 students and located in metropolitan Orlando.

- Created and implemented initiatives to develop leadership skills for 35,000 undergraduate students
- Instructed 2 undergraduate courses per semester; Foundations of Leadership and Leadership Colloquium
- Chaired New Student Convocation Planning Committee

- Chaired Leadership Week Committee
- Created new Sophomore initiative program (S'mores) to support college retention efforts
- Facilitated departmental partnership with corporate sponsors such as Walt Disney World & JetBlue Airways
- Advised Greek Leadership Challenge

Capital University

Columbus, Ohio

Assistant Director for Student Activities & Orientation

July 2002-June 2006

Capital University is a suburban, liberal arts university affiliated with the Evangelical Lutheran Church and serves nearly 3,600 students with a large residential population.

- Advised University Programming Board which implemented weekly social and educational events
- Assisted students in implementation of all campus events such as Homecoming, Kids & Sibs Weekend
- Assisted in planning, implementing and evaluating all aspects of summer & fall new student orientation
- Managed programming budget of \$100,000
- Educated campus community on alcohol and other drug (AOD) abuse prevention, met with students involved in judicial alcohol incidents
- Supervised two staff members: Leadership Development Coordinator & Community Service Coordinator
- Supervised 3 undergraduate work-study students
- Developed Late Night Programming series
- Researched needs of commuter students and implemented programming accordingly
- Served on Code of Conduct Committee to review Judicial Policies
- Negotiated and signed contracts with talent agents and vendors
- Created new community service and volunteerism program & Alternative Spring Break program
- Co-authored and received \$50,000 service-learning grant
- Trained and worked with faculty in developing service-learning initiatives

Bowling Green State University

Bowling Green, Ohio

Residence Hall Director

July 2000-July 2002

BGSU is a mid-sized rural state institution serving nearly 18,000 students with one-third living on campus.

- Managed all aspects of a 1,200 bed residence hall including liaising with housekeeping and dining services
- Supervised and trained 2 graduate students, 14 Resident Advisors, an Assistant to the Hall Director and an Administrative Assistant
- Managed budget of \$20,000 for the diversity committee and \$3,000 for Hall Council
- Adjudicated all student judicial cases within 1,200 person residence hall
- Advised Hall Council in programming and policy development
- Assisted in crisis management through on-call duty rotation

Volume Services America at Van Andel Arena

Grand Rapids, Michigan

Office Operations Manager

December 1996 - January 1999

Van Andel Arena offers an 11,000-seat venue for sporting events and concerts. Volume Services America provided all food services and dining options in the arena including concessions, catering and special events.

- Managed Accounts Payable & Receivable with net revenue \$4.5 Million per year
- Oversaw daily reconciliation of vault intakes and safe bank drops maintaining \$60,000.00 of cash on-hand at all times.
- Managed Payroll and all customer service and office processes

- Served as trouble-shooter for all catering and food service issues in absence of General Manager
- Directly hired, trained and supervised Warehouse Manager, Assistant Office Manager, Vault Security, Auditors & Vault Manager

PROFESSIONAL DEVELOPMENT

- Certified, Trauma-Informed Sexual Assault Investigation & Adjudication (The National Center for Campus Public Safety), 2017
- Educational Advisory Board Member, National Association for Campus Activities (NACA), 2017
- Facilitator, NACA HUGE Leadership Weekend, 2017
- NACA National Awards Committee, Member-2016, Chair-2017
- National Coalition Building Institute, Leadership for Diversity Institute Certified, 2012
- Graduate, Rollins College Leadership Academy, 2008
- ACPA/NASPA Joint Meeting Local Accommodations Committee Member, 2007
- Conference Chair, The National Association for Campus Activities (NACA) Mid America, 2005
- Orientation Coordinator, 1999 NACA Great Lakes Regional Conference
- Facilities Coordinator, NACA Great Lakes Regional Conference 2001 & Mid America Conference 2002
- Education and Professional Development Coordinator, NACA Regional Leadership Team, 2003 & 2004
- Planning Committee Member, 1999 Michigan Campus Compact Conference
- Member, National Association of Student Personnel Administrators (NASPA)
- Founding Member, Toledo Chapter of the National Diversity Council
- Member, National Association Student Personal Administrators (NASPA)
- Member, American of Fraternity/Sorority Advisors (AFA)
- Member, Association of College Unions International (ACUI)

PRESENTATIONS, WORKSHOPS & PUBLICATIONS

Crafts, D.M. (2017, Feb) *Social Work Implications for the LGBTQ Population*. Guest Lecturer in SW 632, Siena Heights University. Adrian, MI.

Crafts, D.M. & Gum, L. (2015, Feb) *The impact of homelessness on LGBTQ youth*. Presentation at the Coalition on Homelessness and Housing in Ohio Conference. Columbus, OH

Crafts, D.M. (2015, Oct) Moderator at the Ohio Diversity Council Women's Leadership Symposium. Columbus, OH

Crafts, D.M. (2015, April) *A collaborative approach to community building*. Presentation at Toledo Police Cadets Training. Toledo, OH

Crafts, D.M. (2015, April) *Diversity, inclusion and you*. Presentation at Maumee Valley Country Day School Diversity Conference. Toledo, OH

Crafts, D.M. (2015, June) *LGBT Basics: Understanding and working with the lesbian, gay, bisexual & transgender communities*. Presentation at Fifth Third Bank Employee Training. Toledo, OH

Crafts, D.M. **(2014, September)** *Unique needs of elderly LGBTQ community*. Presentation at Alzheimer's Association of NW Ohio Employee Training. Toledo, OH

Crafts, D.M. **(2014, Oct)** *The impact of homelessness on Michigan's LGBTQ youth*. Presentation at the Michigan Foster Care Conference. Adrian, MI

Crafts, D.M. **(2014, Feb)** *The social change model of leadership: How student leaders can make an impact*. Presentation at the Ohio State University Black History Month Conference. Mansfield, OH

Crafts, D.M. **(2013, Nov)** *Cool technologies on the cheap*. Presentation at the Special Events Association of Northwest Ohio monthly meeting. Toledo, OH

Crafts, D.M. **(2010, March)** *Manage your time. Don't let it manage you*. Presentation at Mercy College of Ohio Lunch and Learn Series. Toledo, OH

Crafts, D.M. **(2009, Aug)** *Providing safe and inclusive environments for LGBTQ+ students*. Presentation at Aquinas College Faculty and Staff In-Service. Grand Rapids, MI

Crafts, D.M., McLennan, I., & Sayer, A.D., **(2008, March)** *Driven! A values driven approach to departmental mission*. Presentation at the Southeastern Association of Housing Officers Conference. Savannah, GA.

Crafts, D.M. **(2008, Oct)** *Man up!?! Gender and leadership*. Presentation at Rollins College Leadership Conference. Winter Park, FL.

Crafts, D.M. (2008, March) *Not just a face in the crowd! LGBT identity development and Greek life*. Presentation at Out and Greek Conference. Chicago, IL.

Crafts, D.M. **(2008, Feb)** *SWOT Analysis: Navigating the direction of your organization*. Presentation at University of Central Florida North Star Summit. Orlando, FL.

Crafts, D.M. **(2006, Oct)** *What is your leadership epitaph?* Presentation at University of Central Florida LEAD Scholars Workshop. Orlando, FL.

Crafts, D.M. **(2006, Nov)** *Intrinsic and extrinsic motivation: What propels you?* Presentation at University of Central Florida Knights of the Round Table Seminar. Orlando, FL.

Crafts, D.M. **(2005, Aug)** *Effective group facilitation: Impacting your peers through leadership*. Presentation at Capital University Orientation Leader Training. Bexley, OH

Crafts, D.M. **(2004, July)** *Millennial's, their parents, families and campus life*. Presentation at Capital University Orientation Parent & Family Orientation. Bexley, OH

Crafts, D.M. **(2004, March)** *LGBT Inclusion in our community*. Presentation at Ohio State University Hate Crimes Conference. Mansfield, OH

Crafts, D.M. (2004) *Offering Programming that Appeals to GLBT Community, The First Steps*. Programming Magazine, Back to School Issue, Volume 37, No. 2.

Crafts, D.M. (2003, January) *The Iron Chef's 5 critical ingredients to service*. Illinois Campus Compact Student Conference. Normal, IL

Crafts, D.M. (2003, February) *Living as servant AND leader*. Grand Valley State University Leadership Summit. Allendale, MI

Crafts, D.M. (2001, February) *From Eminem to Will & Grace: Pop culture's influence on our stereotypes*. Grand Valley State University Leadership Summit. Allendale, MI

Crafts, D.M. (2000, Feb) *Homosexuality is not a four-letter word*. Presentation at the National Association for Campus Activities National Convention. Boston, MA.

COMMUNITY INVOLVEMENT

Promise House Project – Youth Homeless Shelter

- *Board of Trustees (2015- 2016)*

National Diversity Council

- *Founder & President, Toledo Chapter of Ohio Diversity Council (2015-present)*
- *Moderator and Guest Speaker, Ohio Diversity and Leadership Conference (2015)*
- *Moderator, Toledo Women In Leadership Conference (2015)*

EqualityToledo

- *Executive Director (Aug 2014-April 2015)*
- *Volunteer (2011-2014)*

Toledo Pride Festival

- *Volunteer (2013, 2014, 2015)*

Toledo UpTown Association, Inc. - Community Development Corporation

- *Board of Trustees Member (2011- 2016)*
- *Resident Council Chair (2015-2016)*
- *Architecture 621, Project Advisory Committee, Bowling Green State University (2015)*
- *District Beautification Chair (2012-2013)*
- *District Master Plan & Development Team (2012-2016)*
- *Special Events Committee Chair (2012-2015)*
- *UpTown Green Community Park Planning Committee (2011-2014)*

Special Events Association of Northwest Ohio (SEANO)

- *President (May 2014-May 2015)*
- *President-Elect (May 2013-May 2014)*
- *Member (2010-present)*
- *Programs Planning Team (2012-2014)*

Old West End Festival

- *Volunteer and Historic Home Docent (2011, 2012-2013, 2014, 2015)*

20 Under 40 Award

- *Nominee* for award honoring 20 Toledo community leaders under the age of 40 (2012 & 2013)

Future of Toledo – Mayor’s City Strategic Planning Team

- Eliminating Blight, *Committee Member (2012-2014)*

Glass City Marathon

- Runner Tent, Food & Beverage Captain (2013, 2014)