

KAREN T. MCCOMB, M.S.



September 24, 2018

Dear Dean Naiman and Members of the Associate Dean of Students and Chief of Staff Selection Committee:

It is with great enthusiasm that I express my interest in the Associate Dean of Students and Chief of Staff position at UC Santa Cruz. During my fourteen years in the University of California system, I've had the privilege to serve in roles of progressive responsibility within student affairs, all with the goal of delivering programs and services that transform the undergraduate and graduate student experience, and provide all students with the resources and support they need to be successful. I believe my passion for student success, accompanied by my proven skills and abilities in collaborative leadership, strategic planning, organizational development, communications, and building transformative and inclusive partnerships with the richly diverse members of the UC Riverside campus and community, position me well to make immediate contributions as the Associate Dean of Students and Chief of Staff at UC Santa Cruz.

From my first professional role as a field consultant for a national sorority, to my current position as the Senior Director Student Wellness at UC Riverside, I have worked directly with students, parents, alumni, faculty, staff, campus leadership and community partners to identify issues impacting student success, and to channel the knowledge and talents of the community to develop innovative solutions. For example, I currently co-lead our campus efforts to eliminate student hunger, homelessness, and other basic needs insecurities. This is complex, highly visible, high stakes work that is largely successful, not only because of the depth and breadth of involvement from a diverse group of community and campus partners, but also because our inclusive approach to organizing the work insures that we create a clear and compelling vision followed by strategic interventions which are primarily informed by the voiced experience of our current graduate and undergraduate students.

I have applied the above approach successfully when leading or co-leading other campus initiatives such as implementing appeal procedures for sexual violence and sexual harassment cases involving students; building our campus and community capacity to support international student success; developing a divisional strategic plan focused on student wellness and development; and creating and implementing a suicide prevention education and mental health outreach program for all students, as well as specific student sub-populations. If selected as the Associate Dean of Students and Chief of Staff, I am confident my decade-plus of experience with both success and failure in leading and contributing to student affairs departments and initiatives would serve me well while supporting the AVC Dean of Students to create and maintain a healthy, inclusive, and responsive campus environment dedicated to strengthening the experience and success of all students.

Thank you for considering me for the Associate Dean of Students and Chief of Staff position. I look forward to the opportunity to speak with you in person about my background and qualifications.

Sincerely,

Karen T. McComb

KAREN T. McCOMB, M.S.

SUMMARY

- 15+ years of student affairs experience ranging from providing direct student services to leading multiple student programs and functions at one of the most diverse campuses in the UC system.
- Demonstrated success advancing campus-wide initiatives and special projects that improve student success.
- Experience building and helping students navigate complex and highly sensitive university procedures.
- Successfully led strategic planning and change initiatives at the departmental, divisional, and campus level.
- Passionate about student access, inclusion, and success; and dedicated to the support and development of innovative teams that are deeply connected to the university mission.

EDUCATION

M.S. Counseling, San Francisco State University

Specializations: Career and College Counseling

Chi Sigma Iota - International Honor Society of Professional Counseling

B.A. International Studies, University of North Carolina, Chapel Hill

Phi Beta Kappa - Undergraduate Honors Society

UC RIVERSIDE EXPERIENCE

Senior Director Student Wellness, Student Affairs

2/2016 - present

- Lead collaborative, campus wide efforts to develop and implement comprehensive, holistic, student health and wellness programs and services with the goal of supporting student retention and success.
- Provide strategic leadership, as well as general HR and financial oversight, to three departments and one specialized program (Recreation, the Student Disability Resource Center, the Well, and the Office of Foster Youth Support Services) with direct supervision of 4 FTE, indirect supervision of approximately 60 FTE and 300+ temporary staff, and an operational budget of roughly \$17M involving multiple funding sources.
- Supervised the Student Conduct and Academic Integrity Programs office on an interim basis (2017 – 2018).
- Serve on and provide leadership to UC system, campus, and division-wide committees including the UC and UCR Global Food Initiative Basic Needs Access & Security Workgroup, UCR's Healthy Campus Initiative Advisory Committee and the associated Mental Health Subcommittee, and UCR's Smoke and Tobacco Free Committee.
- Coordinate and build the campus' sexual violence and sexual assault appeals process and serve as a hearing panelist.
- Serve on the Student Affairs Leadership Team, as well as the Critical Student Incident Team designed to support and respond to students in distress.
- Facilitate the development, implementation, and tracking of campus, division, and departmental strategic plans.
- Oversee assessment and evaluation of programs and services, and implement changes to meet performance goals.

Director, International Student Resource Center

1/2013 – 2/2016

- Directed and led a student affairs department delivering support programs and services for approximately 2,500 prospective and enrolled international students, their dependents, and alumni engaged in practical training.
- Ensured campus compliance with federal immigration regulations and provided outreach and education regarding campus policies and procedures pertaining to international students.
- Managed the financial, technological, and personnel transition of study abroad programs and services to the Office of Undergraduate Education and subsequent relaunch of the International Student Resource Center (ISRC).
- Successfully co-developed and implemented a strategic plan to prepare UCR and the ISRC to support and retain a growing undergraduate international student population. Resulted in permanent funding for 3 FTE, 6 student workers, a graduate student researcher, and supplies and expenses to expand support programming.
- Managed a department budget of approximately \$650,000 with complex funding sources and commitments.
- In collaboration with Student Affairs Marketing and Communications, led efforts to increase the visibility of ISRC services and UCR's international student population through online and print campaigns.

- Engaged in strategic planning efforts for the Division of Student Affairs, most notably by co-chairing the Student Wellness & Development Steering Committee consisting of fourteen student affairs professionals representing ten academic and student affairs departments.

Deputy Director/Interim Director, International Education Center **8/2010 – 12/2012**

- Appointed as Deputy Director in 2010 to jump-start strategic planning efforts in anticipation of international student enrollment growth. Selected as Interim Director in July 2011.
- Directed and led a student affairs department delivering advising services, outreach, and support programs for approximately 1,300 UCR international students and 1,200 + prospective and participating study abroad students.
- Projected department fiscal and staff resources and manage \$500,000 budget with complex funding sources.
- Managed performance of seven professional staff, six student workers, and 45+ volunteers.
- Implemented emergency procedures and communications in the wake of individual and international crises.
- Challenged and supported staff through significant departmental changes and strategic growth efforts.
- Developed strong campus partnerships to advocate and enhance services for international and study abroad students, as well as to communicate department services and expertise.
- Devised and implemented metrics to assess and inform service delivery targets and resource needs.
- Aligned department goals and procedures with division and university policies and practices.

Counselor, Career Center **10/2004 – 7/2010**

- Provided individual career and job search counseling to the richly diverse UC Riverside student population.
- Collaborated with faculty, staff, alumni, student organizations, and employers to create successful professional development programs for undergraduate students.
- Co-developed, implemented, and managed the Career Center's first Peer Advisor Program.
- Co-presented at 2008 NACE National Conference about the Career Center's organizational changes and initiatives.

OTHER RELATED EXPERIENCE

HR Management Associate, Prudential Financial **7/1997 – 3/2002**

- Hired into Prudential's Advanced Management Development Program designed to develop HR business leaders.
- Served in rotational positions as a local HR Representative, Internship Coordinator, College Recruiting Coordinator, and Ombuds Office Representative.
- Managed \$800K program budget and provided statistical reporting on program outcomes.
- Coached employees and managers on performance management issues and dispute resolution resources.

Chapter Consultant, Phi Mu Fraternity **7/1996 – 5/1997**

- Served as the liaison between thirty collegiate chapters located in five states and the national organization.
- Conducted chapter visits to perform operational assessments and provide guidance to chapter leadership.
- Provided on-site training in leadership, risk management, and recruitment to chapter members and officers.
- Collaborated with university administration, area fraternity officers, and alumnae to strengthen chapter resources.

SELECT UC RIVERSIDE COMMITTEES & WORK GROUPS

UC Global Food Initiative Basic Needs Access & Security Workgroup, UCR Campus Co-Chair (2016 – present)
Healthy Campus Initiative, Mental Health Subcommittee, Co-Chair (2016 – present)
Health and Psychological Student Services Advisory Committee, Staff Representative (2016 – present)
Student Affairs Strategic Planning Steering Committee: Student Wellness & Development, Co-Chair (2015 - 2016)
Student Affairs Strategic Planning Workgroup: Graduate Student Success (2013 – 2014)
International Undergraduate Support & Retention Workgroup (2011 - 2016)
Academic Senate Committee on International Education, Non-voting Member (2011 – 2016)

Student Affairs Strategic Planning Committee: Enrollment Management Subcommittee (2010 – 2011)
Peer Educator Work Group (2006 – 2010)
Student Conduct Committee (2006 – 2009)

PROFESSIONAL ASSOCIATIONS

Association for Student Conduct Administration (2017 – present)
American College Health Association (2016 – present)
NASPA: Student Affairs Administrators in Higher Education (2014 – present)
NAFSA: Association of International Educators (2010 – 2016)