

Linda Heiland

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Company website: <http://www.heilandconsultingllc.com>

Key Skills:

- Academic Quality and Review
- Regulatory and Compliance (Institutional Accreditation (Regional and National), Programmatic Accreditation, Federal Compliance, State Compliance, etc.)
- Quality Effectiveness Assurance
- Student Learning Outcomes Development and Training
- Advanced Faculty/Staff Training
- Curriculum Development (including e-learning curriculum)
- Student Learning Assessment Planning and Implementation
- Strategic Planning Process
- Transfer Articulation Agreements (Foreign and Domestic)

Work Experience:

1994 – Present:

Independent Peer Reviewer for the Higher Learning Commission – Focus on AQIP Review

2014 – Present:

Independent Federal Compliance Evaluator for Higher Learning Commission.

2014 – Present: Independent Evaluator for Accrediting Council for Independent Colleges and Schools.

Heiland Consulting, LLC
10218 E. Spring Creek Rd.
Chandler, AZ 85248

480-209-5737
Owner/Consultant
February 1, 2013 – Present

Summary: regulatory compliance, academic quality, program management, strategic planning and faculty/staff training initiatives for a variety of public and private colleges and universities across the United States.

- Provide consultant guidance for higher education organizations and corporate entities related to strategic planning, academic quality, and accreditation/compliance activities.
- Support and manage the development process of competency based curriculum (on site and online)
- Provide academic process and procedure audits to ensure compliance including but not limited to SAP, transfer of credits, award of transfer credits, financial aid, curriculum review and evaluation, and faculty professional development.
- Provide faculty training related to best practices in compliance, academic quality, student learning outcomes assessment and curriculum development processes.
- Perform risk analysis audits for organizations related to policy, procedures and use of internal data management systems.
- Provide risk analysis audits for organizations related to regulatory/compliance reviews.

- Assist with the development of foreign and domestic articulation agreements and service learning contracts within the guidelines of the University accreditors.
- Provide overview and insight into use of technology for compliance, regulatory, student learning outcomes and best practices for SIS uses of Campus Vue.

Carrington College
4742 N. 24th Street, Suite 360
Phoenix, AZ 85016

602-324-5511
Dean Program Compliance
 August 2011 – January 31, 2013

Summary: Regulatory compliance and accreditation manager for 12 campuses across 7 states.

- Manage all state, national and programmatic regulatory compliance processes for twelve campuses and eight states.
- Develop process and procedures for running and analyzing Campus Vue audits
- Support academic leadership team with strategic planning processes.
- Provide gap analysis and curriculum mapping processes for academic quality review and revision.
- Develop ongoing process and procedures for the review and revision of policy and procedure development to increase scale of existing operations or improve growth of new business.
- Oversaw the review and evaluation of transfer credits from other colleges, home school, etc.
- Performed academic process and procedure audits for SAP, transfer of credits, award of transfer credits, financial aid, curriculum review and evaluation, and faculty professional development.

Reason for leaving: Position eliminated – relocated to Chicago home office. Hired to support Carrington College as consultant after position was eliminated.

Pinnacle Career Institute
1001 E. 101st Terrace
Kansas City, MO 64132

855-260-8317
Chief Academic Officer
 February 2009 – August 2011

Summary: Academic quality, regulatory and compliance, accreditation and training manager for organization.

- Managed all academic quality projects for multiple academic programs across four campuses, three states and two partnership sites including the oversight of moving curriculum to a student learning outcomes assessment based model.
- Developed curriculum for online, hybrid, and traditional courses using a DACUUM process with local industry to ensure currency and viability in marketplace.
- Taught courses in leadership development, curriculum development, and higher education management for faculty.
- Performed process and procedure audits and updates related to SAP, transfer of credits, award of transfer credits, financial aid, curriculum review and evaluation, and faculty professional development.
- Develop and manage community partnerships and liaison with professional organizations.
- Lead institutional processes for long and short term strategic planning processes.
- Developed and implemented academic and compliance review and evaluation processes and procedures for the institution
- Established metrics and benchmarks for creating strategies for accomplishing academic quality objectives.
- Managed all regulatory and compliance initiatives for the organization.
- Lead academic business review, implementation and served as SysAdmin operation of Campus Vue system integration.

Reason for leaving: Moved out of state with family.

TaskStream

71 W. 23rd Street, Rm. 1400

New York, NY 10010

Learning Outcomes Specialist

August 2008 – February 2009

Summary: Southwest Regional sales and demonstration of academic software.

- Developed software training and demonstrations for a wide variety of academic initiatives.
- Managed sales and sales training demonstrations for the south west region of the USA

Reason for leaving: Position rified

Central Arizona College

8470 N. Overfield Rd.

Coolidge, AZ 85128

520-494-5444

Vice President of Institutional Effectiveness/ CAO

November 1998 – August 2008

Summary: Academic quality, institutional effectiveness, regulatory and compliance, accreditation and training manager for organization.

- Managed the analysis and development of curriculum for a multi-campused rural community college
- Taught courses in leadership development and curriculum development for faculty.
- Developed and implemented a student and faculty exchange program with three universities in China.
- Directed the academic quality, learning assessments and institutional metrics and benchmarking processes for all campuses.
- Successfully obtained over \$2.8 million in funding from collaborative grant writing activities
- Established the processes and procedures for meeting the overarching institutional strategic planning goals and initiatives.
- Worked collaboratively with all other AZ community colleges and universities to establish transfer articulation partnerships and new business ventures. Served as the college representative for all state transfer articulation committees and co-chaired the AAS to BAS Sub-committee.
- Managed the development of new business partnerships with universities and community colleges in the state, region, and nationally.
- Directed all compliance and regulatory processes for the organization.
- Managed the development and implementation of all quality effectiveness initiatives.
- Managed academic quality project implementation of Banner cleanup and reporting structure.
- Established and managed the academic quality taskforce related to HLC – AQIP initiatives.

Reason for leaving: Offered a position with the ability to work from home at a higher wage.

Other Positions:

- **Discon Advantage** – August 1992 – November 1998

Self-employed consultant. Testing for work and educational placement for Veteran's Association, Workers' Compensation and Social Security Administration. Federal Vocational Expert witness for Social Security Administration. ***Reason for leaving: Moved out of state and unable to continue contracts in AL, GA and TN***

- **Mississippi Department of Vocational Rehabilitation** – August 1989 – August 1992

Managed caseload of approximately 425 adults for rehab services, training and job placement. Wrote and managed grant for mobile vocational testing lab for use in rural Mississippi counties.

Reason for leaving: Moved out of state (Mississippi to Alabama)

- **Mississippi Department of Education** – July 1986 – August 1989

Educational specialist responsible for training faculty and parents to work with severely handicapped children. Wrote and managed \$1.2 million grant for Early Intervention services for severely handicapped infants and toddlers in Mississippi, Louisiana, Alabama and Tennessee.

Reason for leaving: Found a position with less overnight travel. At the time I was a single parent with very young children.

Recent Highlights:

Academic Quality – Directed academic quality initiatives for a multi-campused private college in Kansas City, MO resulting in the college being named one of the top 25 colleges in Kansas for the first time in the fifty year history of the school.

Foreign Articulation and Service Agreements – Worked with community college and a large multi-state university to develop foreign transfer articulation and service agreements between their University and universities in China and India to ensure that all projects fulfill the needs of the schools as well as meet the requirements of the Higher Learning Commission (HLC) revised regulations for such contracts.

Accreditation and Regulatory – Developed and managed the systems and process for national (ACICS) accreditation and federal regulatory requirements for multiple campuses. Restructuring of processes and focused training resulted in the award of “National Honor Roll Institution” designation for the college.

Assessment/ Institutional Effectiveness – Created and managed internal student learning outcomes assessment processes that resulted in national acclaim from the Association of Institutional Research (AIR), National Institute for Learning Outcomes Assessment (NILOA), North Carolina State University Learning Outcomes Assessment website, and the Higher Learning Commission (HLC).

Infrastructure – Developed and implemented an infrastructure for recognizing and identifying gaps in curriculum, process and procedures where training and process improvement resulted in national regulatory (ACICS) acclaim. Lead the business review, implementation and integration of Campus Vue transition and setup from home-grown system to fully integrate cross functional Student Information System with faculty and student portal involvement.

Teamwork – Established effective cross functional teams in the design, validation, acceptance testing and implementation of curriculum processes resulting in efficiency of processes, improved pools of subject matter experts, collaborative learning experiences for general education outcomes attainment, and additional articulation agreements.

Education:

Belhaven College
Jackson, MS

B.S. Elementary Education 1979
3.27 GPA

MS State University
Starkville, MS

MEd Special Education 1985
4.0 GPA

Harvard Graduate School of Education
Cambridge, MA

Higher Education Leadership Seminar 2007
4.0 GPA

Capella University
Minneapolis, MN

Edd Leadership and Management 2014
4.0 GPA (ABD – in process of defending dissertation now)
Dissertation Topic: Improving Organizational Culture Through Facilitated Development of Knowledge Management Systems

Honors/Presentations:

- 2012 presenter ACICS Annual Meeting – “Regulations Surrounding Marketing and Do Not Call Lists”
- 2011 presenter at International Association for Institutional Research in Toronto, ON – “Academic Quality Initiatives and Academic Program Review: Linking Student Learning Outcomes to the Mission”
- 2010 presenter Rocky Mountain AIR – “Student Learning Outcomes and Technology”
- 2008 Chair Academy Mentor
- 2008 National Bellwether Award Finalist
- 2007 League of Innovations, Innovation of the Year Award
- 2006 League of Innovations, Innovation of the Year Award
- 2006 National Bellwether Award Finalist
- 2006 Chair Academy international Exemplary Leadership Award
- 2005 Master Presenter NISOD
- 2004 CAC President’s Award
- 2004 Master Presenter NISOD

Organizations:

- Society for Corporate Compliance and Ethics: Higher Education
- Society for Corporate Compliance and Ethics: Health Care Compliance Association
- Association for Private Sector Colleges and Universities (APSCU) – Allied Plus Member
- 2013 Worldwide Who’s Who for Women Entrepreneurs
- American Educational Research Association (AERA) Member – Constituent Relations and Governance American Educational Research Association (AERA) reviewer:
 - Educational Policy and Politics
 - Research, Evaluation and Assessment
- Kappa Delta Pi International Educational Honor Society
- Member of the Association for Institutional Research and Rocky Mountain AIR
- Team Leader for Postsecondary Assessment Planning and Supervision International Educational Quality Assurance team
- Academic Quality Improvement Program Systems Portfolio Evaluator and Site Visit Team Leader (Higher Learning Commission –North Central Association) 2000 - present
- Academic Curriculum Review and Evaluation System (ACRES) development team member 2000-2007
- 2007-2008 AACCC/ACCT National Policy Forum Student Learning Outcomes Assessment participant
- 2007 member AACCC Forum Response to Spellings Commission Report – Columbia University
- Arizona State Liaison for Regional Network for Assessment and Accreditation Support 2007
- Board Member Regional Network for Assessment and Accreditation Support (2007)

Publications:

- "Strategies for Data Informed Labor Market Responsiveness" ", Community College Journal of Research and Practice, Volume 32 Issue 11, Taylor & Francis Publishing, November 2008, pp. 901-903.
- "The Value of Technology in Early Intervention"; The Catalyst, Spring 2000, Volume 16 #3, ISSN #0897-5318. Western Center for Microcomputers in Special Education, Inc.
- "As Worlds Collide" - A Learning Community; Community College Exemplary Initiatives, Volume XI, 1999 - 2000 (The National Council of Instructional Administrators), pp. 154 - 156.
- "Electronic Multimedia Portfolio Development"; Community College Exemplary Initiatives, Volume XI, 1999 - 2000 (The National Council of Instructional Administrators), pp. 156 - 158.
- "Student Learning Outcomes Initiatives Gets Help From Faculty and Technology", Academic Leadership (Magna Publications, Inc. ISSN 8750-7730) May 2007.
- "Learning Outcomes: Not Business as Usual", Community College Journal of Research and Practice, Volume 31 Issue 6, Taylor & Francis Publishing, June 2007.
- "Partnering for Greater Effectiveness". League of Innovation in Community Colleges, March, 2001.
- "Defining and Assessing Standards of Quality- Competency Based Learning Through Defined Outcomes", British Journal of Association of Higher Education, 2002.
- "Fulfilling the Mission with Defined Student Learning Outcomes", (white paper published for Consortium of Assessment Professionals international Symposium: Beijing, China, 2003)
- 'Supporting Student Success through Curriculum Development', Community College Exemplary Initiatives (The National Council of Instructional Administrators), 200