

# Melanie Muenzer

(b)(6)

## PROFESSIONAL SUMMARY

- Over 20 years of experience running operations for a range of organizations in higher education, government, and the private sector.
- Eleven years of experience as a senior executive dedicated to ensuring access, affordability and success for students in higher education.
- Unique experience in both developing higher education policy at federal and state levels and executing the policy at the institutional level.
- Demonstrated ability to build advocacy coalitions and partnerships across diametrically opposed viewpoints to successfully secure funding and legislative priorities at both the federal and state levels.
- Deep commitment to building relationships and ensuring that all voices are incorporated into decision-making, policymaking, and institutional governance.
- Distinctive ability to bring best practices learned directly from working in a variety organizations in the public and private sectors to bear on decision-making and policy development.
- Dedicated to social justice and ensuring that the principles of diversity, equity, and inclusion are demonstrated by organizations through systems and actions.
- Demonstrated ability to successfully tackle organizational challenges, structural barriers, and culture change through creative and innovative approaches that are risk-informed.
- Guided by strong ethical commitment to honesty, integrity, and compassion for all people.
- Demonstrated ability to ensure that decisions are data-informed and evaluated for continuous improvement.
- Strong sense of accountability both for individual and organizational decisions and actions.

## ELECTED POSITIONS

**Lane Community College, Board of Education, Eugene, OR**

Elected May 2017-present  
Appointed April 2017-May 2017

Elected by constituents in Lane County, Oregon to serve a four-year-term on a seven-member board overseeing the college. Lane Community College (LCC) has an annual budget of approximately \$225 million serving over 26,000 students (both credit and non-credit seeking) each academic year.

### *Key Accomplishments:*

- Helped the board take a risk-based, long-term approach to planning and decision-making.
- Key leader on the board's Resolution in Support of Black Lives Matter, ensuring the board took specific and direct action to address racism and bias on campus.
- First chair of the new Academic and Student Affairs committee.
- Helped the board understand their role in institutional accreditation.

## EXPERIENCE

**Oregon Community College Association, Board of Directors, Salem, OR**

October 2017-present

Selected by the Board of Education of LCC to serve as the college's voting representative on the board for the Oregon Community College Association (OCCA). The association represents the seventeen community colleges in Oregon, advocating in the state and nationally for the interests of nearly 300,000 students.

### *Key Accomplishments:*

- Founding member of the board's diversity, equity, and inclusion committee, helping to ensure

diversity in board membership and that equity and anti-racism work is a foundational part of the mission.

- Helped construct the request to the state legislature for the 2019 session that included \$647M for the base budget, \$70M for career and technical education, and \$70M for student success efforts.
- Successfully represented OCCA and LCC with the federal congressional delegation and state legislature on matters such as the reauthorization of the Higher Education Act, funding for higher education, and policy matters impacting the success of students.

**University of Oregon, Eugene, OR**

October 2015-present

As a tier one research institution and member of the American Association of Universities, the University of Oregon serves almost 23,000 students across nine schools and colleges, with over 2,000 teaching and research faculty and an endowment close to \$1B.

Associate Vice President and Vice Provost for Academic Initiatives (Feb '18-present)

- Work with the provost and other academic leaders to develop interdisciplinary initiatives that build on the academic strengths across the institution.
- Serve as the liaison between the University Senate and the administration, working with the president, provost, and Senate leaders to ensure that the principles of shared governance are followed, including incorporating faculty into the development of academic priorities and navigating areas of contention.
- Advise the provost, president, and other senior university officials on national and state policies, legislation and other initiatives, including communicating on behalf of the institution with state and national officials and organizations.
- Serve as lead for the provost, in support of the vice president for the Division of Equity and Inclusion, on efforts related to diversity, equity, and inclusion for campus, particularly focusing on issues related to the recruitment and retention of diverse faculty.
- Led efforts for the provost, in conjunction with University Advancement, overseeing development activities for deans and other academic leaders, including establishing priorities and setting and tracking fundraising goals.
- Member of president's senior cabinet.
- Manage a staff of three to five employees.

*Key Accomplishments:*

- Established stronger, more collaborative and functional shared governance between the University Senate and administration.
- Provided guidance to the state legislature that resulted in improvements to higher education policy bills and better recognition of the role of faculty in the academy.
- Created a new program approval process used by all public universities in Oregon to ensure early conversations around program duplication and collaboration in a state with no university system to navigate these types of potentially controversial decisions.
- Created a new Dual Career Liaison program designed to better support the partners of tenure track faculty and senior administrators.
- Drafted correspondence on behalf of the UO provost and the provosts of all Oregon public universities to the regional accrediting agency that resulted in changes to their proposed standards to better reflect the importance of academic freedom.
- Created the Active Recruitment Team that provides guidance and accountability to tenure track faculty search committees regarding diversifying the university's faculty.
- Created a new Committee Recognizing Our Diverse History dedicated to ensuring that the university's physical campus is a welcoming environment for everyone.

Associate Vice President for Academic Administration and Chief of Staff to the Provost (Aug '16-Feb '18)

Assistant Vice President for Academic Administration and Chief of Staff to the Provost (Oct '15-Aug '16)

- Assisted the provost with all aspects of running the academic components of the university, including working with all deans and other academic leaders across numerous issues, such as general operations, academic policies, budget planning, faculty hiring and other personnel matters in a unionized environment, information technology, and communications.
- Led efforts on diversity, equity, and inclusion for the provost.
- Worked with University Senate leadership on planning and initiatives.
- Provided advice to the president and provost on both state and federal higher education policy.
- Delegated authority to make final decisions on residency appeals for tuition.
- Served as lead for the provost on the institution's Incident Management Team, addressing campus safety incidents and emergencies.
- Drafted remarks and presentations for the provost to use at external and internal events, including with the Board of Trustees.
- Supported the efforts of University Advancement in measuring the development activities of deans.
- Member of the president's senior cabinet.
- Managed the Office of the Provost and Academic Affairs staff of 22.

*Key Accomplishments:*

- Led a complete restructuring of the Office of the Provost and Academic Affairs to better support strategic planning and innovation.
- Assisted the president, provost, and other academic leaders with establishing a plan and operational structure for student success in support of the effort to increase the institution's completion rate by 10 percentage points in five years.
- Within three months of arriving, successfully led efforts to create an IT strategic planning process, in response to concerns from the Board of Trustees, that focused on centralizing IT capacity and increasing investments in infrastructure.
- Established procedures for performance evaluations for academic leaders, including implementing 360 degree evaluations.
- Helped create an institution-wide planning process for diversity strategic plans.
- Helped lead two rounds of budget reductions in academic units that, while resulting in the loss of positions, did not significantly impact the university's ability to carry out its mission.
- Supported the president and provost in finalizing the university's strategic plan.

**U.S. Department of Education, Washington, DC**

January 2009-October 2015

A federal agency of 4,400 employees, with a \$68B budget, and led by Secretary Arne Duncan (2009-2015) dedicated to promoting student achievement equal access to education.

Deputy Assistant Secretary – Office of Planning, Evaluation and Policy Development (Aug '13-Oct '15)

- Provided advice and counsel to the assistant secretary for the Office of Planning, Evaluation and Policy Development (OPEPD), secretary of education, and members of the secretary's senior management team on education policy issues including higher education, student privacy, collection and use of data, the creation and use of evidence to drive better performance and decision-making, and the development and execution of the Department's budget.
- Provided technical assistance to U.S. House of Representatives and Senate staff on proposed education bills.
- Worked with staff from White House offices including the Domestic Policy Council, Council of Economic Advisors, National Economic Council, and Office of Management and Budget on education policy issues and initiatives, budget development, and presidential speeches and events.
- Represented the Department with external stakeholders including education associations and the press.
- Managed a team of seven policy staff.

*Key Accomplishments:*

- Served as lead for the Department working on President Obama's college ratings system (announced

in August 2013), which ultimately became the College Scorecard, providing information to students on access, affordability, and outcomes for all higher educational institutions that participate in Title IV (federal grants and loans).

- One of the key officials on the design and roll-out of the Gainful Employment regulations, meant to ensure that all students who attend career training programs do not take on excessive amounts of debt to pay for their education
- Helped establish priorities in grant competitions, such as those covered under Title III and Title V of the Higher Education Act, to address the needs of underserved student populations

#### Chief of Staff – Office of Planning, Evaluation and Policy Development (Feb '10-Aug '13)

- Worked with the assistant secretary to oversee OPEPD, an office of more than 130 employees located within five divisions.
- Responsible for the OPEPD office budget of almost \$15 million annually and all hiring for the office.
- Provided advice and counsel on policy and process areas including student privacy, data use and collection, and the development and execution of the agency's budget.
- Represented the Department with external stakeholders including education associations, the White House, congressional offices and committees, and the press.
- Directly managed a staff of 25 employees.

##### *Key Accomplishments:*

- Restructured three of five divisions within OPEPD to improve alignment between the work and the priorities of the secretary.
- Oversaw the development and roll-out of the Department's 2011 regulations for the Family Educational Rights and Privacy Act (FERPA).
- Created the Supporting ED's Parents group that worked across the Department on ways to help parents at the agency, such as providing increased access to the Department's day care center.
- Conceived of, developed, and co-chaired the Data Strategy Team to improve coordination of all data collection, analysis, and release activities across the Department.
- Designed and co-chaired the Evidence Planning Group that oversees how the Department invests its resources in evidence-building activities, such as the use of evidence priorities in grant competitions or the use of agency dollars for program evaluations.
- Conceived of and assisted with the development of the Privacy Technical Assistance Center to provide guidance to schools, districts, and states on student privacy, data security, and confidentiality.

#### White House Liaison – Office of the Secretary (Jan '09-Feb '10)

- Oversaw the hiring and onboarding process for all political appointees and filling of all vacancies on each board and commission for the Department at the start of President Obama's new administration.
- Served as the secretary's representative on the Board of Trustees for The Kennedy Center.
- Managed staff of five employees.

##### *Key Accomplishments:*

- Successfully hired more than 130 political employees ranging from the deputy secretary to staff assistants by conducting more than 300 interviews with candidates; creating a database to track over 2,000 applicants; working with the White House, secretary, Department's chief of staff, deputy secretary, and hiring office heads to ensure that all opinions and priorities were considered and reflected in hiring decisions; and working with human resources to ensure that all staff completed necessary paperwork, trainings, and background investigations.
- Oversaw the development and operations of the Department's 21 boards and commissions that included successfully finding, vetting, and appointing more than 150 new members.

**Obama-Biden Presidential Transition Team (PTT), Washington, DC** November 2008-January 2009  
Served as a senior team member of the PTT to help set-up infrastructure across the entire executive branch for the incoming Obama Administration. Helped oversee the collection, organization, and review of nominations and applicants for political appointee positions for all federal agencies and the White House. Corresponded with members of Congress, presidentially-nominated cabinet heads, governors, and other state and federal leaders on potential candidates.

*Key Accomplishments:*

- Helped design and test the candidate tracking databases used by both PTT and the future White House Presidential Personnel Office, including the design of reports and search criteria for the database housing all 400,000 applicants who applied on change.gov.
- Assembled lists of candidates for consideration by incoming cabinet secretaries and worked to get initial political appointees into positions to help run the administration during its first days.

**Obama for America, Chicago, IL** June 2008-November 2008  
Served as the deputy states director for Barack Obama's general election campaign. Assisted the battleground states director with managing campaign operations across all 50 states.

*Key Accomplishments:* Successfully ran the general election budgeting process for all 50 states from June to November, responsible for budgets totaling more than \$100 million, and ensuring that the funds were allocated towards the activities most likely to result in the senator's election to office.

**Link Strategies, Des Moines, IA** May 2008-June 2008  
Served as the campaign manager for a state representative race in Iowa.

*Key Accomplishment:* Oversaw the successful reelection of Geri Huser for State Representative.

**Citizens for Harkin, Des Moines, IA** March 2008-June 2008  
Served as campaign staff for Senator Harkin's reelection, responsible for handling all operations including human resources, finances, and infrastructure, as well as staffing the Senator at campaign events.

*Key Accomplishment:* Successfully supported the senator's campaign efforts to help him win reelection.

**John Edwards for President, Des Moines, IA** February 2007-January 2008  
Served as the operations director in Iowa for John Edwards' presidential campaign with responsibilities for human resources, finances, and infrastructure.

*Key Accomplishments:*

- Set-up, maintained and shutdown 25 offices around the state of Iowa, including processing paperwork for more than 125 Iowa staff.
- Successfully maintained overall operations budget for Iowa and produced budgets for several hundred events.

**Boswell for Congress, Des Moines, IA** August-November 2006  
Served as staff for the reelection campaign for Leonard Boswell in Iowa's 3<sup>rd</sup> congressional district, responsible for tracking all media-buys by the congressman's opponent and other third-party interest groups; general field work including running phone banks, canvassing, and volunteer recruitment; tracking the opponent's campaign activities; and staffing the congressman at campaign events.

*Key Accomplishments:* Drafted an issue brief comparing the congressman's position on key policies and experience with that of his opponent resulting in receiving the critical endorsement of the Des Moines

Register that helped ensure the successful reelection of the congressman.

**Near North National Title**, Chicago, IL

July 2003-December 2006

Near North National Title provides title, escrow, construction and 1031 exchange services to both national commercial and residential customers for more than 30 years.

Accounting Manager

- Managed 10 employees and responsible for overseeing the company's daily administrative operations including accounting, human resources, general administration, and information technology.
- Oversaw all accounting activities including the completion of financial reports (e.g., balance sheet, budget versus actual performance), month-end processing (e.g., approving bank reconciliations), and year-end processing (e.g., overseeing the annual external financial audit).
- Supervised and ensured compliance with the annual underwriter companies' audits of all escrow accounts and procedures.

*Key Accomplishments:*

- Successfully took over the accounting manager position shortly after the indictment of the company's owner for fraud, racketeering, and mishandling of client funds.
- Oversaw, without negative findings, numerous audits of all accounts, transition of all assets during the sale of the company in 2004, and the establishment of new accounts and accounting structures under the new ownership.

---

**EDUCATION**

**Indiana University Northwest**, Gary, IN

Master of Public Affairs, December 2005

Certificate in Nonprofit Management, May 2003

**Purdue University**, West Lafayette, IN

Bachelor of Science in General Management, December 1999

---

**OTHER AFFILIATIONS**

**HHS/ED Children's Center, Board of Directors**, Washington, DC

The HHS/ED Children's Center is a not-for-profit child care center sponsored by the U.S. Department of Health and Human Services and the U.S. Department of Education.

President, October 2013-June 2015

General Board Member, October 2012-October 2013

*Key Accomplishments:* Created an environment responsive to parent concerns amid tensions with center administration through a parent survey, hiring a consultant to advise on improvements, and holding public town halls with parents.