

## EDUCATION

### Ph.D., University of Minnesota

- Organizational Leadership, Policy, and Development degree, emphasis in Higher Education
- Research areas: college readiness, equity, student success, higher education leadership, and policy
- Dissertation topic: Students of color success in developmental education at community colleges

### M.A., University of Wisconsin Milwaukee

- Degree in Communication, emphasis in Intercultural Communication
- Research areas: intercultural communication in multi-cultural classrooms
- Awarded Advanced Opportunity Program Fellowship

### Graduate Certificate in Mediation and Negotiation, University of Wisconsin Milwaukee

### B.A. and B.A.S., University of Minnesota Duluth

- Dual degrees in Communication and Psychology
- Honors: Magnum Cum Laude

## PROFESSIONAL EXPERIENCE

### Current Employer: Normandale Community College, Bloomington, MN

*Normandale Community College is the largest 2-year college in the Minnesota State system of colleges and universities, serving approximately 17,000 credit students and 3,500 non-credit learners annually, awarding more than 1,200 degrees and certificates annually in over 70 programs of study. Serving a diverse student population in a large, urban/suburban area, Normandale offers a comprehensive liberal arts curriculum, health sciences programs, continuing education and customized training, and specialized technical programs.*

#### Interim President

June 2025 – Current

Served as chief executive officer providing strategic leadership and administration of academic, operational, facilities, and financial resources of the college. Oversight includes all academic and student services programming, college accreditation, college strategic plan, emergency operations and communication, financial management, and community engagement.

#### Key Accomplishments as of January 2026

##### Leadership:

- Provided steady leadership during interim presidency period with steadfast commitment to college mission, vision, values, and strategic framework goals.
- Championed strategic enrollment management, resulting in 6-7% increase in new and continuing student enrollment in Fall 2025 and Spring 2026.
- Supported strategic planning process for 2025-2026 academic year, engaging diverse internal and external stakeholders.
- Led collaborative decision-making with shared governance councils and responded to collective bargaining units' items through a shared leadership approach.
- Fostered collaborative and transparent relationship with Student Senate and student leaders through

formal and informal meetings to ensure college policies, practices, and procedures are student-centered.

**Student Success:**

- Advanced college strategic goal of sustaining a pervasive college culture that is culturally responsive and service-oriented through support of employee cultural competency development.
- Championed the implementation of the program review and assessment plans, aligned to regional accreditation standards and requirements.

**Budget and Personnel Management:**

- Managed an annual budget of \$82 million in operational funds and \$6 million in grants and other funds, ensuring strong fiduciary responsibilities and focus on long-term sustainability and resource diversification.
- Contributed to Normandale Community College Foundation comprehensive campaign, raising private and public donations.
- Supervised Cabinet of six vice presidents and provided leadership to more than 650 employees across four bargaining units, ensuring strong focus on people, institutional climate, and shared governance.

**External Relations:**

- Positively maintained Normandale external partnerships with local elected-officials, business and industry leaders, and community-based organization leaders.
- Strengthened employer partnerships in areas of semiconductor technology, business, and education.

**Previous Employer: Century College, White Bear Lake, MN**

*Century College is a community and technical college offering over 160 associate degree programs, certificates, and diplomas. The college serves a diverse student population of nearly 16,000 credit and non-credit students annually in a large, urban/suburban educational environment.*

**Provost and Vice President, Academic and Student Affairs**

**May 2021 – May 2025**

As an executive cabinet member, served as a strategic leader and senior administrator of Academic and Student Affairs division with leadership over all academic programming, college and program accreditation, student learning and program assessment, student services and programming, strategic planning, community engagement, and financial and resource management. Provided leadership over Master Academic Plan and Strategic Enrollment Management Plan and advanced work in academic and student affairs towards meeting College Strategic Plan.

**Key Accomplishments**

**Leadership:**

- Provided leadership and support to successfully submit Assurance Review for reaffirmation of accreditation for the Higher Learning Commission.
- Experience with strategic planning at all levels and across different divisions. Developed and implemented Master Academic Plan, Strategic Enrollment Management Plan, and Student Success Framework for academic and student affairs.
- Actively participated in collaborative decision-making with shared governance councils and responded to collective bargaining units' items through a shared leadership approach.
- Built and maintained collaborative and transparent relationship with Student Senate and student leaders through formal and informal meetings to ensure college policies, practices, and procedures are student-centered.

**Student Success:**

- Increased student success and narrowed equity gaps through data-driven, evidence-based practices and strategies, and continuous improvement approach.
- Established holistic and comprehensive advising program to support first-year, first-time in college students.
- To support college affordability for students, supported faculty to expand open educational resources

(OER) and low-cost course materials across the college.

- Leveraged technology and technological solutions to strengthen academic programs and student support services, such as curriculum accessibility reviewer, website chatbot, mobile app, and early alert system with retention dashboard.

**Strategic Enrollment Management:**

- Maintained or increased college enrollments through implementation of Strategic Enrollment Plan and comprehensive approach to recruitment and retention.
- Implemented a strategic scheduling process to strengthen the array of academic offerings, including establishing a strong mix of modalities to meet student demands and a leaner schedule to meet fiscal needs.
- Developed and implemented new multi-modality/hyflex instructional model to address students' needs for flexibility that increased student success while maintaining rigor and academic excellence.

**Budget and Personnel Management:**

- Managed an annual budget of \$55 million in operational funds, \$10 million in grant and other funds, and \$1 million student life funds.
- Submitted and received grants to advance student success initiatives and facility renovations for academic programs.
- Supervised leadership team of nine deans and an associate vice president of academic affairs and oversaw academic and student affairs division of approximately 150 staff members and over 350 tenured and part-time/adjunct faculty members, across four bargaining units.
- Activated and expanded new Center for Professional Development and Collaboration that cohesively centralized professional development for all faculty, staff, and supervisors/administrators.
- Increased diversity of the College's workforce to further reflect the student population and communities served through proactive and strategic hiring, search process, and retention practices.

**External Relations:**

- Experience building meaningful relationships with external partners, including local school districts, community-based organizations, business and industry partners, colleges and transfer-universities, and elected and government officials. Example partnerships included dual credit partnerships with 916 Intermediate School District Career and Tech Center and early and middle college partnership with 916 Mahtomedi Academy.

**Vice President, Student Affairs and Enrollment Management**

**July 2018 – May 2021**

As an executive cabinet member, served as senior administrator of Student Affairs division through work on college strategic priorities, department/area work plans, compliance, and improvements of policies, practices, and programs in the areas of recruitment and retention, admissions, records/registration, strategic enrollment management, financial aid, student employment, counseling, advising, transfer, career services, student life, international students, disability/access services, TRIO, Perkins (shared with Academic Affairs), and college athletics. Provided leadership on strategic enrollment efforts through collaborative work with staff team in strategizing, coordinating, and implementation of enrollment strategies.

**Key Accomplishments**

**Leadership:**

- Provided administrative leadership to maintain academic continuity for all Student Affairs operations during a pandemic and led collaboratively with executive leadership team and Academic Affairs for academic continuity during and after a pandemic.
- Provided leadership and support to the College's and the Student Affairs division's efforts for Higher Learning Commission re-accreditation; led and supported department work on co-curricular student learning outcomes; wrote and submitted the Federal Compliance Report.
- Actively participated in collaborative decision-making with shared governance councils and responded

to collective bargaining units' items through a shared leadership approach.

- Built and maintained collaborative and transparent relationship with Student Senate and student leaders through formal and informal meetings to ensure College policies, practices, and procedures are student-centered.
- Co-chaired Equity Committee and provided leadership and support towards advancing the College's priorities on equity, diversity, and inclusion.

**Student Success:**

- Led Student Affairs departments to move from a transactional model of service to a culturally responsive, trauma-informed, and transformational model of support services.
- Chaired Student Success Advisory Committee and led a collaborative campus-wide process to establish a Student Success Framework that guides college-wide efforts in student success.

**Strategic Enrollment Management:**

- Through implementing innovative strategies, maintained college enrollments at competitive enrollment numbers compared to similar institutions given the declining enrollments of all two-year colleges in the Minnesota State system of colleges and universities.

**Budget and Personnel Management:**

- Managed an annual budget of \$8 million in operational funds, \$5 million in grants and other funds, and \$1 million in student life funds.
- Supervised leadership team of three student affairs deans and oversaw student affairs division of nine directors and over 110 staff members.

**External Relations:**

- Experience building meaningful relationships with external partners, including local school districts, community-based organizations, business and industry partners, colleges and transfer-universities, and elected and government officials. Example partnerships included local community organization partnership that placed neurodivergent clients in paid work opportunities at the College and local community foundation partnership that supported targeted student success strategies.

**Previous Employer: Minnesota State System Office, Saint Paul, MN**

***Minnesota State is the third largest system of state colleges and universities in the United States and the largest in the state with 30 colleges, 7 universities, and 54 campuses. The system serves 270,000 students each year, with more BIPOC students attending its colleges and universities than all other higher education providers in Minnesota combined. The system employs more than 14,200 dedicated faculty and staff focused on student success and provides 4,112 academic programs, including 802 fully online programs.***

**System Director for P-20 and College Readiness, Student Affairs**

**July 2014—June 2018**

Provided strategic leadership in Student Affairs on issues pertaining to dual enrollment, admissions, college access, developmental education, course placement testing, Adult Basic Education, and K12- higher education alignment through conducting appropriate policy and procedure review; researching and development; and supporting and providing resources to campuses.

**Key Accomplishments**

**Leadership:**

- Provided leadership on systemwide positions, policies, procedures, and legislative actions on issues pertaining to dual enrollment, admissions, college access, developmental education, course placement testing, Adult Basic Education, and K12 – higher education alignment through providing advice, analysis, and support for Student Affairs legislative items; presenting information at legislative meetings and hearings; and initiating and directing systemwide activities related to evolving federal and state legislative requirements.
- Provided support to senior vice chancellor for academic affairs and faculty co-chairs to advance the work of systemwide developmental education by assisting with development, review process, and

finalization of systemwide Developmental Education Strategic Roadmap and led implementation of roadmap goals and action items for the system.

- Chaired systemwide committee on Assessment for Course Placement to examine, develop, and recommend policies, procedures, and/or practices for a multiple measures course placement program as a part of the systemwide Developmental Education Strategic Roadmap.
- Provided leadership and support to Minnesota State colleges in developing and implementing summer bridge program to support student success and developmental education; worked collaboratively with ASA Research unit to analyze student outcomes data and submit evaluation report to program funders.

**Public Policy:**

- Provided leadership and support to systemwide policies and programming in concurrent enrollment, to include faculty credentialing, national accreditation standards, and student success.
- Worked collaboratively with other higher education institutions and local, state, and federal agencies through serving as liaison with external agencies and organizations including Adult Basic Education, Minnesota Department of Education, Department of Employment and Economic Development, secondary education associations, and relevant community-based organization; serving on relevant state, regional, and/or national committees; and maintaining communication channels with a variety of external stakeholders.
- Worked closely with associate vice chancellor for student affairs to implement Student Affairs workplan initiatives through implementing and advancing key strategies; presenting to Board of Trustees, key stakeholder groups, and at conferences; and monitoring best practices and new developments.

**Program & Initiative Management:**

- Designed, organized, and facilitated systemwide, regional, or campus-level summits, conferences, and/or forums to support the work in dual enrollment, admissions, college access, developmental education, course placement testing, Adult Basic Education, and K12 – higher education.

**Previous Employer: Century College, White Bear Lake, MN**

*Century College is a community and technical college offering over 160 associate degree programs, certificates, and diplomas. The college serves a diverse student population of nearly 16,000 credit and non-credit students every year in a large, urban educational environment.*

**Academic Dean**

**August 2008—July 2014**

Served as administrator over academic departments through hiring and supervising faculty members; addressing course, curricular, and student issues; managing academic offerings, schedules, and programming; developing and managing budgets; and division strategic planning.

**Key Accomplishments**

**Leadership:**

- Provided leadership for the division of Behavioral and Social Science, Communication, Physical Education and Health, Humanities, and the Translation and Interpreting (TRIN) Program.
- Administered department and course offerings; managed academic programs and curriculum; and participated in course and program review and approval processes.
- Served as Interim Vice President of Academic Affairs from January 2014 – July 2014.

**Budget and Personnel Management:**

- Managed an annual budget of \$6 million in operational funds.
- Managed hiring, orientation, and supervision of over 140 tenured and part-time/adjunct faculty members; assisted faculty members on professional development plans.
- Managed hiring, orientation, and supervision of 10 staff members; supervised staff members' operations of fitness center, world language center, and TRIN learning center.

- Facilitated and resolved student and faculty concerns.

#### **Project and Initiative Management:**

- Coordinated campus initiatives in diversity and equity, K12 partnerships, Concurrent Enrollment program, and Student Success Day.

#### **Communication Instructor**

**Fall 2003—Summer 2008**

As an unlimited full-time (tenured) instructor, taught college-credit courses in Interpersonal Communication, Small Group Communication, Intercultural Communication, and Fundamentals of Public Speaking.

- Taught communication courses for Preparing to Achieve a College Education (PACE) Program, a grant-funded program that supports early college credit for high school students with backgrounds as low-income, first-generation college student, and student of color.
- Collaborated Public Speaking course with Composition I for Learning Community Program.
- Leader in Communication Department curriculum development, student learning assessment, and department sponsored public speaking events.

#### **RECOGNITIONS AND AWARDS**

*Leadership Excellence Award*, Awarded by the National Institute of Staff and Organizational Development (NISOD), Spring 2024

*Student's Voice Award*, Awarded by Education Club, Century College, Spring 2008

*Teaching Excellence Award*, Awarded by National Institute of Staff and Organizational Development (NISOD), Spring 2007

*Golden Apple Award for Outstanding Faculty*, Awarded by Phi Theta Kappa, Century College, Fall 2006

*Melvin H. Miller Award for Outstanding Service*, Awarded by Department of Communication, University of Wisconsin Milwaukee, Spring 2003

*Advanced Opportunity Program Fellowship*, Funded by State of Wisconsin, [REDACTED]

#### **BOARD & COMMUNITY ENGAGEMENT**

##### **Service**

Ex-Officio Member, Normandale Community College Foundation, June 2025 – current

Board of Director, White Bear Area Food Shelf, January 2021 – May 2025

##### **Editor**

Co-Editor of *Breathing In*, Fall 2006—Spring 2014

- Co-edited two publications that collected and shared inspirational stories of educators, students, and teachers. Publication was distributed among Century College staff, faculty members, students, alumni, and community members.

#### **LEADERSHIP PROFESSIONAL DEVELOPMENT**

##### **League of Innovation's Executive Leadership Institute**

**December 2022-January 2023**

Participated in a two-week national leadership program for prospective community college presidents and senior leaders, hosted by the League of Innovation.

- The leadership program included executive senior leaders from across the nation that focused on

analyzing abilities, reflecting on interests, refining skills, and engaging in leadership discussions with an unparalleled faculty of community college leaders from across North America.

- Worked with a small team of senior leaders to prepare and present a presidency interview.

#### **Harvard Business School's Young American Leadership Program**

**June 2017**

Participated in one-week, intensive leadership program that included 90 leaders from cities across the nation, hosted by Harvard Business School in collaboration with Greater MSP's Itasca Project.

- The leadership program focused on cross-sector collaboration to support prospering communities and included sessions on collaborative leadership, skills and knowledge for cross-sector collaboration, and infrastructure development.
- Worked with a team of ten from the Twin Cities Metro Area to identify a community issue, design possible solutions, and create a realistic, optimistic, and achievable plan.

#### **Higher Education Redesign Initiative: Design Associates Program**

**October 2013-June 2014**

Participated in a year-long program in which cohorts of design associates addressed a specific design challenge (redesigning higher education) through using design thinking. A collaborative initiative of the University of Minnesota Jandris Center for Innovative Higher Education, Midwestern Higher Education Compact, and University of Minnesota College of Design.

- Worked with a cross-section team of individuals with professional roles and backgrounds in education, design, the non-profit sector, and the creative industries; created an innovative higher education model that addressed quality, cost, and equity for college students and the state of Minnesota.
- Gained increase knowledge and skills in design thinking, new ways of problem-solving, and creation of prototypes to address challenges.

#### **Minnesota Partnership Executive Leader Development Program**

**August 2011-June 2012**

Participated in a year-long executive leadership program, jointly sponsored by Minnesota State Colleges and Universities and University of Minnesota.

- Gained more knowledge and information on executive leadership skills, competency-based leadership training, and personal assessment and growth development.

#### **Kaleidoscope Leadership Institute**

**December 2010**

Completed four-day institute that focused on leadership skill and development, hosted by

- Networked and developed relationships with women of color professionals from community colleges across the nation.
- Gained more knowledge and skills in organizational development, strategic planning, career advancement strategies, and strengths assessment and application.

#### **Luoma Leadership Academy**

**Summer 2007-Summer 2008**

Completed one-year leadership program offered through Minnesota State Colleges and Universities' Office of the Chancellor.

- Worked with a team that designed and conducted a research project on *Creating Welcoming Environments to Retain Racially and Ethnically Diverse Staff and Faculty*.
- Received training in work behavioral styles, organizational roles, leadership, managing work groups, strategic planning, managing conflict, engaging in crucial conversations, appreciating diversity, balancing leadership and management, hiring and orienting, building work teams, coaching and developing performance outcomes, and leading part-time staff.

#### **SELECTED PRESENTATIONS**

Presentations on **higher education, organizational change, and student success:**

Yang, P., Cook, C., Millender, A., and Olson, A. (May 2024). *Multi-Modality: Creating a Student-Centric, Flexible-Choice Instruction/Learning Model*. Co-presenter at National Institute of Staff and Organizational Development Conference in Austin, TX.

Yang, P., Millender, A., and Svoboda, K. (May 2024). *Start Right: Focus on Persistence and Retention of First-Time-in-College Students*. Co-presenter at National Institute of Staff and Organizational Development Conf. in Austin, TX.

Yang, P., Cook, C., Millender, A., and Olson, A. (March 2024). *Multi-Modality: Creating a Student-Centric, Flexible-Choice Instruction/Learning Model*. Co-presenter at League of Innovation's Innovation Conference in Anaheim, CA.

Yang, P., Millender, A., and Svoboda, K. (March 2024). *Start Right: Focus on Persistence and Retention of First-Time-in-College Students*. Co-presenter at League of Innovation's Innovation Conference in Anaheim, CA.

Yang, P., Cook, C., Millender, A., and Olson, A. (January 2024). *Multi-Modality: Creating a Student-Centric, Flexible-Choice Instruction/Learning Model*. Co-presenter at Achieving the Dream Conference in Orlando, FL.

Yang, P. and LeMay, D. (June 2021). *Framework for Driving Student Success*. Co-presenter at Minnesota State Academic and Student Affairs and Diversity, Equity, and Inclusion Conference in St. Paul, MN.

Yang, P. (April 2017). *Refocus, Recharge, and Renew*. Keynote presentation at TRIO MN Conference in MN.

Vang, P., Keenan, K, Judge, J, and Borchers, T. (March 2010). *Taking Leadership Risks in Uncertain Times*. Conference presentation at Chair Academy International Conference, St. Paul, MN.

Vang, P., Hageman, K., Jersak, M., and O'Brien, J. (January 2009). *GPS Lifepan*, Conference presentation at National Institute for Staff and Organizational Development Conference, Austin, Texas.

Vang, P., Burns, C.B., Litecky, L. and Neaton, M. (June 2008). *Stories from the Century Community*. Conference presentation at Teaching for a Change Conference, Park City, UT

Vang, P. and O'Brien, J. (May 2008). *Getting Results: Improving Student Faculty Interaction*. Conference presentation at International Conference on Teaching and Leadership Excellence, Austin, TX.

Vang, P., O'Brien, J. and Neaton, M. (May 2007). *Engaging in Engagement: Student Faculty Interaction*. Conference presentation at International Conference on Teaching and Leadership Excellence, Austin, TX.

Presentations on **developmental education, concurrent enrollment, secondary-postsecondary partnerships, and equity**.

Yang, P., LeMay, D., and Petersen, N. (May 2019). *Developmental Education and Multiple Measures Course Placement*. Co-presenter at California Accelerated Project conference in Long Beach, CA.

Yang, P. (May 2018). *Minnesota State Actions Towards Concurrent Enrollment Teacher Credentialing*. Panel presentation for Midwestern Higher Education Compact (MHEC) Midwestern Concurrent Enrollment Teacher Credential Summit in Cincinnati, OH.

Yang, P. and Espinosa, J. (November 2017). *Concurrent Enrollment: Supporting the Current Landscape And Paving the Way for the Future*. Conference presentation at Minnesota Rural Educators Association(MREA) Conference in MN.

Yang, P. and Cullinan, D. (August 2017). *Emerging Student Assessment and Placement Systems Using Multiple Measures*. Conference presentation at State Higher Education Executive Officers (SHEEO) Higher Education Policy Conference in MN.

Yang, P., Tieleman, M., and Cook, T. (April 2017). *Developmental Education Update*. Conference presentation at Minnesota Mathematical Association of Two-Year Colleges (MinnMATYC) Conference in MN.

Yang, P., Hurst, L. L., and Lowe, A. (March 2017). *New Territory: How Concurrent Enrollment is Connecting the Landscapes of Secondary and Post-Secondary English*. Plenary presentation at Minnesota English and Writing (MnWE) Conference in MN.

Yang, P. (September 2016). *Developmental Education Update*. Presentation at Minnesota Association for Developmental Education (MNADE) conference in MN.

Yang, P. and Johnson, S. (October 2016). *Developmental Education and College Success*. Conference presentation at Minnesota State College Student Association (MSCSA) Conference in MN.

Yang, P. and Dincau, J. (August 2016). *A Partnership That Works: Minnesota State Colleges and Universities and Adult Basic Education*. Conference presentation at Adult Basic Education (ABE) Summer Institute in MN.

Yang, P. (March 2016). *MnSCU Concurrent Enrollment: Where We Are and Where We Are Headed*. Conference presentation at Minnesota Association for Secondary Administrators (MASA) Conference in MN.

Yang, P. and Espinosa, J. (February 2016). *Changing the Paradigm: Dual Enrollment as a Strategy to Close the Opportunity Gap*. Conference presentation at Student Affairs and Equity and Inclusion Conference in MN.

Yang, P. and Espinosa, J. (February 2016). *Leading for Equity in Developmental Education*. Conference presentation at Student Affairs and Equity and Inclusion Conference in MN.

Yang, P. (January 2016). *MnSCU Concurrent Enrollment*. Presentation at Association for Metropolitan School Districts (AMSD) Board Meeting in MN.

Yang, P. (January 2016). *Concurrent Enrollment Update from Minnesota State*. Conference presentation at Minnesota School Board Association (MSBA) Conference in MN.

Yang, P. and Espinosa, J. (October 2015). *MnSCU Concurrent Enrollment and PSEO*. Conference presentation at Transfer Specialist Conference in MN.

Yang, P. and Espinosa, E. (October 2015). *Managing Growth: Minnesota Approach to Quality Assurance*. Conference presentation at National Association for Concurrent Enrollment Partnerships (NACEP) Conference in Denver, CO.

Yang, P. and Espinosa, E. (October 2015). *Addressing Faculty Shortage Panel: Statewide Delivery Model for Concurrent Enrollment Credentialing*. Conference presentation at National Association for Concurrent Enrollment Partnerships (NACEP) Conference in Denver, CO.

Yang, P. (September 2015). *MnSCU's Collective Work on Developmental Education*. Presentation at Minnesota Association for Developmental Education (MNADE) conference in MN.

Yang, P. (November 2014). *Secondary to Postsecondary Transitions: Understand the Language*. Conference presentation at Minnesota Rural Educators Association (MREA) Conference in MN.