

LACY KARPILO, Ph.D.

A higher education leader with more than 25 years of leadership experience, including over 10 years at the executive level. Experience leading complex, multi-department divisions, advancing student access, retention, and completion, developing institutional and statewide partnerships, managing multimillion-dollar budgets, supporting accreditation and assessment, and advising presidents, cabinets, boards, and public-sector partners. Experienced in strategic planning, enrollment management, shared governance, crisis management, diversity and belonging, fundraising, grant development, workforce partnerships, and cross-institutional collaboration. Extensive experience at several universities (public, private, large, small, rural, urban, open-enrollment, liberal arts, commuter, residential, and research) working with diverse student populations.

EDUCATION

Ph.D. Education and Human Resources, Colorado State University, Fort Collins, CO (December 2008) *Emphasis: Higher Education Leadership*

Dissertation: Engineering students and faculty perceptions of teaching methods and faculty involvement that promotes academic success.

M.A. Counseling Psychology, University of Denver, Denver, CO (November 2002)

B.A. Psychology, Occidental College, Los Angeles, CA (June 2000)

Minors: History and Art History

HIGHER EDUCATION EXPERIENCE

Lecturer (August 2026-present)

University of Colorado Colorado Springs (UCCS), Colorado Springs, CO

Department of Leadership, Research, and Foundations Program, College of Education

- Courses: *How College Students Develop: LEAD 3000*; *Legal Issues in Higher Education: LEAD 5280*
- Responsibilities: Develop course syllabi, learning objectives, assignments, assessments, and instructional materials, facilitate classroom and online discussions and student-centered learning, and assess student learning through papers, projects, presentations, and examinations.

Vice President of Student Life (June 2023-September 2026)

Colorado College (CC), Colorado Springs, CO

- Served as the Senior Student Affairs Officer and a member of the President's Cabinet, providing executive leadership for a comprehensive student life portfolio spanning housing, outdoor education, counseling, health, wellness, campus activities, recreation, conduct, behavioral assessment team, parent and family relations, and student engagement.
- Provided strategic leadership and supervision for five direct reports, 45 professional staff, and more than 400 student staff.
- Collaborated across campus with academic departments, athletics, and enrollment services to develop and lead recruitment and retention initiatives.
- Partnered with the Advancement team to support fundraising initiatives, participate in donor and alumni events, and cultivate relationships with prospective supporters.

- Managed a complex annual budget of over \$12 million supported by grants, foundation funding, student fees, auxiliary operations, and general funds.
- Established a Leadership Development and Fraternity/Sorority Life Coordinator position, increasing Greek life participation by 14 percent.
- Adopted and signed the International Okanagan Charter, advancing health and well-being for the entire campus community.
- Led the Board of Trustees Student Success Committee.
- Chaired a faculty and staff team that revised the Freedom of Expression policy.
- Coordinated and led 24-hour on-call crisis and critical incident response for campus.

Vice President for Student Affairs (February 2017-May 2023)

Eastern Oregon University (EOU), La Grande, OR

- Served as the Senior Student Affairs Officer and member of the President's Cabinet, providing executive leadership for a comprehensive student life portfolio spanning housing, outdoor education, counseling, health, wellness, academic advising, career services, campus activities, academic support services, admissions, disability support services, conduct, behavioral assessment team, Native student programs, Title IX, international student services, dining services, TRIO Student Support Services, and student engagement.
- Provided strategic leadership and supervision for 11 direct reports, 42 professional staff, and more than 200 student staff.
- Led the partnership to establish a formal memorandum of agreement between the Confederated Tribes of the Umatilla Indian Reservation and the University.
- Led and served on university-wide committees and initiatives related to strategic enrollment management, student retention, academic advising, and academic success.
- Led the COVID-19 Response Team in partnership with the local health authority.
- Expanded the Department of Diversity, Equity, Inclusion, and Belonging to focus on serving the entire university community and secured state and federal grant funding for additional staff.
- Led the Moon Shot for Equity initiative, partnering with two local community colleges (Blue Mountain Community College and Treasure Valley Community College) to increase access to higher education.
- Awarded a \$2.5 million Title III grant supporting comprehensive student success initiatives.
- Increased enrollment of students from diverse backgrounds from 18 percent to 28 percent over four years through coordinated recruitment and support services.
- Served as lead of the Behavioral Assessment Team and participated in university crisis response, conduct, and risk-management efforts.

Associate Vice Chancellor for Enrollment Services (Interim) (July 2016-January 2017)

Associate Vice Chancellor for Student Access, Advising, and Transition (May 2013-July 2016)

University of Alaska Anchorage (UAA), Anchorage, AK

- Led six directors, 77 professional staff and more than 35 student staff across admissions, recruitment, advising, registrar, financial aid, veterans' services, Native student services, career services, TRIO programs, and student information systems.
- Led efforts to recruit new and diverse undergraduate students and reduce enrollment and completion barriers.

- Consolidated two associate vice chancellor positions into one and served as interim associate vice chancellor to manage the realignment and develop a new division mission and purpose.
- Developed the University Hub, which integrated advising, career services, and recruitment to improve the first-year student experience.
- Secured a \$230,000 TRIO Student Support Services grant.
- Co-chaired an NWCCU Student Success Evaluation Team and helped prepare accreditation reports.

ADDITIONAL HIGHER EDUCATION EXPERIENCE

Director of Residence Life (June 2009-May 2013)

University of Alaska Anchorage, Anchorage, AK

Assistant Director of Residence Life (July 2007-May 2009)

University of Puget Sound, Tacoma, WA

Residence Education & Assignments/Billings Assistant (July 2005-June 2007)

Colorado State University (CSU), Fort Collins, CO

Assistant Director of Residence Life and Housing (June 2004-March 2005)

Residence Life Coordinator (July 2002-June 2004)

Art Institute of Colorado, Denver, CO

ADDITIONAL TEACHING EXPERIENCE

Executive oversight (Winter 2017-Spring 2023), **Instructor** (Fall 2019)

Eastern Oregon University (EOU), First-Year Experience Program and Courses (FYE)

- Course: *University 101*
- Executive oversight: Oversaw the First-Year Experience program, including supervision of the coordinator and instructors. Developed learning outcomes and assessed instruction and collaborated with academic deans to design courses aligned with the University's most popular areas of study.
- Instructor: Facilitated classroom and online discussions, supported student learning, and assessed student work through papers, projects, presentations, and exams.

Co-instructor (Summer 2012)

University of Alaska Anchorage (UAA), Professional and Continuing Education, College of Education
Field course in Denali National Park

- Course: *Professional Learning in Science Education: Repeat Photography: Exploring Climate Change and Culture in Denali: ED581*
- Class description: Students learned and applied repeat photography techniques to explore Denali National Park's natural and cultural history.

Instructor (Fall 2006-Spring 2007)

Colorado State University (CSU), First-Year Experience Program

- Courses: *Program Evaluation for Student Affairs: HE666, CSU (Fall 2006); Resident Assistant Training Class, CSU (Spring 2006 and 2007)*

ADMINISTRATION, ACCREDITATION, & INSTITUTIONAL EFFECTIVENESS

- **Board of Trustees Student Success Committee, CC (2023-2026), *Lead***
- **Freedom of Expression Policy Team, CC (2023-2026), *Chair***
- **Colorado College Student Government Association (CCSGA), CC (2023-2024), *Co-advisor***
- **Oregon Higher Education Coordinating Commission (HECC), Equity Advisory Committee (2019-2023), *Member***
- **Strategic Enrollment Leadership Team, EOU (2017-2023), *Member***
- **Northwest Commission on Colleges and Universities (NWCCU) Accreditation: Core Theme 2: Student Access and Success Team, EOU (Summer 2017), *Member***
- **BAT Team (Behavioral Assessment Team), EOU (2017-2023), *Lead***
- **Associated Students of Eastern Oregon University (ASEOU), EOU (2017-2023), *Co-advisor***
- **Retention and Completion Committee, UAA (2015-2017), *Co-chair***
- **Student Access, Advising, and Transition Division Development, UAA (October 2012-January 2013), *Lead Investigator*. Built the foundation for a new division by identifying student pathways, barriers to success, and effective communication strategies.**
- **Emerging Leadership Program Mentorship, UAA (2012-2015), *Mentor***
- **NWCCU Accreditation - Student Success Core Theme Evaluation Team, UAA (Summer 2012), *Co-chair*. Co-led faculty and staff teams to evaluate university performance indicators and prepare NWCCU accreditation reports.**
- **Integrated Suicide Prevention Initiative Committee, UAA (2011-2017), *Member***
- **Graduation/Completion Task Force, UAA (2011-2014), *Member***
- **Alaska Native and Rural Student Response Team, UAA (2009-2017), *Member***
- **CARE Team (Behavioral Intervention Team), UAA (2009-2013), *Founding Member***
- **Freshman Convocation Planning Committee, UAA (2009-2013), *Member***
- **Campus Safety Committee, UAA (2009-2013), *Member***
- **Leadership Program Development Committee, University of Puget Sound (2007-2009), *Member***
- **Program Evaluation of the Taking Stock at Mid-Semester Program, CSU (Fall 2006-Spring 2007), *Evaluator*. Designed and conducted a program evaluation using online surveys and focus groups to assess program effectiveness.**
- **Living Learning Community (LLC) Advisory Committee, CSU (2005-2007), *Member***
- **Academic and Conduct Appeals Committee, Art Institute of Colorado (2004), *Chair***

BUDGET, ADVANCEMENT, & EXTERNAL PARTNERSHIPS

- **Campus Budget Committee, CC (2023-2026), *Member***
- **Colorado Springs Undergraduate Research Forum (CSURF), (2023-2026), *CC Delegate***
- **Shelter from the Storm, Eastern Oregon (November 2022-May 2023), *Elected Board Member***
Nonprofit that provides services to individuals impacted by interpersonal violence, sexual assault, and stalking.
- **Crucial Conversations Mentoring Program, Student Affairs Administrators in Higher Education (NASPA), (2017-2018), *Mentor***
- **Path to Purpose: Youth Workforce Development and Readiness Work Group, Municipality of Anchorage (a project led by the Anchorage Mayor), (August 2016-January 2017), *Member***

- **Education and Workforce Development Committee**, Anchorage Economic Development Corporation, (August 2016-January 2017), *Co-chair*
- **NASPA Annual Conference**, NASPA, Student Affairs Administrators in Higher Education (2014, 2017, and 2019), *Program Reviewer*
- **90% by 2020**, Anchorage Citywide (July 2013-January 2017), *Leadership Team (higher education representative)*. A committee of Anchorage business, education, nonprofit, and community leaders working to increase the high school graduation rate to 90% by 2020.
- **Alaska Postsecondary Access and Completion Network**, Statewide (March 2013-January 2017), *Elected Board Member and founding member of the network*.
- **I Know I Can**, Alaska Commission on Postsecondary Education (ACPE), serving third-grade students (2013-2017), *Guest Speaker*
- **Kids2College**, City of Anchorage, fifth and sixth-grade students (2013-2017), *Guest Speaker*
- **Northwest Association of College and University Housing Officers (NWACUHO)**, Diversity Committee, (2008-2009), *Member*

SELECTED RESEARCH, PUBLICATIONS & PRESENTATIONS

- **Freedom of Expression: Know Your Rights and Responsibilities** (for students), CC, (started in 2024 and occurs twice a year), *Presenter*
- **C.E.A.D. (Celebrate, Education, Appreciation, and Diversity) Conference**, EOU, (February 2018), *Panel Moderator*
- **Faculty Training Workshops**, Generational Differences & Best Practices: Then & Now, EOU, (September 2017), *Presenter*
- **Faculty and Staff Convocation**, Diversity Student Panel, Eastern Oregon University, EOU, (September 2017), *Panel Moderator*
- **CONNECTATE Conference**, Statewide conference for eastern Oregon's Latino serving organizations, EOU, (June 2017), *Panel Moderator*
- **C.E.A.D. (Celebrate, Education, Appreciation and Diversity) Conference**, EOU, (February 2017), *Speaker*
- **Northwest Association Educational Opportunity Programs Conference**, Community and Agency Panel, (October 2014), *Panelist*
- **Retracing U.S. Geological Survey Geologist Stephen R. Capps' 1916 and 1919 Explorations in Denali National Park and Preserve, Alaska** Authors: Karpilo, R.D. Jr, Karpilo, L.N., Greco, D.C., Bryant, J.K., Burrows, R.A., and Tomeo, D.S. *Presentation at Geological Society of America Annual Meeting, Charlotte, NC* (November 2012).
- **Strategies for Maintaining a Cohesive and Energized Team**, UAA - Student Affairs Conference (Spring 2012), *Presenter*
- **Retrofit Green: Moving Sustainability Forward on the College Campus**, 2009 NASPA Annual Conference (March 2009), *Presenter*
- **Suicide Prevention Training**, University of Puget Sound, Professional development conference for faculty and staff (Spring 2009), *Presenter*
- **Ritalin Project**: Qualitative study of the effects of Ritalin on middle school students. Nuestros Milagros Youth Program, La Clinica Tepeyac, Denver, CO (September 2000-January 2002), *Researcher*

- **DSM-IV Disorders Presented by Ethnic Minority Counseling Center Students**, Authors: Valdez, N. J., Wright, J.D., Nguyen, J., Sanchez (Karpilo), L.N., and Buhain, J. *Poster presentation at Rocky Mountain Psychological Association Conference, Reno, Nevada (April 2000)*

PROFESSIONAL TRAINING

- **QPR (Question, Persuade, Refer) suicide prevention training**, Union County, Oregon, March 2021
- **CARE-ful Intervention: National Behavioral Intervention Team Association (NaBITA) Training**, *Anchorage, AK*, May 23-25, 2016
- **Center for Creative Leadership: Higher Education Administration Leadership Training**, *Anchorage, AK*, June 16-17, 2015
- **Higher Education Resource Services (HERS)**, *Bryn Mawr Summer Leadership Institute*, June 23-July 6, 2013
- **Gatekeeper Training (suicide prevention)**, Anchorage, AK, August 2012
- **Mental Health First Aid Certification**, UAA, August 2011
- **National Housing Training Institute (NHTI)**, University of Maryland, June 9-14, 2009
- **Applied Suicide Intervention Skills Trainer Training (ASIST)**, Tacoma, WA, September 2008
- **Applied Suicide Intervention Skills Training (ASIST)**, Tacoma, WA, March 2008