

ZACHARY N. CLARK, M.A.

ENGAGEMENT | LEADERSHIP | CHANGE AGENT | STUDENT-CENTERED | ASSESSMENT | EQUITY & INCLUSION

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KEY QUALIFICATIONS & SKILLSETS

Event, Facility, Project, & Budget Management	Holistic Campus Engagement	Addressing Barriers to Equal Access
Staff & Team Empowerment & Development	Student Advocacy & Agency	Risk & Crisis Intervention & Prevention
Assessment Frameworks & Strategic Planning	Strategic & Tactical Leadership	Integration of Student Development Theory

PROFESSIONAL EXPERIENCES

CHIEF CONSULTANT, RESEARCHER, & OWNER | ZNC Consulting & Event Planning Services, Vandergrift, PA | Apr 2023 – present

This is my consulting firm for higher education institutions, non-profit organizations, & small businesses to help conceptualize, develop, shepherd, & actualize projects pertaining to student engagement, equity, assessment, civic engagement, customer service, event planning, & other high-impact topics. Select organizations I have worked with include:

- ↳ For Butler's historic **Penn Theater**: Serving as its inaugural, yet interim, Executive Director & Director of Operations & Events, responsible for the transformation of a turn-of-the-century moviehouse into a non-profit, community events venue, overseeing administration & supervision of the facility, its capital development project, & all full-time & part-time staff, while assisting its Board of Directors to actualize the non-profit's mission:
 - **Key Responsibilities included:** Non-profit Organization Management; Event Planning & Promotions; Branding Design & Personality; Supervision; Risk & Crisis Prevention & Management; Fiscal & Facilities Management; Capital Development; Collaboration.
 - **Key Accomplishments included:** Designed, managed, & safeguarded the \$1.8M capital redevelopment project & the \$13M annual operating budgets; Secured a \$500,000 Keystone Grant from the Commonwealth of Pennsylvania to support capital redevelopment efforts; Reorganized the administration office, sourced all operations equipment, refiled all foundation & tax documents for non-profit corporations in PA, & salvaged & archived all historic items & documents, collaborating with the Butler Historical Society; Developed partnerships with local & regional non-profit, government, & community groups: Butler County Commissioners, Slippery Rock University's SUCCEED initiative, Butler County Community College, the Butler Cultural District, etc.; Secured all necessary inspection & permitting required by the Commonwealth, the County, & the City for renovations.
- ↳ For the **University of Maine at Farmington**: Evaluating disparate data sets to identify high-impact, low-impact, & no-impact factors on student success, persistence, & retention to graduation as part of its newly obtained Title III grant.
- ↳ For **Allusion Brewing Company**: Developing a new, interactive, multimedia trivia series program for weekly entertainment offerings in both their Vandergrift & Allison Park taprooms, increasing mid-week sales by two-thirds between Q2 & Q3 in 2024, while also assisting in the management of their physical taprooms through inventory management, safety & maintenance concerns, financial processes, & graphic design of key documents.
- ↳ For **Pittsburgh Spirits**: Coaching seasonal event staff to improve brand ambassadorship, customer service, & interactions to drive greater sales through best practices & knowledgeable approaches to product line-up & history of industry.
- ↳ For the **Assessment Institute (AI)**: Exploring gaps in assessment readiness & developing recommendations for further professional development offerings at Institute programs while designing educator resources to grow student agency in learning & high-impact practices.
- ↳ For **Hershey Entertainment**: Designing & facilitating a multi-day employee workshop about communicating & collaborating across generations.

DIRECTOR OF STUDENT ACTIVITIES & INCLUSION | College of Lake County, Grayslake, IL | Jul 2022 – Apr 2023

Located in Grayslake, IL, College of Lake County (CLC), a large, two-year community college, offers undergraduate programs to nearly 20,000 students across four campuses. I directed the Department of Student Activities & Inclusion, leading staff, developing a comprehensive campus life program, & realizing results.

- ↳ **Key Responsibilities:** As the head administrator & leader of the department, I held responsibilities that were diverse & impactful, including:
 - Managed semester programming calendars, featuring 80 events each, which included recreational, multicultural, & educational experiences, plus outreach & support for affinity groups: Black/African American, Latinx, military-affiliated, undocumented, LGBTQIA+, & gender-diverse.
 - Innovated processes, policies, & operations to increase student-centeredness, equity & access, & technology-adaptiveness.
 - Supervised 8 full-time, professional staff in Student Activities (1 Event & Leadership Coordinator & 1 administrative staff), Multicultural Resource Center (5 Outreach & Support Coordinators), & Latinx Success Center (1 Coordinator); organized professional development initiatives.
 - Oversaw 14 different facilities, including student recreational space, campus reservable spaces, e-sports gaming, & student offices; managed scheduling, maintenance, & capital improvements; & designed & enforced event, promotion, & use policies.
 - Audited & managed budgets (student activity, departmental, student government, & fundraising), totaling over \$750,000.
 - Developed comprehensive assessment frameworks for reaccreditation, program review, strategic planning, learning outcomes & competencies, etc.
 - Administered all student groups by providing advising support, recognition & registration, & policies & procedures for over 40 active groups; devised student group conduct policy; served as advisor to the Student Government Association & its student leaders (30 in total).
- ↳ **Key Accomplishments:** Realized various key accomplishments, including:
 - Actualized presidential directive to reignite stagnating campus life: grew engagement in campus student groups by 158% & grew engagement in campus events by 240%, both from Fall 2021 to Fall 2022.
 - Served & led with distinction on the Diversity Council: drafted the Anti-Racist Policy, the Anti-Racist Statement, & the Bias Response Plan, & developed a new shared governance approach to Affinity Month Celebrations through a campuswide taskforce.
 - Secured institutional Military Friendly Schools Gold status for the first time since 2018; fortified workflows with Financial Aid.
 - Designed theory-informed, high-impact practice-filled formal support & success cocurricula for each student affinity group.

- Drafted new conduct policy for recognized student groups with Student Conduct, built around pillars of restorative justice.
- Secured support & launched various new facilities including, Latinx Success Center, Lancer Lounge, Student Leader Lounge, Student Advocacy Suite, Lancer Media Center (with new space for campus newspaper & student radio), & E-Sports Gaming Arena.
- Realigned staffing for LGBTQIA+ & gender identity programming, outreach, & support, utilizing student needs & data, best practices, & theory.
- Bolstered student engagement through a software package, Suitable, reconnecting students with campus events & incentivizing involvement.
- Strengthened collaborations between the Special Olympics & the institution as a host campus, incorporating both athletic & cocurricular facets.

DIRECTOR OF STUDENT ACTIVITIES & ASSESSMENT | Indiana University of Pennsylvania, Indiana, PA | Jul 2009 – Jul 2021

Located in Indiana, PA, & part of PASSHE, Indiana University of Pennsylvania (IUP), a medium-sized, four-year, doctoral-granting institution, offers undergraduate & graduate programs to over 9,000 students. I directed the Student Activities office through IUP's 501(c)(3), non-profit auxiliary, in its student union, while supporting assessment & research activities.

- ↳ **Key Responsibilities:** *As the head administrator & leader of the department, I held responsibilities that were diverse & impactful, including:*
 - Managed semester programming calendars, featuring 40 events each, which included major, educational, & multicultural experiences; coached event planning skills (preparation, collaboration, production, promotion, management, & evaluation).
 - Audited & managed budgets (student fund, contracting, capital development, & fundraising), totaling over \$1 million.
 - Regulated all workflows, including event & facility scheduling, contracting, vendor processing, hospitality, travel, production, etc.; designed & revised departmental Operations Manual to outline & codify processes, policies, & operations.
 - Supervised 4 full-time graduate & professional staff; supported student union bargaining unit & non-unionized student staff; served as advisor to the Student Activity Committee & its student leaders (12 Board & 40 general members).
 - Developed comprehensive assessment planning for program reviews, strategic planning, reaccreditation, process review, branding, learning outcomes, campus climate, staff evaluations, etc., utilizing data to make evidence-informed, student-centered decisions.
 - Provided ongoing professional development for student, graduate, & professional staff; conducted ongoing staff evaluations.
 - Supervised services & facilities: break busing, university ticketing, student clubs' offices, & student union's rooms & equipment.
 - Incorporated software & data mining to develop early warning systems for at-risk student support, success, persistence, & retention.
- ↳ **Key Accomplishments:** *Realized various key accomplishments, including:*
 - Outperformed student engagement projections, achieving 33% growth in student involvement & offering 20% more events, despite 59% enrollment declines, between Fall 2009 & Fall 2021.
 - Strengthening organizational fiscal health by saving students \$200,000 annually when purchasing event tickets.
 - Revolutionized IUP's programming model to streamline redundancies, reduce waste, & create inclusive leadership structures.
 - Responded quickly & innovatively to COVID-19: 1.) pivoted programming virtually within 1 week, 2.) increased events offered by 300% despite losing 40% of my annual budget, 3.) partnered with 4 sister PASSHE institutions that failed to respond to the pandemic by offering virtual events, & 4.) was recognized as a leader in virtual programming & innovation.
 - Mentored hundreds of undergraduate & graduate students interested in education, events, management, hospitality, etc.
 - Recognized as a high impact trainer about Gen Z, sexual misconduct, assessment methods, event planning, & intersectionality.
 - Designed two departmental strategic plans, collaborated in IUP's 2015 reaccreditation, & served on multiple peer program reviews.
 - Helped design & execute key campuswide strategic initiatives: Persistence & Retention Plan, Diversity Action Plan, & Engagement Study.

CONFERENCE & EVENT MANAGEMENT CONSULTANT | Susquehanna University, Selinsgrove, PA | May–Aug 2008; each May 2009–2019

Located in Selinsgrove, PA, Susquehanna University (SU), a small, private, liberal arts institution, offers undergraduate & some graduate programs to 3,000 students. A graduate practicum transformed into an annual consultancy supporting summer conferences & event management, as well as a coordinator for an annual conference to support at-risk high school students.

- ↳ **Key Responsibilities:** *In this role, I held responsibilities that were diverse & impactful, including:*
 - Developed partnerships with county & community organizations to showcase SU as a premiere conference & event venue.
 - Organized & supervised all processes & operations: reception & departure, housing, billing & damage, floor planning, final financials, etc.
 - Supervised 20 residence life & event interns, provided trainings, organized duty assignments & schedules, & coached skills & expectations.
 - Designed, distributed, analyzed, & implemented evaluations to improve customer & campus satisfaction & experiences.
 - Collaborated widely across campus (Residence Life, Public Safety, Dining, Facilities, Academics, Athletics, Campus Life, Admissions, Multicultural Affairs, etc.) & with the community (7 local & regional school districts, the NJ Dept. of Education, etc.).
 - Served as primary coordinator for the TeenPEP weeklong conference from the New Jersey Department of Education with Camden City Public Schools, developing comprehensive student schedules & experiences, completing all residence life & housing operations, & educating at-risk, diverse students from an urban setting about critical prevention topics (drug/alcohol use, sexual contact, conflict, & positive self-worth).
- ↳ **Key Accomplishments:** *Realized various key accomplishments, including:*
 - Innovated & streamlined operations, removing duplicitous, archaic processes & transitioning to electronic & web-based modes.
 - Realized an increase in TeenPEP student & staff satisfaction by 51% over one decade.
 - Facilitated increases in student satisfaction & learning outcomes (variable year by year, longitudinally by 12%).

SPECIAL EVENTS COORDINATOR & SHIFT MANAGER | Noble Stein Brewing Company, Indiana, PA | Jul 2020 – Jul 2022

Located in Indiana, PA, Noble Stein Brewing is an independent craft brewery, offering high-quality libations & events. I provided a welcoming, customer-centered experience in the taproom & at events to increase customer retention, while improving event & operation logistics.

- ↳ **Key Responsibilities:** *In this role, I held responsibilities that were diverse & impactful, including:*
 - Event Planning & Promotions; Supervision; Collaboration; Operations; Facilities Management; General Management

↳ **Key Accomplishments:** *Realized various key accomplishments, including:*

- Increased regional customer brand awareness by over 64% & overall joint event & related taproom sales by 32%, FY20 to FY21.
- Rehabilitated community awareness of events by growing offerings of live shows, organic trivia series, community events, etc.
- Launched product partnerships with other local Indiana businesses, such as specific flavored-inspired products & merchandise.
- Designed new processes for inventory regulation, opening tasks, closing tasks, off-site event preparations & management, etc.

MENTAL HEALTH PROFESSIONAL & PROGRAM SUPERVISOR | New Story Schools, Indiana, PA | Jun 2011 – Jul 2014

Located in Indiana, PA, New Story, an educational & mental health facility with wraparound programs, serves students aged 6-21 at various cognitive levels diagnosed with an autism spectrum disorder. I managed a social skills program & supervised a team of therapists.

↳ **Key Responsibilities:** *In this role, I held responsibilities that were diverse & impactful, including:*

- Curriculum Design; Supervision; Collaboration; Assessment; Action Planning; Crisis Response; Risk Management

↳ **Key Accomplishments:** *Realized various key accomplishments, including:*

- Improved employee retention & satisfaction by over 21% from FY13 to FY14.
- Streamlined & managed coordinated care amongst various state & private agencies, family, medical providers, etc.

EDUCATION

Master of Arts (M.A.), Student Affairs in Higher Education, Indiana University of Pennsylvania, Indiana, PA, May 2009, Highest Honors.

Bachelor of Arts (B.A.), History & Secondary Education, Saint Vincent College, Latrobe, PA, May 2007, Magna Cum Laude.

Instructional Level 1 License, Secondary Social Studies, 7-12, PA Dept. of Education, Harrisburg, PA, Mar 2010, *Top 5% of Licensees.*

CERTIFICATIONS

- ↳ **College Unions, Student Conduct, Campus Activities, & Student Affairs Certifications**, *in process*, Higher Education Consortium.
- ↳ **Leadership Certification & Advanced Leadership Certification**, Saint Vincent College, Latrobe, PA.
- ↳ PA Liquor Control Board **Responsible Alcohol Management Program (RAMP)**, Harrisburg, PA.
- ↳ American Red Cross **First Aid & Advanced Lifesaving Measures: CPR, AED, BBP, PPE, & Narcan**, Greensburg, PA.
- ↳ **Nonviolent & Crisis Prevention & Intervention**, Crisis Prevention Institute, Milwaukee, WI.

SELECT CONTINUING EDUCATION

- ↳ **Assessment Institute**, each Oct; Virtual, 2020, 2021; Indianapolis, IN, 2022.
- ↳ The 2021 **Equity Summit: Supporting the LGBTQIA Community & Building Antiracist Colleges & Universities**, Virtual, Feb 2021.
- ↳ New England College: **Higher Education Assessment Conference**, Virtual, May 2020.
- ↳ SAAL: **Applying & Leading Assessment in Student Affairs**, MOOC, Canvas, Jan 2020.
- ↳ NASPA: **Assessment, Persistence, & Data Analytics Conference**, Orlando, FL, Jul 2019.
- ↳ I.D.E.A.: **Unpacking Privilege & Better Serving Students**, Indiana, PA, Apr 2019.
- ↳ **Student Retention Summit: Using IMPROVE & EAB to Benefit Students**, Indiana, PA, Feb 2019.
- ↳ **Student Success Summit: Using High Impact Practices to Improve FYE, Advising, & Inclusion for Student Success**, Indiana, PA, Jan 2019.
- ↳ **PASSHE Student Affairs Conference**, bi-annual in May; Clarion, PA, 2019; East Stroudsburg, PA, 2017; Millersville, PA, 2015.
- ↳ **NACA LIVE** Annual National Convention, each Feb, various locations, 2004 – 2021.

PROFESSIONAL ORGANIZATION AFFILIATIONS

- ↳ **Assessment Institute**, Student Affairs & Cocurricular Programs Track Coordinator & Co-author, Mar 2021 – present.
- ↳ **Student Affairs Assessment Leaders (SAAL)**, Member, Jul 2016 – present.
- ↳ **National Association for Campus Activities (NACA)**, Member, Jan 2004 – Apr 2023; **NACA Research & Scholarship Group (RSG)**, Member, Sep 2015 – May 2021 & Chair May 2019 – Apr 2021.
- ↳ **American Student Government Association (ASGA)**, Member, Jul 2022 – Apr 2023.
- ↳ **Skyway Conference** of Community Colleges in Illinois, Cocurricular Directors Representatives, Jul 2022 – Apr 2023.
- ↳ **Student Affairs Administrators in Higher Education (NASPA)**, Member, Sep 2009 – May 2014.
- ↳ **Association of College Unions International (ACUI)**, Member, Sep 2009 – May 2014.

RECOGNITION for STUDENT DEVELOPMENT & COMMUNITY SERVICE

- ↳ 2022 **Community Service Appreciation Award**, Hope Lutheran Church, Homer City, PA (Worship Asst & Cncl Pres, Jun 2010 – Jul 2022).
- ↳ 2019 **Student Success Keystone Award**, IUP Division of Student Affairs.
- ↳ 2019 **Distinguished Advisor of the Year**, Nominee, IUP Division of Student Affairs.
- ↳ 2018 10 Questions Feature with an **Outstanding Campus Activities Professional**, NACA Campus Programming Magazine.
- ↳ 2010 **Professional Recognition**, U.S. Census Bureau, Johnstown, PA, Regional Office (Enumerator & Crew Leader Assistant, 2010 & 2020).
- ↳ 2009 **Hadley Award Excellence in Student Development**, Nominee, IUP Department of Student Affairs in Higher Education.

SELECT COMMITTEE LEADERSHIP WORK

↳ College of Lake County, 2022-2023:

Student Life Commission (*Chair*) | College Programming Collaborative (*Chair*) | Affinity Month Celebrations Taskforce (*Chair*) | Diversity Council (*Vice Chair*) | Title IX Taskforce (*Investigator/Hearing Officer*) | Sexual Assault & Violence Education Committee | Admin. Senate | Lancer Success Council | Assessing Student Learning Committee | HLC Reaccreditation Self-Study | College, Student Development, & Student Affairs Leadership Teams

↳ Indiana University of Pennsylvania, 2009-2021:

University Programming Committee (*Chair*) | Campus Space & Reservation Committee (*Vice Chair*) | Student Affairs Assessment Team (*Vice Chair*) | Student Support & Engagement Team (*Co-founder, Member, Guide*) | University Senate & its Committee on Student Affairs (*Senator & Secretary*) | Student Conduct, Conduct Appeals, & Organizational Review Boards (*Hearing Officer/Chair*) | Welcome Week, Family Weekend, Homecoming, & Town-Gown Committees (*Rep.*) | Middle States Reaccreditation Self-Study | Student Affairs Professional Development Planning | University Planning Council

FEATURED PUBLICATIONS & PRESENTATIONS

For all publications & presentations, visit: www.zachclarkeducator.com/selected-works.

Featured works include:

- Assessing Student Needs, Learning, & Impact Beyond the Classroom: Trends in Student Affairs & Cocurricular Assessment** (chapter). In S. P. Hundley & C. J. Keith (Eds.), *Trends in assessment: Ideas, opportunities, & issues for higher education (2nd ed.)* (pp. 85-103). Routledge. Authors: Keith, C. J., Clark, Z. N., Ninon, A. S., & Wardhammer, L. A. (October 2023). DOI: 10.4324/9781003440604-6
- The Tale of the Messy NSSE: Using National Instruments to Better Understand Students, Make Stronger Decisions, & Share Our Impact** (article). In S. P. Hundley & C. J. Keith (Eds.), *Assessment update*, (volume, issue, pages, DOI, & pub. date TBD). Routledge. Author: Clark, Z. N.
- Agency, Power, & Transparency in the Academy: How the Management of Student Activity Fees Has Changed Since 1996** (unpublished monograph, DOI not yet assigned). NACA Research & Scholarship Group. Authors: Wilson, C., Clark, Z., Naifeh, Z., Thompson, C. (May 2021).
- Empowerment & Envisioning: Creating Meaningful Generation Z Leadership Experiences** (article). *Campus Programming*. National Association for Campus Activities. Author: Clark, Z. N. (April 2019).
- Closing the Loop: Effective Assessment in Student Activities** (article). *Campus Programming*. National Association for Campus Activities. Author: Clark, Z. N. (April 2018).
- Building Strategy, Finding Opportunity: Frameworks for Successfully Applying Theory & Creating Opportunities in Comprehensive Campus Life Programs** (presentation). (April 2022). College of Lake County, Grayslake, IL. Presenter / Author: Clark, Z. N.
- Gen Z in the Workforce: Navigating Nuance & Finding Success** (multi-day workshop). (June 2021). Hershey Entertainment & Resorts, Hershey, PA. Presenter / Author: Clark, Z. N.
- Generations of Students: Gen Z Changes Higher Education for Good** (presentation). (February 2020). NACA LIVE National Convention, Denver, CO. Presenter / Author: Clark, Z. N.
- #YouCanDolt: Integrating Scholarly Practice in Everyday Work** (presentation). (February 2019). NACA LIVE National Convention, Columbus, OH. Presenter / Author: Clark, Z. N.
- Our Generations of Students: Impacts on the State System** (presentation to system Board of Governors & Pennsylvania legislative representatives). (July 2018). Pennsylvania State System of Higher Education Board of Governors, Harrisburg, PA. Presenter / Author: Clark, Z. N.
- When Two Become One: A Story of Two Programming Boards, Campus Climate, & Shrinking Resources** (presentation). (February 2017). NACA LIVE National Convention, Baltimore, MD. Presenter / Author: Clark, Z. N.
- The Age of Jackson, the Road to the Civil War, & Civilwaropoly—A Graphic Representation of the American Civil War** (comprehensive unit plan). (February 2007). Greensburg-Salem High School, Greensburg, PA, & Saint Vincent College, Latrobe, PA. Presenter / Author: Clark, Z. N.
- The Devil Within: The Transformation of the Perceptions & Representations of Evil in Nineteenth-Century Western Culture** (unpublished bachelor's thesis). (December 2006). Saint Vincent College, Latrobe, PA. Author: Clark, Z. N.

REFERENCES

References available upon request. To view featured testimonies, please visit: www.zachclarkeducator.com.

Dr. Gabe Lara, former supervisor at College of Lake County

Associate Vice President of Student Success & Engagement | Dominican University (IL) | 708.488.5083 | glara1@dom.edu

Dr. Christine Wilson, mentor & former national committee chair

Vice President of Student Affairs & Enrollment Management | University of Maine at Farmington | 207.778.7087 | christine.wilson@maine.edu

Mr. Louis Garzarelli, former supervisor at Indiana University of Pennsylvania

Executive Director & C.E.O. | Student Cooperative Association, Inc. at Indiana University of Pennsylvania | 724.357.2590 | lgarz@iup.edu