

Cheryl Norman



Strategic thinker and inspirational leader who transforms objectives into strategies and programs that advance both organizational mission and continuous improvement. Establishes vision and instills confidence with skilled team building, passionate advocacy, transparent communication, and sound judgment. A compassionate and energetic leader, who works to empower others, collaborate broadly to deliver results, and nurture a culture of inclusiveness.

EDUCATION

Ed.D., Higher Education Administration, St. Cloud State University, St. Cloud, MN
DISSERTATION: Students' Performance on Institutional Learning Outcomes

M.S.Ed., Teaching English to Students of Other Languages (TESOL), Shenandoah University, Winchester, VA

Licensure in Emotional Behavioral Disorders, University of Minnesota, Minneapolis, MN

B.A.E., Elementary and Kindergarten Education, Concordia University, St. Paul, MN

EXPERIENCE

CENTRAL LAKES COLLEGE

07/2023 – Present

Vice President of Academic and Student Affairs

- Provide educational and administrative leadership to academic and student affairs faculty and staff with a clear focus on student success, achieving equitable student outcomes, and serving the community in support of the CLC mission, "We Build Futures"
- Work to achieve excellence and innovation in the Colleges academic and student services programs
- Ensure that the regions workforce demands are met, strategically build enrollment and student success, and prioritize relationships in all aspects of the work
- Provide vision and overall guidance for policy formulation, educational planning, accreditation processes, budgeting, and new program development
- Serve as the Accreditation Liaison Officer to the Higher Learning Commission
- Direct supervisor to the following positions:
 - Six academic Deans/Administrators (Dean of Staples, Dean of Brainerd Technical Education, Dean of Liberal Arts & Sciences, Executive Director of Ag Partnerships, Dean of Enrollment Management and Student Success, Dean of Students, Wellness & Equity)
 - Director of Small Business Development Center
 - Director of Technology
 - Management Analyst
 - Research Analyst
- Commitment to the mission of the comprehensive community and technical college environment
- Selected as an Aspen Institute Presidential Fellow, advancing collegewide student success strategies, strengthening partnerships with employers, universities, and K-12 systems, and



- enhancing institutional capacity in finance and data to improve student outcomes at scale
- Build relationships with faculty and staff based on shared values of trust, respect, transparency
- Cultivate strong shared governance relationships through ongoing collaboration with the Minnesota State College Faculty (MSCF) union president and grievance representative, supporting a collegial climate and effective resolution of faculty concerns
- Advance program sustainability and fundraising efforts by engaging advisory boards and community stakeholders to secure fiscal support, enhance curriculum relevance, expand internships and grow scholarship opportunities for students
- Serve as the chief administrative representative on Academic Affairs and Standards Council and participate in Minnesota State, community, state, and national organizations
- Commitment to academic excellence and rigor that enhance equitable persistence, progression, and completion
- Promote practices relating to excellence in teaching, curriculum development, instructional program planning and budgeting, program innovation, assessment, program development and review, articulation and transfer, faculty evaluation, staff development, distance and on-line education, course and faculty scheduling, technology to support instruction and overall college infrastructure, and customized training

UNIVERSITY OF NORTHWESTERN – St. Paul, MN

01/2017 – 06/2023

Dean of Assessment and Academic Administration

- Create program analysis to evaluate 65 certificate, associate, bachelor, post-baccalaureate, and graduate programs using mission, metrics, market, and margin indicators
- Eliminate six programs using Marginal Revenue Analysis and data-driven evidence
- Grow core programs and launch of new programs with clear market demand, indicators of demographic diversity in workforce, low competition, and high student interest
- Delegate, collaborate, and promote consensus in Academic Program Initiative related to university's strategic plan
- Design qualitative and quantitative analysis of institutional fit, market demand, resources, timing to market and financial viability
- Establish criteria to review potential new graduate and undergraduate programs including Human Resources Management, Occupational Therapy, Educational Leadership, Web and Digital Design, Logistics and Supply Chain Management, Public Administration, Social Work, Economics, Health Care Management, Music Therapy, Sports Management, Data Analytics, Physician Assistant, Forensic Psychology, and Aviation
- Lead assessment of dual enrollment, traditional undergraduate, adult undergraduate and graduate programs including annual evaluation and improvement and five-year program reviews
- Administration of surveys and other assessments
 - Prepare qualitative and quantitative analyses and reports
 - Communicate and distribute internal and external assessment results
 - Facilitate analysis and appropriate application of assessment results for quality improvement
 - Maintain record of previous and current data and websites documenting assessment information and data
- Direct Assessment Committee to provide guidance to develop and implement institution-wide assessment plans & reports
- Accreditation Liaison Officer to Higher Learning Commission
 - Comprehensive Visit met all criteria for accreditation without monitoring in any areas
 - Led faculty in review of all courses to ensure alignment of outcomes across venues and



- sections and the appropriateness of rigor to degree awarded
- Evaluate alignment of course to program to general education outcomes
- Administer successful regional program accreditation to Engineering, Nursing, Criminal Justice, and Education programs
- Supervise eight direct reports
 - Director of Academic Achievement
 - Director of Career Development
 - Director of Global Programs
 - Director of Library Services
 - Chair of Center for Teaching & Learning
 - Coordinator of the Institutional Review Board
 - Institutional Review Board Chair
 - Director of Core Curriculum
- Chair five Academic Committees
 - Academic Policies and Curriculum Committee
 - Faculty Development Committee
 - Academic Program Advisory Committee
 - Assessment Steering Committee
 - Center for Teaching and Learning
- Prepare, plan, direct, and manage a budget of over \$600,000
 - Assessment; Academic Achievement; Berntsen Library, Career Development; Global Programs; Center for Teaching and Learning; and Faculty Development
 - Inform Cabinet of budgetary implications
- Lead Faculty Development in instructional practices that lead to continuous improvement using student-centered course design and authentic assessment practices
- Develop academic policies in collaboration with faculty, administration, & oversight committees including credit hour, articulation agreements, teach-out, and abbreviated syllabi policies

Adjunct Faculty in School of Education and Master of Arts in Education

- Present curriculum in face-to-face, online, and blended format
- Collaborate in undergraduate and graduate programs
- Monitor student success
- Teach undergraduate courses including EDL/ESL4325 Teaching Grammar for ESL
- Teach graduate courses including EDU5270 Learners and Learning in Diverse Communities

MINNEAPOLIS COMMUNITY & TECHNICAL COLLEGE – MINNEAPOLIS, MN

06/2011 – 01/2017

Customized Training and Workforce Development Representative

01/2016 – 01/2017

- Consulted with business and industry partners to address workforce education needs
- Collaborated with Project for Pride in Living, Hennepin County, and Adult Basic Education
- Developed Health Advocate, Public Sector Administrator, and Building Operations Technician pathways
- Designed academic curriculum to meet personnel needs in industries such as Opus and Amazon
- Collaborated with Eastside Neighborhood Services to develop Nursing Assistant and Health Aide training
- Generated \$50,000 grant revenue
- Provided training that led to innovative and equity-building pathways to employment



Academic Liaison

09/2014 – 01/2016

- Collaborated with Minneapolis Public Schools and Augsburg College to recruit and support students of color moving through multiple educational institutions toward a career in teacher education
- Worked to provide sufficient and sustained guidance, support and financial incentives to grow the diversity of the teacher workforce

Learning Outcomes Assessment Director

07/2012 – 01/2016

- Ensured qualitative and quantitative tracking of student learning outcomes by connecting with every department to reflect on effectiveness of the teaching and learning process
- Advocated for student learning with over 100 associate's degrees, diplomas, and certificates
- Supported each program/division/department in student learning outcomes assessment
- Equipped six Academic Deans to evaluate and provide feedback to departments
- Facilitated review of all common course outlines, mission statements, program learning outcomes, course learning outcomes
- Mapped course curriculum to program to institutional outcomes and general education outcomes
- Served on the Academic Affairs Standards Council to approve curriculum through the Curriculum Navigator system
- Led Minnesota Collaborative project assessing six learning outcomes with the Association of American Colleges & Universities (AAC&U)

Center for Teaching and Learning Co-Lead

08/2012 - 01/2016

- Provided faculty support as assessment consultant
- Facilitated faculty development opportunities
- Developed faculty to create assignments to assess student learning of course outcomes and institutional core competencies.

Faculty in Education, English to Students of Other Languages, Reading, Informational Technology, and First Year Student Experience

06/2011 – 01/2017

- Presented curriculum in the face-to-face, blended, hybrid, and online format to monitor student success
- Communicated to students on a diverse campus to encourage success and completion of coursework to reach goals
- Taught courses including:
 - EDU1000 Careers in Education, Child and Youth Development
 - EDU1500 Introduction to Urban Education and Reflective Practice
 - EDU2250 Introduction to Special Education
 - EDU2270 Learning Disabilities and Behavior Disorders
 - EDU2280 Communication and Collaboration in Diverse Educational Settings
 - EDU2300 Introduction to Language and Language Teaching
 - EDU2400 Methods and Materials for ESOL
 - ESOL0021/31/41 ESOL Writing Beginner/Intermediate/Advanced
 - ESOL0022/32/42 ESOL Reading Beginner/Intermediate/Advanced
 - ESOL0023/33/43 ESOL Listening and Speaking Beginner/Intermediate/Advanced
 - FYST1100 Strategies for College Success
 - ITEC1005 Preparing for IT
 - READ0200 Reading 2 for Developmental Learners

USAID / CORPORATION FOR A SKILLED WORKFORCE / TRANS-ATLANTIC TECHNOLOGY AND TRAINING

Faculty Developer in El Salvador

03/2015 - 09/2015

Workforce development initiative guided El Salvador's higher education institutions to work more effectively with industry partners and employers in selected industry clusters to ensure that students acquire the skills needed to succeed in the workplace

- Trained faculty in seven Universities in El Salvador in 21st Century Pedagogy and Applied Research
- Tied university curriculum to the needs of the local economy
- Served as Faculty Trainer to complete a needs analysis in El Salvador to determine essential training modules
- Presented faculty development modules to seven universities with a train-the-trainer model

INTERNATIONAL CHRISTIAN SCHOOL OF VIENNA, AUSTRIA 07/2004

07/2004 - 07/2010

Teacher in English Language Learner and Special Needs Programs

- Supervised English Learner and Special Needs Programs at an international Christian school with over 30 nations represented in the student body
- Facilitated communication with parents, staff, and community
- Delivered teacher training to meet needs of language learner and special needs students
- Tested incoming students to determine academic level, grade placement, and language proficiency
- Helped develop language and learning policies throughout organization to create culture of inclusion
- Established parent support group to include school orientation and free courses in English Language Learning

ALLIANCE ACADEMY INTERNATIONAL, QUITO, ECUADOR

07/1998 – 07/2004

Teaching English to Students of Other Languages

- Implementation of appropriate teaching strategies, curriculum writing, budget development, teacher training to provide a language-rich environment
- Developed and implemented a Language Acquisition Handbook that served as a resource guide to students, faculty, staff and parents

Professional Development (Selected)

- Aspen Institute Presidential Fellow (2025-2026)
- Higher Learning Commission Annual Conference (from 2016-2025)
- Investigator Training and Decision Maker Training 1B.1 (2024)
- New Administrator Orientation and Mentorship Program (2023)
- Council for Christian Colleges & Universities, Women's Leadership Development Institute Fellow (2020-2024)
- Association for the Assessment of Learning in Higher Education (AALHE) Conference (2019)
- Higher Learning Commission Assessing General Education Workshop (2018)
- St. Thomas University, Certified Professional Project Management (2018)
- Served on standard-setting panel for the Civic Competency & Engagement (CCE) and Intercultural Competency & Diversity (ICD) assessments with Educational Testing Services (ETS) (2017)
- Participated in Minnesota Collaborative project assessing six learning outcomes with the Association of American Colleges & Universities (AAC&U) (2015-2016)



Presentations (Selected)

- Blitstein, P., Danes, G., Haberski, R., Houston, S., Norman, C., (2025, April) *Building Effective Data-Informed Decision-Making Processes for New and Current Programs*. Presentation at the Higher Learning Commission Annual Conference
- Houston, S., Norman, C., (2024, November) *Essential Metrics – and a Framework – for New Program Identification and Selection*. Presentation at the AIRUM Conference.
- Norman, C., (2023-present) *Executive Team Updates*. Presentations at All-Employee Inservice Days and Faculty Inservice Days.
- Johnson, J., Norman, C., & Sommers, J., (2021, April) *Demystifying the Comprehensive Visit*. Presentation at the annual meeting of the Higher Learning Commission.
- Devers, M.C., Luebke, M., & Norman, C. (2021, April) *Program Review at Three Private Universities: Three Approaches*. Presentation at the annual meeting of the Higher Learning Commission.
- Nelson Laird, T.F., Norman, C., Pearson, D., Rhodes, T., (2018, January) *The VALUE Institute: Learning Outcomes Assessment at its Best*. A Collaboration among Association of American Colleges and Universities (AAC&U), Indiana University Center for Postsecondary Research (IUCPR), Watermark, & State Higher Education Executive Officers Association (SHEEO) at the AAC&U Annual Meeting.
- Norman, C., (2012-present) Annual assessment data presentations to the Board of Trustees, Senior Leadership Team, Dean's Council, Department Chair/Assistant Deans, Faculty Senate, Academic Continuity Team, and at Faculty Meetings.

Service to Community (Selected)

- School enrichment with UPWorks to include food, clothing, backpack, school supply, and medical distributions during the pandemic crisis (2020-2021)
- Board member of Homeowner's Association in Chanhassen, MN (2020-2023)
- Volunteer with Feed My Starving Children, Minnesota Adult and Teen Challenge, and Samaritan's Purse (2014-present)
- Church volunteer in various roles including Capital Campaign, Women's Ministry, Missions Commission, and youth counseling (2011-present)
- Twelve years of experience as an educator in Ecuador and Austria