

# Andrew W. White, Ed.D.

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## EDUCATION

- Ed.D. in Education Leadership, The Rossier School, University of Southern California
- M.S. in Public Administration, Central Michigan University
- B.A. with Honors in Political Science, The University of Tennessee

## SELECTED DEVELOPMENT EXPERIENCES

- Future Presidents Institute, American Association of Community Colleges
- Nashville Chamber of Commerce Leadership Public Education program
- ACT Workforce Summit 2023; Nashville, TN
- Fundraising Certificate; University of Texas at Austin
- Professional Grant Development Workshop; The Grant Training Center
- Community College Leaders Symposium: Leveraging Assets in Your Local Community to Promote Economic Development; Pellissippi State Technical Community College, Knoxville, TN
- Work-based Learning Summit, Tennessee Business Roundtable, Nashville, TN
- Finance for Non-Financial Managers, Haslam College of Business, University of Tennessee
- Orientation visits to more than 100 public and private employers from 2008 to present
- Academic Instructor School, Air University; Maxwell Air Force Base, Montgomery, AL
- Distinguished Graduate, DoD Public Affairs Officer Course, Fort Benjamin Harrison, IN
- Distinguished Graduate, Air Force ROTC, University of Tennessee

## CAREER PROFILE AND PROGRESSION

- Currently: Senior Director, Fast Forward program, Belmont University, Nashville, TN
- Dean, Business and Technology Division, Volunteer State Community College, Gallatin, TN
- Director, Aerospace and Defense Business Institute, University of Tennessee, Knoxville, TN
- Director, Aerospace and Defense MBA, Haslam College of Business, University of Tennessee
- Chief, Internal Information, Office of University Relations, University of Tennessee (system)
- Commander (Lieutenant Colonel), 341<sup>st</sup> Recruiting Squadron, Lackland Air Force Base, TX
- Director of Public Affairs (Lt Col), Air Force Special Operations Command, Hurlburt Field, FL
- Director of Public Affairs (Lt Col), Air University, Maxwell Air Force Base, Montgomery, AL
- Deputy Director and full-time faculty member (Major), Air Force Public Affairs Center of Excellence; Air University, Maxwell Air Force Base, AL
- Five progressively responsible roles in Protocol and Public Affairs (Second Lieutenant - Major)

## CURRENT POSITION

**2022 - Present (Founding) Sr. Director, Fast Forward program; Belmont University, Nashville, TN**  
Leading Belmont efforts to create broad new partnerships to improve postsecondary completion, education equity, and economic mobility for underserved students and underemployed adults through success in high-demand, middle-skills jobs. Forging new partnerships and fostering teamwork between Nashville public schools, community and technical colleges, employers, non-profits, and postsecondary governing bodies.

- Teamed with partners to launch pilot projects for more robust career and pathway orientations and expand access to career-focused, early college opportunities and free “bridge summer” opportunities
- Brokered new non-profit partnership to increase access to English language learning and adult ed
- Leading review and transformation of university transfer pathways for community college graduates

## WORK HISTORY AND SELECTED ACHIEVEMENTS

### **2019 – 2022    Dean, Business and Technology Division Volunteer State Community College, Gallatin, TN**

Supported and led a team of 30 faculty and staff members serving more than 1,300 diverse students pursuing transfer and career associate degrees, embedded technical certificates, and industry certifications in Business, Computer Science, and Computer Information Technology (CIT). Served students and supported employers from 11 northern middle Tennessee counties, ranging from affluent Nashville suburbs to rural, distressed counties of Appalachia, providing teaching and advising support at four campuses and online.

- Led faculty transformation of vital programs (1,330 students) for key, high-demand fields
  - Doubled summer IT courses: enhanced access, degree progression, and faculty incomes
  - Adopted new prescriptive curriculum to boost access, student success, and job readiness
  - Created three new embedded technical certificates -- quadrupled the stackable credentials offered
- Supported rapid, successful transition to online learning in early phases of Covid-19 pandemic
- Increased degrees awarded by 39% with improved access, teaching, curriculum, and advising
- Business programs reaffirmed by Accreditation Council for Business Schools and Programs
- Wrote Perkins grant proposal; landed \$500K to recruit students into CIT programs for tech jobs
- Landed \$1M state grant to promote IT careers and pathways and expand non-credit training
  - Included critical funds to embed industry certification exams into numerous CIT courses
- Forged new articulation agreement with Belmont University and initiated work on two more
- Expanded advisory committees to improve regional representation and employer engagement
- Nominated faculty member named 2021 Distance Learning Instructor of Year for southern U.S.
- Co-authored proposal for \$7.6M facility renovation – approved and funded by state in first year
  - Transforms learning spaces to support more student-centered and team-based learning
  - Provides new modern offices for faculty, community space for engagement, and total tech refresh
- Teamed with chair and advisors to craft new recruiting and retention brochures for CIT programs
- Committees: Curriculum Cmte; Substantive Change Cmte; Institutional Effectiveness Cmte

### **2015 – 2018    Director and core faculty member, Aerospace & Defense Business Institute Haslam College of Business, University of Tennessee**

Founding director of institute launched to expand and nurture strategic partnerships with aerospace and defense employers. Promoted the industry-tailored, Aerospace and Defense MBA (ADMBA) and other degree and non-credit programs; talent pipelines; industry service; and basic and applied research.

- Planned and led ADMBA experiential learning visits to key employers in Ft. Worth, St. Louis, Norfolk
- Overcame DoD budget sequestration: Grew ADMBA enrollment to 38...twice the baseline average
- Institute's gross surplus FY16 *and* FY17: \$1M+ both years -- relationships even *more* valuable
- Chaired annual two-day meetings of 20-member Aerospace & Defense Advisory Committee
- Appointed to university Vice Chancellor's, Industry & Foundation Relations Advisory Committee
  - Only member below the rank of a dean on key committee chartered to enhance outreach strategy
- Business college's nominee for 2017 Chancellor's Citation for Extraordinary University Service
- Prominent ambassador for university's programs and capabilities supporting aerospace and defense
  - Workforce Panel Moderator, Aerospace Manufacturing Conference; New Orleans, 2018
  - Featured speaker for 90 regional leaders at East Tennessee Economic Council, 2016
  - Speaker, Tennessee Valley Corridor National Summit, Oak Ridge National Lab, 2016
  - Air Force Secretary's National Security Scholars Conference, 2016 (Columbia) and 2015 (Duke)
- Hosted more than a dozen visits per year by senior government and industry executives
  - Members of Congress; Commander, U.S. Pacific Command; V.P. of Supply Chain, Gulfstream...

**2007 – 2014 Director and core faculty member, Aerospace & Defense MBA (ADMBA)  
Haslam College of Business, University of Tennessee**

Led small administrative team and 12 core faculty members (tenured and lecturers/adjuncts) delivering the 12-month, hybrid MBA program custom-designed for working professionals in aerospace and defense. Managed \$2M budget, tuition pricing, national recruiting, admissions, advising, academic affairs, curriculum revision processes, and delivery of the one-of-a-kind, 45-credit hour, cohort-based program.

- Taught more than 12% of total contact hours in the unique, career-focused MBA program
  - Taught seminars on business communication, media relations, and job-based project methods
  - Teamed with employers to plan and lead annual week-long, on-site, experiential learning visits
    - 2008 - 2012: \*China, Japan, and Brazil; 2013: Charleston-Savannah; 2014: Seattle
- Teamed with Department of Energy's, Oak Ridge National Lab to add day-long lab orientation visits
- Led program marketing -- recruited 200+ students from 40 states and dozens of employers
  - Hosted nearly 100 college and campus visits by government and industry executives
  - Planned and managed annual \$100K, multi-channel advertising and recruiting campaigns
- Chaired annual Advisory Committee meetings; doubled and diversified employers and their reps
  - Integrated Engineering College faculty and leaders and university administrators into key forums
  - Connected Northeast State CC and Tri-Cities airport director to senior leaders from key companies
- Led planning and execution of "Tennessee STEM Education Summit 2012" – first ever in Tennessee
  - Sponsors: Aerospace Industries Association (AIA); National Defense Industry Association (NDIA)
  - AIA/NDIA: "TN produced largest turnout (100+) from a state-wide event in four years"
- Arranged and funded industry engagement opportunities to develop and reward great faculty
- Achieved >95% on-time graduation rate serving working adults in rigorous, high-tempo program
- Doubled distance learning component: reduced campus time; improved access and enrollments
- Inspired faculty to add program management to curriculum -- broadened learning and market
- Added free, "bolt-on" option of LeanSigma Green Belt as "stackable credential" for extra value
- Led faculty to create report template to boost student success on year-long, job-based projects
- Procured eLearning resources to strengthen student learning in "gateway" Finance seminars
- Funded faculty development and service; Nominated several for key local and national awards
- Professional Distinction: Earned Dean's Award for Excellence in 2013 and 2012

**2007 Chief, Internal Information, University of Tennessee (system), Knoxville, TN**  
Planned, developed, and supported system-level communication with internal university audiences.

**2005 – 2007 Commander, 341st Recruiting Squadron; Lieutenant Colonel, U.S. Air Force  
Lackland Air Force Base (AFB), TX**

Commanded second largest of the Air Force's 28 recruiting squadrons -- 115 personnel recruiting Airmen and officer candidates across 110,000 square miles of south Texas. Managed: unit morale and discipline; recruiting results; \$1.9M budget; health and safety; 50+ facilities; high school and college outreach; marketing and advertising. Retired as a Lieutenant Colonel after 20 years of service in March 2007.

- Led large, dispersed team to finish #2 of 28 units in weighted, wartime recruiting (2006)
- Led team's preparation for and recovery from Category 4, Hurricane Rita (2005)

**2003 – 2005 Director of Public Affairs (PA); Lieutenant Colonel  
Air Force Special Operations Command; Hurlburt Field, FL**

Led all facets of comprehensive public relations program for one of 10 Air Force major commands. Senior communication advisor to commanding 3-star general, headquarters staff, and commanders worldwide. Supported and led 21 personnel at five bases and deployed sites around the world. Lead spokesperson for the command of 15,000. Command representative on Secretary of the Air Force's Public Affairs Council. Deployed in 2004 to support special operations missions in Iraq. Top Secret clearance.

**2002 – 2003 Public Affairs Director, Air University; Maxwell AFB, AL; Major Equivalent to VP of University Relations at a major (civilian) university**

Senior Public Affairs advisor to commanding, 3-star general and staff. Led a team of 21 supporting the regionally accredited university and its war colleges; Officer Training School (OTS); certificate-granting training programs; ROTC and Junior ROTC units, nationwide; the Community College of the Air Force; and professional military education programs for enlisted Airmen, worldwide.

- Lead spokesperson and communications leader for regionally accredited, global university
- Programs: government relations, media relations, community relations, internal information
- Deployed to direct media strategy for coalition air operations at start of Operation Iraqi Freedom
  - Developed plans and processes to anticipate, preempt, and counter Iraqi propaganda
  - Plans aligned high stakes communication actions of 100 public affairs Airmen theater wide
- Promotion recommendation of Air University's 3-star general: "*My #2 of 35 eligible majors*"

**2000 – 2002 Deputy Director and faculty member, Public Affairs Center of Excellence; Major Air University; Maxwell Air Force Base, AL**

Lead instructor for Air Force's "think tank" on Public Affairs operations. Developed and taught courses on public and government relations strategies and skills as well as wartime media coverage. Included two cohorts of 45-contact hour elective for mid-career officers as well as introductory seminars serving students of all ranks and education levels.

- Quickly deployed after 9/11 to lead media strategy for coalition air operations against al-Qaeda
- Named Public Affairs Field Grade Officer of the Year, Air Education & Training Command (2001)
  - Award recognized top major through colonel from 21 eligible officers in the command

**1986 – 2000 Protocol Officer to Public Affairs Officer to Director, progressively responsible roles**

- Led two base-level Public Affairs teams to command's (system's), "Public Affairs Team of the Year"
- Deployed Public Affairs Director for three Joint Task Force operations: Iraq No-fly Zone; Bosnia; Haiti
- Crisis communication: skillfully managed intense media response to two fatal aircraft accidents
- Taught political science courses on off-duty time for Pima Community College in Tucson
- Selected for Air Force "grooming" program for top 12 junior Public Affairs officers
- Supported transportation, safety, courtesies, and security for President, Vice President, foreign leaders, general officers, and senior U.S. officials flying into and out of Andrews Air Force Base, MD

**SELECTED COMMUNITY SERVICE AND ASSOCIATIONS**

- Coalition for Better Futures in Southeast Nashville: a strategic effort to improve the alignment and teamwork of non-profit and social service agencies supporting neighbors in need
- Member, GOAL Collective, a coalition of adult education providers and supporting agencies working to triple the number of adult students achieving their education goals by 2025
- Tennessee Achieves mentor: advised students on college applications, admission, and aid, 2020-2021
- Appointed by Governor Bill Haslam to Tennessee's first Aerospace & Defense Advisory Group
  - Joined 11 corporate CEOs and retired generals and flag officers to support industry recruiting
- East Tennessee Military Affairs Committee, Knoxville Chamber of Commerce, 2010-2018
- Arnold Air Force Base Community Support Council, 2015-2018
- President, Hardin Valley Academy Athletic Council, Farragut, Tennessee, 2014-2015
- Volunteer, Hardin Valley Academy Football Booster Club, 2013-2014
- Coach/Assistant coach for numerous youth athletic teams in Farragut, TN, 2007-2010
- Life Member, Air and Space Forces Association