

Leslie Hafer, Ed.D.



PROFESSIONAL PROFILE

- Accomplished career as a college administrator and educator with an established track record of results and student success.
- Progressive higher education leadership experience spanning academic and student affairs.
- Experienced in developing and executing programs designed to enhance student success and retention using project management skills, staff development and empowerment opportunities, strategic use of resources, and collaborative leadership style.
- Skilled in developing and executing multi-million-dollar budgets to support campus academic and administrative programs and services, including facility management and maintenance.
- Effective communicator with demonstrated strengths in planning, organizing resources, and personnel, establishing goals, attaining results, and making data-driven decisions.

EDUCATION

- **Doctor of Education (Leadership)** 2016
Valdosta State University, Valdosta, GA
Dissertation: *An Examination of Student Retention at a Multi-Campus Two-year College through Structural Equation Modelling,*
- **Master of Science (Biology)** 1993
Georgia College and State University, Milledgeville, GA
- **Bachelor of General Studies (Biology)** 1991
Valdosta State University, Valdosta, GA
- **Associate of Science** 1988
Georgia Military College, 1987 - 1988

PROFESSIONAL AND ACADEMIC EXPERIENCE

**Provost, St. Petersburg/Gibbs Campus, Allstate Public Safety Center,
Bay Pines STEM Center and the Fire Training Center** 2018 – Present
St. Petersburg College

The Campus Provost serves as the Chief Executive and Operations Officer responsible for leading the campus's overall administrative and educational functions in an environment conducive to innovation in learning and supporting equitable student success. The position assists with the development and advancement of the College's strategic plan, mission, vision,

and values and is responsible for the overall quality, operational effectiveness, growth of the campus, sound economic principles, and fostering collaboration with students, faculty, staff, and external community stakeholders.

- The provost is responsible for all aspects of campus administration and policy.
- Contributes to developing and implementing the College strategic plan to ensure equitable access, completion, transfer, and workforce readiness.
- Cultivates and maintains national, regional, statewide, and local relationships to ensure initiatives and programs are responsive to the communities' immediate and evolving needs.
- Consults and partners with administrative officials, representatives of business communities, civic groups, and elected and governmental officials to promote educational, public service, and workforce objectives.
- Committed to campus culture and employee engagement initiatives that inspire and empower faculty and staff to create positive experiences and an innovative learning environment.
- Works collaboratively with campus and district personnel for continual improvements to the library, learning support commons, admissions, registration, financial assistance, and all other campus-based student service areas and effectively address facilities and security-related campus concerns.
- Works collaboratively with other campus provosts, college deans, the campus faculty governance organization chair, and college vice-presidents to ensure a college-wide perspective while considering and advocating for the individual needs of the campus.

Adjunct Instructor

2022 – present

St. Petersburg College

Teaching online courses with the College of Business

Executive Director, Valdosta, Moody AFB, and Albany Campuses

2001- 2018

Georgia Military College

Chief Executive Officer for the Valdosta and Moody Air Force Base campuses of Georgia Military College (GMC). Provide oversight, supervision, and management for all administrative and academic operations of the campus. Principal areas include budget development and management, human resources, faculty and staff development, curriculum research and development, enrollment/retention management, student affairs, academic affairs and support, and facility management. Responsible for site compliance of all academic accrediting agency standards, Department of Defense, Veteran Administration, federal and state financial aid, and Student Education Visa Information System regulations.

- Budget development and management- use data analysis and market trends to develop campus enrollment goals. Develop and execute a 10+ million-dollar revenues and expenditures budget to include fiscal requirements for all campus academic and administrative operations. Consistently meets budgeted enrollment goals and revenue expectations.
- Human resource management - recruiting and retention of faculty and staff. The number of full-time positions in each area has doubled during my fifteen-year tenure as Executive

Director. Supervise approximately 150 full-time and part-time faculty and staff.

- Faculty and staff development opportunities and funding increased 100% during tenure.
- Curriculum development- provided guidance to faculty in developing three new degree programs in the last five years.
- Enrollment/Retention – increased unduplicated headcount by 200%. Increased FTE enrollments by 100%. Increased admissions staff to include full-time admissions counselors and recruiters. Develop annual marketing materials, campus advertising, and recruitment plans.
- Student Affairs – provide oversight to the areas of financial aid, business office, bookstore, and registrar for a campus enrolling 2,500+ undergraduate students. Focus on superior customer service.
- Academic Affairs and Support – provide leadership for the academic affairs office, academic advisement, library services, disability services, and academic tutoring.
- Facilities Management - Increased physical plant by 150%. Designed the facilities and oversaw all aspects of the project build-out of the current campus. Oversee all maintenance and repairs of the facility.
- Campus was recognized as a “Military Friendly School for eight years.”

Campus Academic Dean

1998 - 2000

Georgia Military College, Valdosta Campus

Responsible for the development, management, supervision, and evaluation of the academic programs for the Valdosta Campus. Responsibilities included long-range curriculum and program planning, faculty recruitment, evaluation, and management, curriculum and program evaluation and assessment, development, management and supervision of the academic advisement program, and compliance to the criteria of the Southern Association of Colleges and Schools, and the policies of Georgia Military College. Responsible for the organizing and oversight of Valdosta Campus graduation ceremonies.

- Took a leadership role among other campus deans to train and assist with developing assessment plans and reports in preparation for SACS reaffirmation.
- Developed an analytical approach to course scheduling to maximize facility usage and increase student enrollments.
- Taught adjunct courses each academic term as Academic Dean.

Department Chairperson, Natural Science/ Assistant Professor of Biology

1994 - 1998

Georgia Military College, Valdosta Campus

Responsible for planning, organizing, directing/coordinating, and supervising the activities within the Department of Natural Science, including faculty recruitment, scheduling, annual budgeting, advising, transcript evaluations, processing of degree requests, ordering and inventorying of all laboratory equipment and supplies, design and set-up of new laboratory

facilities, and instruction of courses within the biology discipline. Taught first- and second-year student-level biology courses and Preparing for Success (Study Skills Course).

- Designed and established a biology lab facility for GMC located at Moody AFB, 1994.
- Designed and equipped new biology and chemistry labs when the college moved operations from the air force base into the Valdosta Community in 1997.
- Developed a biology department lab manual for all faculty teaching general biology lab courses.

Adjunct Instructor of Biology

1993 - 1994

Georgia Military College

Taught first- and second-year student-level Biology courses.

Graduate Teaching Assistant

1991 – 1993

Georgia College and State University

Taught laboratory sections for freshman General Biology sequence.

Courses Taught

Principles of Management

General Biology Sequence for mixed majors

Human Anatomy and Physiology sequence

Environmental Studies

Animal Behavior

Marine Biology

Medical Terminology

General Botany

General Zoology

Nutrition

College Success (College preparatory course emphasizing study skills, time management, etc.)

PRESENTATIONS

- Hafer, Leslie (2022), “When We All Focus on Engagement.” Presented at Regional and Branch Campus Administrators conference, Longboat Key, Fl.
- Hafer, Leslie (2020), “Managing Change.” Presented at Leadership SPC seminar focused on Student Affairs, Speed of Trust, and Managing Change.
- Hafer, Leslie (2014), “The Expected but Unstated Profit Margin.” Presented at the Regional and Branch Campus Administrators conference, Longboat Key, Fl.
- Hafer, Leslie (2012), “Creating an Advising Center: Without Additional Funding.” Presented at the Regional and Branch Campus Administrators conference, Longboat Key,

Fl.

SPECIAL PROJECTS

- Member of the President's Advisory Council, 2022.
- Member of the SPC Strategic Impact Council, 2021.
- Co-chair for SPC Strategic Planning Academic Excellence Committee, 2021 – present.
- Team member and lead for Subgroup three (Student Affairs) for SPC Come Back Task Force, 2020 - 2021.
- Co-chair for Welcome Back Titans College-Wide, 2019 and 2020.
- Co-chair for SPC Strategic Planning Retention Committee, 2018-2021.
- Member of the CCAMPIS grant team focused on securing grant funds and providing childcare vouchers to SPC students. Granted awarded in the amount of \$385,000. 2018-ongoing
- Developed and piloted a student success center staffed with full-time success coaches combined with an early alert program to aid with student retention 2016 – 2018.
- A reader for GMC response to SACS standards 3.4.3, 4.6, and 4.5, 2015 – 2016.
- Developed and conducted a pilot program to establish Academic Advising Center at the Valdosta Campus staffed with professional academic advisors without additional cost to the institution, 2010 (pilot program adopted by four GMC campuses in 2011).
- Prepared self-study report of Academic Programs and Operations for Georgia Military College's site team visit from Air Combat Commands' Military Installation Volunteer Education Program (MIVER), 2010-2011.
- Designed and executed build project for campus addition of building B, 2009 and 2010
- Prepared environmental scan and developed a business plan to assess the feasibility of increasing facility size in 2008.
- Designed and executed a building project to move GMC Valdosta to its current location in 2005 and 2006.
- Prepared environmental scan and developed business plan to assess the feasibility of relocating to a standalone facility, 2003 and 2004.
- Developed and piloted a student success program entitled Life KEYS (Knowledge + Ethics = Your Success) to promote study skills, character development, and retention among first-year students, 2003 - 2005. The institution adopted the program and remained in effect until 2011 when the program was updated into a broader FYE program.
- Served as a writer for GMC response to SACS Core Requirement 2.10 and Comprehensive Standards 3.7.2, 3.9.2, 3.9.3, and 3.10.6, 2004 - 2005.
- Developed a Standard Operating Procedure manual and quarterly schedule of events for all administrative support positions on campus, 2004. SOP has been adopted by all GMC

campuses and cited regularly as a Best Practice within Georgia Military College.

- Prepared Self-study report of Academic Programs for Georgia Military College's Site Team Visit from Air Combat Command's Quality Education System, 1998.

PROFESSIONAL AFFILIATIONS and AWARDS

- Chair-elect for the St. Petersburg Chamber of Commerce, Leadership St. Pete Class of 2023.
- Phi Theta Kappa International Honor Society, Distinguished College Administrator Award, 2022.
- Planning Committee Member, Regional and Branch Campus Administrator's Leadership Association, 2010 – present.
- Board of Trustee Member, St. Petersburg Museum of History, 2021 – present.
- Planning Committee member and mentor for the Leadership St. Pete Class of 2021 and 2022.
- Secretary for the Lealman District Community Services Board in St. Petersburg, 2020 – present.
- Girls, Inc. Women in STEAM Honoree, 2021.
- Member of Leadership St. Pete Alumni Association, 2020 – present.
- Graduated from Leadership St. Pete through the St. Petersburg Chamber of Commerce Class of 2020.
- Research Committee Member, National Association of Branch Campus Administrators, 2012
- Georgia Military College, Sustained Superior Service Award, 2005.
- Georgia Military College, Employee of the Year Award, 2001.

PUBLICATIONS

- Hafer, L., Gibson, N., York, T., Fiester, H., & Tsemunhu, R. (2018). An examination of student retention in a two-year college through structural equation modeling. *Journal of College Student Retention: Research, Theory & Practice*.
- Hafer, L., (1996), *General Biology Laboratory Manual* (2nd ed.). Edina, MN: Burgess International Group.
- Hafer, L., (1995), *General Biology Laboratory Manual* (1st ed.). Edina, MN: Burgess International Group.

TECHNICAL SKILLS

- Colleague by Ellucian (formerly Datatel - modules include student, financial aid, finance and business, document imaging, web advisor, recruiter, grade book, budget development and management, faculty, curriculum
- Safari Dashboard

- Perspective Content (formerly Image Now)
- Strategic Planning Online (SPOL)
- SPSS
- MPlus
- Excel, Word, PowerPoint, Publisher
- Google Analytics and Google Docs
- Peoplesoft
- Moodle
- D2L Brightspace (Valdosta State University Blazeview, student view)
- Turnitin
- Social Media - Facebook, Twitter, Snapchat, LinkedIn