

# **Mary Krahn Jensen**

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**VISIONARY EDUCATOR ● ORGANIZATIONAL CHANGE AGENT ● EFFECTIVE STRATEGIST**

## **EXECUTIVE SUMMARY**

Twenty years of successful experience in progressively responsible academic change leadership roles at medium-sized liberal arts universities.

- Well versed in change management strategies and comfortable with ambiguous and shifting organizational structures while working to achieve optimum configuration.
- Exceptional program development skills, including the initiation and implementation of innovative academic, co-curricular, and partnership programs.
- Recognized as a purposeful and principled decision maker with the ability to lead effectively during challenging circumstances by developing and maintaining a culture of trust, respect, and collegiality.
- Wide-ranging experience in higher education administration, including undergraduate, graduate, and seminary academic administration, student affairs programs and services, and grant-funded programs.
- Highly collaborative working style and strong communication skills support ability to develop relationships with diverse constituencies both internal and external to the university, including faculty, staff, students, alumni, donors, community colleges, and regional business and industry.
- Rare ability to attend to both immediate demands and higher-level visioning and strategic planning, simultaneously managing a large number of projects and initiatives.
- A career performance history of fostering an inclusive environment for all members of the university community informed by sophisticated cultural competency and an awareness of the various ways in which the educational enterprise can be experienced differently by diverse stakeholders.

## **EDUCATION**

### **Doctor of Education, Organization Development**

University of St. Thomas – St. Paul, Minnesota

### **Master of Science, Counselor Education**

John Brown University - Siloam Springs, Arkansas

### **Bachelor of Science, Music Education**

Northwestern College - Roseville, Minnesota

## ACADEMIC EMPLOYMENT

### **Eastern Mennonite University, Harrisonburg, VA and Lancaster, PA      2015-Present**

*Eastern Mennonite University offers rigorous academic study at the undergraduate, graduate, and seminary levels. More than 1800 students study at the main campus in Harrisonburg, VA, and at the Lancaster, PA site. The Lancaster site was founded in 1987 and offers programs in nursing, leadership and organizational management, aviation, and graduate teacher education. The internationally acclaimed Center for Justice and Peacebuilding is housed at EMU, offering specialized programs in conflict transformation, restorative justice, trauma healing, and equitable development.*

### **Founding Director/Faculty: B.S. Leadership and Organizational Management**

Eastern Mennonite University, Lancaster, Pennsylvania  
2018-Present

### **Associate Provost**

Eastern Mennonite University – Lancaster, Pennsylvania  
July 2015 – Present

#### Responsibilities:

- Provide leadership and vision for the Eastern Mennonite University (EMU) at Lancaster extension site. Serve as public face of the University in region.
- Oversee marketing and delivery of EMU at Lancaster undergraduate and graduate programs.
- Provide strategic leadership to grow current programs and develop new programs.
- Ensure EMU at Lancaster alignment with University policies and procedures.
- Cultivate collaborative partnerships with internal and external constituencies.
- Supervise academic and operations staff, including enrollment, marketing, and student services.
- Serve as Title IX Deputy Coordinator for site.
- Develop and manage EMU at Lancaster site-based budget.
- Establish philanthropic initiatives to benefit site.
- Collaborate with Office of Institutional Effectiveness to measure and monitor key indicators of effectiveness in achieving strategic priorities.
- Serve on Provost's Council and President's Cabinet.
- Lead University Innovation Hub Task Force
- Maintain compliance with Pennsylvania Department of Education regulations.

#### Selected Accomplishments:

- Facilitated organizational restructuring resulting in increased programmatic integration, equitable support services across academic programs, and effective delivery of business intelligence solutions. Efficiencies gained positioned site for growth without adding FTE.
- Launched FAA-authorized aviation degree program designed for post-traditional, non-residential learners.
- Met or exceeded net revenue margin target each fiscal year.

- Brokered transfer degree articulation agreement with Thaddeus Stevens College of Technology resulting in strong enrollment pipeline for new adult degree completion program.

**Bethel University, St. Paul, MN**

**1997-2016**

*Bethel University is a top-ranked evangelical Christian University based in St. Paul, MN. With a total enrollment of 5,600 students, Bethel is the largest institution in the 13-member Christian College Consortium and among the top 20% of the 180-member Council for Christian Colleges and Universities. As a comprehensive liberal arts university including a seminary, Bethel offers more than 100 different undergraduate and advanced degree programs through 4 different schools. Bethel Seminary maintains campuses in St. Paul, MN and San Diego, CA.*

**Associate Dean, Office of Academic Affairs**

Bethel Seminary – St. Paul, Minnesota

June 2013 – June 2015

Responsibilities:

- Led Academic Affairs team.
- Recruited, on-boarded, and supervised adjunct faculty.
- Implemented curriculum within the context of shared governance and in alignment with organization's mission and strategic initiatives.
- Built a culture of assessment: analyzed student learning outcomes and institutional effectiveness data; designed and deployed continuous improvement processes; delivered measurable results.
- Provided oversight of trans-regional operational processes.
- Directed faculty development initiatives.
- Managed student grievances; consulted University counsel as needed.
- Worked collaboratively with the Dean of Students to ensure student success.
- Drove employee engagement efforts.
- Interpreted and applied academic policy.
- Provided oversight of instructional costs and revenue projections.
- Managed departmental and instructional budgets.
- Served as Title IX and racial harassment case investigator for the University.

Selected Accomplishments:

- Revitalized biannual faculty conference by shifting focus to faculty development. Utilized peer consultation model to showcase promising andragogical practices and highlight effective use of instructional technology.
- Worked with faculty leaders to revise promotion and tenure process.
- Successfully addressed accreditation notation related to insufficient academic assessment processes.

**Extended Adjunct Faculty (Rank: Associate Professor)**

Bethel University, St. Paul, Minnesota

1998 – 2016

College of Arts and Sciences: Departments of Psychology and General Education

College of Adult & Professional Studies: Human Services program

Graduate School: Marriage and Family Therapy and Gerontology programs

**Project Manager, *Sem2Sem*, St. Paul, MN (2012-2014)**Responsibilities:

- Directed complex trans-regional change project; *Sem2Sem*, Bethel Seminary's conversion from quarter to semester academic terms.
- Conducted needs assessment, developed project team structure.
- Directed implementation of comprehensive, cross-divisional action plan.
- Provided oversight of project evaluation.

Selected accomplishments:

- Worked closely with faculty to implement revised curriculum.
- Built consensus and worked collaboratively with project teams across faculty and staff.
- Successfully launched first semester September 2013.

**Program Director, Marriage and Family Therapy**

Bethel Seminary – St. Paul, Minnesota

August 2000 – May 2013

Responsibilities:

- Provided oversight of administrative functions for graduate program in marriage and family therapy.
- Collaborated with faculty to evaluate training program curriculum and instruction.
- Recommended and implemented program and process improvements.
- realized academic excellence and profitability.
- Provided oversight of programmatic emphasis on holistic personal and professional formation.
- Promoted intercultural development among faculty and students.
- Fostered and leveraged collaborative relationships with community mental health providers to secure supervised clinical experiences for graduate students.
- Maximized opportunities and created sustainable systems in support of organization's strategic plan.
- Ensured program compliance with accreditation requirements, FERPA and HIPPA laws, and professional licensing board statutes.

#### Selected Accomplishments:

- Program excellence demonstrated by <90% first-time passing rate on national licensure exam by program alumni and recognition of seven graduates as outstanding student of the year by state professional organization over a 10-year period.
- Achieved financial profitability and sustainability.
- Quantified strong outcomes related to student intercultural development; aggregate developmental increase of one standard deviation between pre- and post- group profiles utilizing Intercultural Development Inventory® measures.
- Realized 90% program retention rate.

### **OTHER FACULTY EXPERIENCE**

#### **Visiting/Adjunct Professor**

Hamline University, St. Paul, Minnesota  
Graduate School of Management (2007)

Kiev Mohyla Business School, Kiev, Ukraine  
Human Resource Management Program (2007)

John Brown University, Siloam Springs, Arkansas  
Family Studies Department (1996)

### **PUBLICATIONS**

Jankowski, P. J., Sandage, S. J., Cornell, M.W., Bissonette, C., Johnson, A.J., Crabtree, S.A. & Jensen, M.L. (2018). Religious beliefs and domestic violence myths. *Psychology of Religion and Spirituality*, <http://dx.doi.org/10.1037/rel0000154>

Sandage, S.J. & Jensen, M.L. (2013). Relational spiritual formation: Reflective practice and research on spiritual formation in a seminary context. *Reflective Practice: Formation & Supervision in Ministry*, 33, 94-109.

Jensen, M. L. (2011). Nurturing self-knowledge: The impact of a leadership development program. *OD Practitioner*, 43(3), 30-35.

Jensen, M. L., Sanders, M., & Sandage, S. J. (2010). Women's well-being in seminary: A qualitative study. *Theological Education Journal*, 45(2), 99-116.

Dahl, C. M., Jensen, M. L., & McCampbell, J. L. (2010). A butterfly effect: The impact of marriage and family therapy training on students' spouses. *Journal of Psychology and Theology*, 38(1), 3-14.

Sandage, S. J., Jensen, M. L., & Jass, D. (2008). Relational spirituality and transformation: Risking intimacy and alterity. *Journal of Spiritual Formation and Soul Care*, 1(2). 182-206.

## RESEARCH

*Danielsen Institute Training Center Outcomes*. Primary investigator for longitudinal qualitative program evaluation study commissioned by Boston University. 2015-2018

*Reconciliation at Bethel University*. Qualitative analyst for formative evaluation study commissioned by the Office of the President. 2012.

*Student Transformation and Core Values at Bethel University*. Primary investigator for an outcome study commissioned by the University Student Learning Committee. 2011.

*The Impact of Self-Knowledge on the Leadership Practice of Educators*. Dissertation based on an interpretive case study. Conducted through the University of St. Thomas in partial fulfillment of the requirements for the degree of Doctor of Education. 2009-2010

*MFT Delivery System Survey*. A formative evaluation study conducted within Bethel Seminary. 2010

*Impact of Program Length on Student Experience as Reported by MAMFT Alumni*. A program evaluation study conducted within Bethel Seminary. 2009-2010

*Women's Well-Being in Seminary*. A grounded theory and action research study conducted within Bethel Seminary. 2008-2009

*The Doctoral Dissertation Process Experience*. A phenomenological study conducted through the University of St. Thomas. 2006

*Gender Differences in Job Satisfaction*. A causal-comparative study conducted within the University of St. Thomas. 2006

Mentored graduate research assistant in focus group methods. 2005

*Diagnosis, Feedback, Intervention, and Evaluation: Warroad Care Center*. An action research project conducted through the University of St. Thomas. 2004

*Systemic Implications of Formation*. An interpretive study designed to better understand the bi-directional impact of a student's formation process on their "first tier" of personal relationships. Conducted within Bethel Seminary; longitudinal research funded by the Lilly Endowment. 2001-2004

## ORGANIZATIONAL CONSULTING

### **New Mobius Group, Shoreview, MN (2008-Present)**

Collaborate with individuals and professional training programs to provide coaching as part of comprehensive leader development initiatives. Founding partner and principal consultant. Qualified administrator of Intercultural Development Inventory. Current consulting contracts with Boston University's School of Theology and The Danielsen Institute related to intercultural development initiatives with faculty and students.

### **Work with Purpose Initiative, St. Paul, MN (January 2014 – June 2015)**

Coordinated grant-funded activities and events designed to educate Seminary faculty, staff, and students as well as pastors, churches, and engaged lay leaders about the importance of work in developing people's character, affirming their dignity, sustaining them, and helping them to flourish. The Work with Purpose Initiative provided a unique pathway for serving partners of Bethel Seminary as together we attended to the integration of faith and work in our vocational whole-life stewardship.

### **Osseo Public Schools, Maple Grove, Minnesota (2008-2011)**

Consulted with Department of Equity and Integration and Principal of Osseo Area Learning Center. Conducted assessment, coaching, and training with district leaders to facilitate development of cultural competence.

### **National University Kiev-Mohyla Academy, Kiev, Ukraine (2007)**

Consulted with Special Assistant to the President for Grant Development. Conducted needs assessment and provided recommendations with respect to the development of a grant department, including issues of long-term sustainability. Resulted in establishment of Grant Development Department.

### **Interdistrict Downtown School, Minneapolis, Minnesota (2006)**

Consulted with IDDS Principal. Conducted needs assessment to identify ways IDDS could better leverage corporate partnership resources in order to support the core curriculum, the individual achievement needs of students, and the school's core values of community, technology, and diversity.

## INVITED PRESENTATIONS AND CONFERENCE PROCEEDINGS

More than 40 invited presentations in academic, professional, community, and church settings on range of topics including leadership, intercultural competence, organizational effectiveness, and interpersonal dynamics.

Most recent conference proceedings include:

- "The Importance of Faculty for the Mission of a School." *Association of Theological Schools 2015 Roundtable Seminar for Newly Appointed Faculty*. Chicago, Illinois. October 9-11, 2015
- "Forming the Leader" lecture series. Academy for Leadership and Theology at Örebro Missionsskola. Örebro, Sweden. March 25-27, 2014.

- “The Impact of Intercultural Awareness on the Leadership Practice of Educators.” Intercultural Development Inventory Conference: *Achieving Results Through IDI Guided Development*. Minneapolis, Minnesota. October 2010
- “The Impact of Self-Knowledge on the Leadership Practice of Educators.” OD Network Conference 2010: *Recovery, Revitalization, Response*. New Orleans, Louisiana. October 2010

## **CONTINUING EDUCATION AND PROFESSIONAL DEVELOPMENT**

- 2019 Institute for Chief Academic Officers. Council of Independent Colleges. Baltimore, MD. November 2019.
- Workshop for Department and Division Chairs. Council of Independent Colleges. Virginia Beach, VA. April 2019.
- Noel Levitz Annual Conference on Student Recruitment, Marketing, and Retention. Denver, CO. July 2017.
- Women’s Leadership Development Institute: Coalition for Christian Colleges and Universities. Sumas, WA. June 2014.
- School for New Deans: Association of Theological Schools. Pittsburgh, PA. December 2013
- OD Network Conference, San Jose, CA. October 2013.
- Academy for Leaders: Center for Courage and Renewal. Bainbridge Island, WA. April-October 2013.
- Psychotherapy Networker Symposium. Washington, D.C. March 2011 & March 2013.
- MMPI-2 Basic Interpretation. Minneapolis, MN. June 2010
- Intercultural Development Inventory certification program. Minneapolis, MN. June 2008
- Career Development Combining the Myers-Briggs and Strong Assessment. Minneapolis, MN. June 2008
- Soma and Psyche: An Introduction to Integrative Psychotherapy, St. Paul, MN. May 2007

## **COMMUNITY ENGAGEMENT**

- Lancaster Chamber Singers 2015-Present
- Woven Lives: Mentoring program for undergraduate women students 2011-2013
- Jeremiah Program – Life Skills Facilitator 2011-2012
- Community and school sports association volunteer
  - Mounds View High School Football Booster Club 2003-2010
  - North Suburban Soccer Association 2003-2007
  - Mounds View Basketball Association 2003-2010
- Twin Cities Gospel Choir 2004-2005