

**Jennifer L. Brown**  
Senior Vice Chancellor for Academic Affairs and Provost

## **EDUCATION**

- Ph.D. Economics, University of California, Santa Barbara, Fall 2006  
Advisor: Ted Frech  
Fields: Econometrics, Environmental Economics, Industrial Organization, Energy Economics
- M.A. Economics, University of California, Santa Barbara, Spring 2000
- B.A. Economics, Weber State University, Spring 1999

## **ACADEMIC APPOINTMENTS AND ADMINISTRATIVE EXPERIENCE**

### **Senior Vice Chancellor for Academic Affairs and Provost**

Montana State University – Northern (June 2023 – Present)

Chief Academic Officer for the university. Responsible for advising the Chancellor on all matters related to the university's mission, strategic plan, and general operations; providing executive-level leadership and supervision for all academic programs and educational support services including three academic Colleges, the Library, Institutional Research, the Office of Teaching and Learning Excellence, Career Services, and the Office of the Registrar; overseeing assessment processes for all academic programs including the general education core and ensuring all academic programs meet or exceed accreditation standards; managing the use of institutional resources within Academic Affairs related to annual budgets, faculty and staff workloads, strategic hiring, and course offerings and scheduling; maintaining strong relationships with, and managing institutional reporting to, the Northwest Commission on Colleges and Universities (NWCCU), the Montana Board of Regents, and the Office of the Commissioner of Higher Education (OCHE); and actively engaging with community and industry partners at large-scale fundraising events for student scholarships and capital campaigns and attending numerous athletic events, advisory board meetings, and social gatherings hosted by the university to cultivate and maintain strong relationships.

#### Key Initiatives:

- Currently serving as a member of the Office of the Commissioner of Higher Education Academic Processes Taskforce, the Montana University System Artificial Intelligence Working Group, and the Montana University System American Indian/ Minority Achievement (AIMA) Council.
- Currently leading the redesign of the university's academic program review process to better align program direction with the university's strategic plan.
- Serve as point person for Management, and actively engage in negotiations, during faculty union bargaining sessions.
- Oversaw the successful Year -7 campus self-evaluation and peer assessment process in 2023 and continue to oversee all follow-up reporting for institution-wide reaccreditation through the Northwest Commission on Colleges and Universities (NWCCU).
- Re-structured the Institutional Assessment Committee to better coordinate and align assessment activities across campus.
- Created the Office of Learning Excellence and Sponsored Programs to oversee academic student support and sponsored program processes in order to better coordinate services available to faculty and students, increase the institution's grant-seeking capacity, and bolster student success.
- Spearheaded, and continue to oversee, the modernization of the Apprenticeship Education Center (including the development of an interactive data platform and fully online curriculum) while

working closely with the Montana Department of Labor and Industry in developing new short-term and apprenticeship training to meet State and industry demands.

- Proactively sought, and continue to seek out and support, professional development opportunities and recognition for faculty, staff, and mid-level administrators including the implementation of the university's "Thank a Professor" program, multiple external fellowship nominations, and other morale-boosting and community-building initiatives on campus.

### **Associate Provost and Dean of Academic Analytics**

Eastern Connecticut State University (December 2019 – May 2023)

Responsible for advising the Provost on campus-wide initiatives, academic programming, and student and faculty success; providing critical, data-driven insight regarding the efficient use of academic resources; leading a group of representatives from multiple units on campus in the University's strategic enrollment management efforts; identifying measurable student outcomes for the assessment of student-centered initiatives and assessing the effectiveness of these initiatives on an ongoing basis; identifying and developing formal partnerships between the university and external educational or non-profit organizations where appropriate; working with multiple units on campus to improve the analytical capabilities of the institution including increased access to, and accuracy of, institutional data; leading the Office of Planning and Institutional Research in efforts to improve procedures and analytical capabilities and advancing a data-informed culture on campus

Key Initiatives:

- Led the university's Admissions, Retention, and Completion (ARC) Team in identifying and developing strategies aimed at increasing student recruitment, retention, and completion including, but not limited to, restructuring and coordinating with multiple offices the flow of communication with students, targeting registration for first-year students to include a mix of skills appropriate courses, and increasing summer communication to maintain student engagement.
- Led the Office of Planning and Institutional Research in their mission to nurture a data-friendly culture on campus and to anticipate the needs of the faculty by providing a suite of data resources and visualizations related to student outcomes.
- Provided data-informed insight to the Provost related to the distribution of faculty lines, strategic changes in financial aid awarding, and various other special and/or ongoing projects on an as-needed basis
- Connected the university with several external non-profit organizations including the Hispanic Alliance of Southeastern Connecticut, Waterbury Promise, and the Bridgeport Caribe Youth League and developed formal partnerships with these organizations to increase access to higher education for students from low-income, first generation, and marginalized communities

### **Interim Dean of Academic Analytics**

Eastern Connecticut State University (June 2019 – December 2019)

Responsible for performing all duties of the Special Assistant to the Provost; leading the Office of Planning and Institutional Research in efforts to improve university procedures, analytical capabilities, and information resource availability; leading the development of data governance procedures and practices; and working with the offices of Information Technology and Planning and Institutional Research to create the university's first data warehouse.

Key Initiatives:

- Developed a new admissions rating system (in collaboration with the Provost and Admissions Office staff) based on industry best practices, econometric methodologies, and institution-specific student and campus characteristics

- Developed a new strategic financial aid awarding model (in collaboration with the Provost and Financial Aid Office staff) to leverage institutional capital for optimal yield and retention of students admitted to the university
- Provided data analysis to the Office of the Provost related to varied special and/or ongoing projects on an as-needed basis to aid in data-informed decision making related to resource use or policy initiatives

### **Special Assistant to the Provost and Vice President of Academic Affairs**

Eastern Connecticut State University (January 2019 – May 2019)

Responsible for working with multiple units on campus to improve the analytical capabilities of the institution including increasing access to, and the accuracy of, institutional data; providing analysis and making data-informed recommendations related to existing and proposed campus-wide policy initiatives; developing statistical models related to campus resource allocation; and leading strategic enrollment management initiatives in collaboration with the offices of Academic Affairs, Admissions, Financial Aid, Advising, Housing, and the Registrar.

#### Key Initiatives:

- Organized and implemented the university's first Reverse Career Fair, as part of the institution's employability initiative, to improve students' ability to recognize and articulate in-demand skills developed throughout their educational experience.
- Developed and implemented statistical models identifying key factors in departmental resource needs
- Gathered and summarized data related to the academic and demographic characteristics of the student body relevant to needed, ongoing analysis
- Created and led the university's Admissions, Retention, and Completion (ARC) Team to identify and develop policies aimed at increasing student recruitment and success on campus

### **Chair, Department of Economics**

Eastern Connecticut State University (Spring 2015 – Summer 2018)

Responsible for leading the department in strategic initiatives related to recruitment, retention, assessment, and curriculum development; managing the department budget and course scheduling process; and working with faculty to address student concerns and mentorship.

### **Assistant Chair, Department of Economics**

Eastern Connecticut State University (Fall 2013 – Fall 2014, Fall 2018)

Responsible for assisting the Department Chair in accomplishing departmental goals related to student success and curriculum quality.

### **Coordinator, Labor Relations Human Resources Management (LRHRM) Major**

Eastern Connecticut State University (Fall 2011 – Spring 2012 and Fall 2013 – Fall 2015)

Responsible for leading the interdisciplinary LRHRM Council with respect to curriculum development; managing the program budget; overseeing student advising decisions; and implementing recruitment, retention, and graduation strategies.

## **PROFESSIONAL DEVELOPMENT IN HIGHER EDUCATION ADMINISTRATION**

### **Conferences and Workshops Attended**

Montana's Future at Work Summit, Kalispell, MT (October 2-3, 2025)

Montana University System AI Retreat, Butte, MT (September 19, 2025)

WICHE 2025 Western Academic Leadership Academy (Faculty and Mentor), Boulder, CO (July 16-18, 2025)

Regional Rural Higher Education Roundtable, Helena, MT (May 14, 2025)  
 Montana University System Student Success Data Convening, Virtual (February 7, 2025)  
 Montana’s Future at Work Summit, Big Sky, MT (October 15-16, 2024)  
 Montana University System Artificial Intelligence Workshop, Helena, MT (February 14, 2025)  
 NWCCU (Northwest Commission on Colleges and Universities) 2023 Annual Conference, Seattle, WA  
 (November 8-10, 2023)  
 Montana University System Student Success Data Convening, Bozeman, MT (November 6-7, 2023)  
 AAC&U (Association of American Colleges and Universities) 2024 Annual Meeting (attendee and presenter),  
 Presentation title: “Addressing Wicked Problems through Engaged Learning: Embedding the UN  
 Sustainable Development Goals across the Curriculum (with Niti Pandey, Patricia Szczys, and  
 Sukeshini Grandhi), Washington, DC (January 17-19, 2024)  
 AAC&U 2023 Annual Meeting (attendee and presenter), Presentation Title: “Integrating Liberal Learning and  
 Employability: A Mission-Driven, Data-Informed Approach” (with Niti Pandey, Patricia Szczys, and  
 Emily Todd), San Francisco, CA (January 18-20, 2023)  
 ACAD (American Conference of Academic Deans) 12<sup>th</sup> Dean’s Institute, Virtual, October 21, 2022  
 COPLAC (Council of Public Liberal Arts Colleges) Scott Beard Leadership Circle (Planning Committee  
 Member and Facilitator), Sonoma, CA (July 13-15, 2022)  
 COPLAC Annual Meeting, “Equity and the Power to Transform”, North Adams, MA (June 26-28, 2022)  
 ACAD 2022 Annual Meeting, “Inclusive Leadership in the New Normal”, Tampa, FL (February 23-25, 2022)  
 NECHE (New England Commission of Higher Education) 2021 Annual Meeting, Boston, MA (December  
 8-10, 2021)  
 COPLAC Scott Beard Leadership Circle (Participant), Virtual, (July 21-22, 2021)  
 HEDW (Higher Education Data Warehousing) Conference, Virtual (April 14-15 and 19-20, 2021)  
 AAC&U 2021 Annual Meeting, Virtual, (January 22-23, 2021)  
 NECHE 2020 Annual Meeting, Virtual (December 9-11, 2020)  
 AAC&U 2020 Annual Meeting, Washington, DC, (January 22-25, 2020)  
 NECHE 2019 Annual Meeting, Boston, MA (December 11-13, 2019)  
 NECHE Special Session for Chief Academic Officers (CAO’s) and Accreditation Liaison Officers (ALO’s),  
 Bedford, MA (August 1, 2019)  
 NEAIR (New England Association for Institutional Research) 2019 Summer Workshops, Bridgewater, MA  
 (July 26, 2019)  
 AAC&U 2019 Institute on General Education and Assessment, Burlington, VT (June 4-7, 2019)  
 Connecticut Association for Institutional Research (ConnAIR) Spring Meeting, US Coast Guard Academy  
 (May 3, 2019)  
 AAC&U 2019 Annual Meeting, Atlanta, GA (January 23-26, 2019)  
 NECHE Data First Workshop, Burlington, MA (January 17, 2019)  
 NECHE 2018 Annual Meeting and Conference, Boston, MA (December 12-14, 2018)  
 23<sup>rd</sup> Annual AACRAO SEM (Strategic Enrollment Management) Conference, Washington, DC (November  
 11-14, 2018)  
 NECHE Self-Study Workshop, Southbridge, MA (October 11-12, 2018)

### **Community Service**

Member: Community Tourism Grant Program Steering Committee, Grant awarded to Bear Paw  
 Development Corporation and the City of Havre (\$1.25 million over two years), Montana  
 Department of Commerce Pilot Community Tourism Grant Program (July 2024 – Present)  
 Member: Montana Actors’ Theater Board (Fall 2023 – Present)  
 Member: Hop River Chamber Music Board (September 2022 – May 2023)

## **FACULTY EXPERIENCE**

### **Professional Rank**

Professor of Economics, Eastern Connecticut State University, Willimantic, Connecticut (Assistant: 2006 – 2011; Associate - tenured: 2011 – 2019; Full - tenured: 2019 – May 2023)

Visiting Associate Professor of Economics, Occidental College, Los Angeles, California (Fall 2012 – Spring 2013) (while on sabbatical from Eastern Connecticut State University)

Teaching Assistant, University of California, Santa Barbara, Santa Barbara, California (Fall 1999 – Fall 2005)

### **Courses Taught**

Economics and the Environment (course for non-majors), Environmental Economics (upper-division course), Principles of Microeconomics, Statistics for Business and Economics, Introduction to Econometrics, Intermediate Microeconomic Analysis, Money and Banking, Senior Economics Seminar, Honors 150 – Great Ideas, Honors Colloquium – Petroleum and the Environment, Honors Colloquium – Oil and Water, Honors Colloquium – Game Theory and Geopolitical Decisions, First Year Program Cluster Course - Resource, Research and Response, Directed Honors Research, Honors Thesis

### **Research**

Peer Reviewed Publications

“Major Choice and the Wage Differential between Black and White Women” (with Margaret Letterman and Maryanne Clifford), *Journal of Applied Social Science* 12(2), 145 – 163. (September 2018)

“Hispanic Bachelor’s Degree Recipients in Connecticut: Effect of Major Field of Study on Expected Starting Salaries” (with Maryanne Clifford and Rhona Free), *Journal of Hispanic Higher Education* 10(3), 183-199. (July 2011)

“The Market Effects of Going Green: Evidence from California’s Wholesale Reformulated Gasoline Market”, *The Energy Journal* 30(3), 171 – 183. (3<sup>rd</sup> Quarter 2009)

“Differences by Race and Gender in Expected Starting Salaries of Bachelor Degree Recipients in Connecticut: Effects of Major Field of Study” (with Rhona Free and Maryanne Clifford), *The Negro Educational Review*, Vol. 58, 233-251. (Fall/Winter 2007)

Book Chapters

“Environmental Economics” In *21<sup>st</sup> Century Economics: A Reference Handbook*, Rhona C. Free (ed.) (2010).

Other Publications

“Oil Spill Liability Trust Fund (S.3793 – Job Creation and Tax Cuts Act): An Analysis of Potential Small Business Refiner Disadvantages”, October 2010.

“Connecticut Light and Power Investments: Shaping the Future of Connecticut”, An Economic Impact Study (with Dimitrios Pachis), October 2009.

“Effect of Major Field of Study on Differences by Race and Gender in Expected Starting Salaries of Bachelor’s Degree Recipients in Connecticut” (with Maryanne Clifford and Rhona Free), *National Association of African American Studies and Affiliates 2008 Monograph Series*.

### **Select Conference Presentations**

*(only the most recent presentations provided, a full list is available upon request)*

“Student Success: Enrollment Management and Collaborating with Student Affairs” (with Kaylyn Bondy), WICHE 2025 Western Academic Leadership Academy, Boulder, CO (July 16-18, 2025)

“Addressing Wicked Problems through Engaged Learning: Embedding the UN Sustainable Development Goals across the Curriculum (with Niti Pandey, Patricia Szczys, and Sukeshini Grandhi), AAC&U 2024 Annual Meeting (January 17-19, 2024)

“Integrating Liberal Learning and Employability: A Mission-Driven, Data-Informed Approach” (with Niti Pandey, Patricia Szczys, and Emily Todd), AAC&U 2023 Annual Meeting (January 18 – 20, 2023)  
“Cartel Oil Shocks and the Environment” (with Brendan Cunningham), 84<sup>th</sup> International Atlantic Economic Conference (October 5 -8, 2017)  
“The Effect of Short-Term Pollution Exposure on Infant Morbidity: Evidence from Temperature Inversions in the Rocky Mountain Region”, 13<sup>th</sup> Western Economic Association International Conference (January 2017)

### **Professional Service**

Faculty Member and Mentor: WICHE Western Academic Leadership Academy (Spring 2025 – present)  
Member: Montana Office of the Commission of Higher Education Academic Processes Taskforce (Spring 2025 – present)  
Member: Montana University System American Indian/ Minority Achievement (AIMA) Council (Summer 2025 – present)  
Member: Montana University System Artificial Intelligence Working Group (Spring 2024)  
Facilitator and Planning Committee Member: 2022 and 2023 COPLAC Beard Leadership Development Circle (Spring 2022 – Spring 2023)  
Discussant: 13<sup>th</sup> Western Economic Association International Conference (January 3-6, 2017)  
Discussant: 80<sup>th</sup> International Atlantic Economic Conference (October 8-11, 2015)  
Discussant: Western Economic Association 89<sup>th</sup> Annual Conference (June 28, 2014)  
Referee - Peer Review Journals: The Energy Journal, Resource and Energy Economics  
Book Reviews: Prentice Hall Review Panel Member for Case/Fair Principles of Microeconomics

### **REFERENCES**

Available upon request