**Angela Breckenridge, PhD**

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Angela Breckenridge is a senior level organization development professional with over 20 years of direct experience, scholarship and practice advancing human capital and organization effectiveness in both public and private sectors.

She is recognized for building effective relationships at all levels of organizations served and for establishing powerful communication networks within complex organizational cultures. With a strong expertise in formative and summative assessment of instruction, learning, program and intervention effectiveness, she has successfully transferred this expertise to stakeholders and partners for sustainable and continual quality improvement processes. She is adept at defining and securing consensus on evaluation criteria with very diverse teams of thinkers and actioners. Most notably, she has exceled at developing and sustaining effective instructional programs for a vast array of academic, professional, and technical needs. By training and personal philosophy, her approach to ongoing assessment and summative evaluation is highly participatory, grounded in utilitarian principles and sound methodology.

# Education

* Ph.D. Human and Organization Development, Fielding Graduate University, Santa Barbara, CA, 2008
* MA Human and Organizational Systems, Fielding Graduate University, Santa Barbara, CA, 2007
* MA Literature, University of New Orleans, NOLA, 1994
* BA Psychology, University of Texas, Austin, TX, 1989

# Professional Experience

**2/21 – Present: Assistant Clinical Professor, Department of Social, Behavioral, and Population Science,** Tulane University School of Public Health & Tropical Medicine

**2/21 – Present: Director of Curriculum Development and Program Assessment,** Tulane University School of Public Health & Tropical Medicine

**6/16 – 2/21: Coordinator for Curriculum Development and Program Assessment**, Tulane University School of Public Health & Tropical Medicine

**6/14 – 6/16: Sr. OD Consultant for Strategic Initiatives**, Designs for Learning, LLC

**8/11 – 3/14: Director, Faculty/Staff Development & CATT Center**, Delgado Community College

**10/12 – 10/13: Interim Asst VC of Human Resources**, Delgado Community College

**08/10 – 08/11: Director, Institutional Assessment and Innovation**, Delgado Community Collete

**6/05 – 8/10: Learning Outcomes/Assessment Specialist for Title III**, Delgado Community College

**8/02 – 8/04:Consultant, Change Management, Leadership, Empl Dev**, Breckenridge Consulting

**8/1999 – 10/02: Superintendent, Quality Management Systems**, PTFI Freeport Indonesia

**3/1997 – 8/1999: Analyst, Human Performance Design & Development**, Andersen Consulting

**10/1995 – 3/1997: Instructor/Curriculum Designer**, Catapult Software Training

**8/1993 – 6/1994: Assistant Director, Honors Program**, University of New Orleans

# Honors and Awards

* Nominated for and Alum of Citizens for a Better New Orleans Leadership Forum 2010
* LCTCS Outstanding Unclassified Staff Award, Elected by Peers 2010
* Research Award, FU for Social Innovation and Change, Fielding Graduate University 2007
* Liberty Grant Recipient, “Writing and Measuring Student Learning Outcomes,” 2012
* Nick Bottom Award for Shakespearean Dramaturgy, 1988, 1989

# Courses Developed, Taught, and Evaluated

* SPHL 6020 Foundations in Public Health Fall 2018, 2019 with Luann White
* GCHB 6030 Social and Behavioral Factors in Public Health, Fall 2020
* SPHL 7020 Leadership Theory & Practice, Fall 2020
* GCHB 7010 Public Health Communication Theory & Practice, Spring 2021-02-26
* PSYC 127, General Psychology 2010 – 2017, Delgado Community College
* PSYC 226, Developmental Psychology, Spring 2014, Delgado Community College
* HEDC 101, Medical Terminology, Spring 2000 – 2004, Fall 1994 Delgado Community College
* ENGL 061, 062, 061 Developmental English Composition, Spring/Fall 2000 – 2004
* ENGL 101 English Composition, Spring/Fall 2000 – 2004, Delgado Community College, SELU

# Professional and Instructional Curriculum

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| --- | --- |
| * Accelerated Instructional Design | * Hybrid/Blended Course Design |
| * Active Learning Strategies | * Integrated Course Design |
| * Assessing Student Learning Outcomes | * Leadership Development |
| * Classroom Management | * Curriculum Design for Learning Communities |
| * Coaching, Mentoring, and Managing | * Adult Learning Theory Applied in the Classroom |
| * Commun & Effective Presentation Skills | * Negotiation |
| * Commun & Professionalism | * Process Mapping |
| * Commun Planning for Effective Change | * Program Review |
| * Curriculum Design & Mapping | * Project Management Fundamentals |
| * Customer Success | * Safety Training |
| * Data-driven Decision-making | * Selecting, Inviting, & Managing Advisory Boards |
| * Designing Assmnt Instruments | * Curriculum Design for Service Learning Syllabi |
| * Designing Outcomes & Assessment Plans | * Setting Kpis, Measuring Results |
| * Desktop Application Training | * Supervisory Skill Building |
| * Effective Grading | * Survey Design: Course evals and student feedback |
| * Effective Feedback & Perf Appraisal | * Syllabus Revision |
| * Mission, Vision, Strat Plan Facilitation | * Effective Teams |
| * Facilitation Skill Building | * Team Teaching & Instructional Design |
| * Mission Critical, High Impact Training | * Time Management |
|  | * Universal Designs For Learning |

# Publications

White, L. A. & Breckenridge, A. D. (2019). Effective collaborative learning experiences: It is all in the design. In S. Galea & L. M. Sullivan (EDs.), *Teaching Public Health* (pp. 235-236). Johns Hopkins University Press.

Breckenridge, A. D. (2019). Crisis as an impetus for individual transformation. In T. M. Wilson (Ed.), *Women in Education: Narratives of Challenges, Success and Challenges* (pp. 73-96) Wilson Publishing Group.

# Presentations

***“Email Jail”*** – Professional Development Day, Tulane University, 2019

***“Writing Program Competencies” –*** APHA, Philadelphia, 2019

***"Strengthening Collaboration through Communication"*** – South Cntrl AIDS Education & Training Ctr, NOLA, 2018

***"Engaging Adult Learners""*** – South Central AIDS Education & Training Center, NOLA, 2018

***"Hybrid Course Design Strategy for Bioinformatics Instruction"*** – AMIA Annual Symposium, NOLA, 2017

***"Effective Collaborative Learning Experiences" -***  in Teaching Public Health, Johns Hopkins UP: 2018

***"LIFELINE: Crisis as impetus for individual and organizational transformation"*** in Women in Education: Narratives of Challenges, Success and Change, Wilson, Tanisca, Ed. 2017

***“Grading That Motivates and Retains Students”*** – NISOD Webinar Presentation, 2014

***“Developing a Sustainable Faculty Development Program”*** – Blynn CC Exec Retreat, College Station, TX, 2014

***“So, you’re a supervisor now….”*** – Summer Institute Guest Speaker, DCC, 2014

***“Lessons Learned from Katrina, Rita, Isaac: Implications for P12 Schools & Higher Ed”*** – NCORE, NOLA, 2013

***“PowerPoint: the good, the bad, and the ugly”***  - Summer Institute Guest Speaker, DCC, 2013

***“What Your Resume Says…”*** – Delgado Summer Institute, 2013

***“Building an environment for reflective practice”*** – Social Innovation, FGU Summer Session, Santa Barbara, CA, 2011

***“The Capitalism Tango: Rocks in the Box in West Papua New Guinea”*** – Delgado ESL Guest Speaker, NOLA, 2010

***“The Sharpening Stone: Crisis as Impetus for Individual and Organizational Transformation”*** – CCHA Conf, Ft. Worth, TX, 2011; Learning College Summit, Dallas, TX, 2007; FGU Winter Session, Santa Barbara, CA, 2006/2008; Merlot Conf, 2007, NOLA, 2007

***“Setting & Articulating Goals, Outcomes, Measures, and Metrics”*** – PMI Institute of Greater NO, Slidell, LA, 2010

***“Effective Presentations: The Good, the Bad, the Ugly”*** – Summer Institute, Delgado Community College, NOLA 2009

***“Competency Development Model for Online Faculty”*** – NETT Conf, Hammond, LA, 2008

***“Refrigerator Girl: Tracking Reality Post-FFLS”*** – AACU, NOLA, 2011; FGU Res/Practice, Santa Barbara, CA, 2006/2007

***“Designs for Learning: Where Scholarship & Practice Meet to Achieve Outcomes”*** – Innovations Conf, NOLA, 2007

***“Tales of Learning & Assessment in the Classroom”*** – LCTCS Conf, Baton Rouge, LA, 2007

***“Jurgen Habermas’ Public Sphere: Seen through a Woman's Eyes Playing Hamlet”*** – Summer Session, FGU, St Barbara, 2005

***“Classroom Alive!”*** - Winter Session Fielding Graduate University, Santa Barbara, CA, 2005

***“Being & Becoming in the Web of Everything”-*** Systems, Society, Culture & Community Conf, Santa Barbara, CA 2004.

***“Joyce’s Linguistic Journey in Anna Livia Plurabelle”*** – Conf on Linguistics, LSU, Baton Rouge, LA, 1999

“***Looking Through New Windows, A Mac Users Guide***” - Catapult Press, NYC, 1996

***“Liminality in Shakespeare: Rosalind as Threshold of Experience”*** – Shakespeare Conf, New Orleans, LA, 1993

# Recent Service

* SPHTM Anti-Racism Initiative, Competency Sub-Committee, 2021
* SPHTM Anti-Racism Initiative, Equity Scorecard Sub-Committee, 2021
* TU SACSCOC Accreditation Advisory Committee 2017-present
* TU Course Evaluation Taskforce, Appointed by the Provost, 2019-2020
* TU CELT Advisory Board, 2018 – present
* TU HR Professional Development Day Advisory Board and Planning Committee, 2018 – present
* TU Innovation Council, Innovative Learning Center, 2018 – present
* SPHTM Online MPH Leadership Council, 2019 – present
* SPHTM Online Programs, Executive Advisory Board 2019 – present
* SPHTM Staff Retreat Facilitator, 2019-2020
* SPHTM Strategic Planning Facilitator, 2018-2019
* SPHTM, Dean’s Taskforce for Distance Learning, 2018
* SPHTM, Dean’s Taskforce for Student Experience, 2018
* SPHTM, Dean’s Taskforce for Staff Advisory Council, 2018
* SPHTM Hiring Committee, Associate Dean of Professional Practice, 2021
* SPHTM Hiring Committee, Senior Associate Dean of Academic Affairs, 2021
* SPHTM Hiring Committee, Assistant Dean of Enrolment Services, 2020
* SPHTM Hiring Committee, Program Manager, BSPH, 2017
* SPHTM Hiring Committee, Program Coordinator, BSPH, 2017
* SPHTM Curriculum Committee, 2016 - present

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# Professional & Community Affiliations

**American Association of Community Colleges (AACC)** - Member and contributor, 2002 to present

**America Speaks** – Appointed facilitator for the [Unified New Orleans Plan](http://en.wikipedia.org/wiki/AmericaSpeaks#Unified_New_Orleans_Plan) 2005-6

**American Society for Training and Development (ASTD)** – Prof Corp Training, member**,** 2010-present

**Campaign for St. Tammany City Councilman at Large, Jack McGuire** – Election monitor, 2004

**C.J. Jung Society of New Orleans** – Member and contributing lecturer, 2008-10

**Dibert Charter School Executive Advisory Board**, 2009-2011

**Diversity & Social Justice Online Journal Series** – Editorial Board Member, 2005-present

**Metropolitan Leadership Forum** – Mayor’s Office, New Orleans, graduate and active alum, 2010-present

**Ntl Collective for the Adv Of Non-Profit Orgs for Social Justice** – Founding member, 2008-present

**Organization Development Network** – Professional networking, member and contributor, 2006-present

**Quality Matters Peer Review,** Peer Reviewer & SME, 2005-present

**Radio for the Blind & Print Handicapped, WRBH** – Radio broadcast reader, committee chair, 1992-1999; 2015-present

**NOLA Symphony Chorus** – Choir member, 2009-2014, 2021

# Grants

* Board of Regents, Online Substantive Change – Delgado Community College, 2012
* Board of Education, Title III Outcomes Assessment for General Education – Delgado Community College, 2008

# Key Competencies

## Quality Improvement, Assessment, Program Evaluation, Use of Results*, 24 years experience*

In-depth expertise in research, design, monitoring, evaluation, and management of on-going organizational improvement efforts. Primary approach is theoretically grounded in Appreciative Inquiry, participatory research and engagement with partners.

* Senior advisor for the design and development of a fully collaborative and **redesigned Student Opinion of Instruction (SOI) instrument**. (Delgado Community College)
  + Led cross-functional and college wide task force in research, communication and change management required to implement new SOI instrument
  + Designed and delivered training at all levels on purpose, process, methods of data collection and use of data from the SOI
  + Delivered comprehensive, tested, and researched SOI methodology, process, instruments
* **Increased employee satisfaction** by a full 13% and lifted expressed levels of faculty morale through explicit use of assessment results to make changes in professional development programs and biannual Convocation exercises (Delgado Community College)
* Developed and implemented Convocation Assessment **Plan for ongoing improvements** in faculty/staff convocation (Delgado Community College)
* Applied and mastered the **Kirkpatrick Model of evaluating effectiveness** of training and professional development programs (PTFI, Delgado, Andersen Consulting, Catapult)
* Used **comprehensive workforce analysis** to strategically leverage capabilities for a construction company, impacting productivity by 15% and avoiding reduction in force (Breckenridge Consulting)
* Advised **large-scale reduction in force** for national software training company; influenced a balanced operational budget and avoided financial exigency for the client (Andersen Consulting)
* Developed “assessment liaison” function, supporting all programs and departments in using assessment for continual improvement, **increasing departmental participation** in assessment processes by 20% (Delgado Community College)
* Designed and **delivered program assessment plans**, enabling the College to maintain accreditation, fulfill federal and state grant obligations, and to successfully improve teaching and learning (Delgado Community College)
* Used **balanced scorecard approach** to define and track KPIs, assess competency levels/gaps, decreasing employee turnover from100% to 42% annually over a 2-year period for national restaurant chain (Breckenridge Consulting)
* Delivered standards for **business process mapping and facilitated process mapping** work sessions with departments across the organization (Delgado Community College, PTFI, Breckenridge Consulting)
* Analyzed internal and external data to **determine feasibility of new academic programs** and attracting advisory councils, sponsorship (Delgado Community College)
* Delivered guidelines, tools, process for preparing departments & academic **programs for reviewing and re-designing programs** (Delgado Community College)
* **Solved mission critical cost concerns** through effective “high impact training” program (PTFI)
* Delivered **college-wide “Data-Driven Decision-Making” seminars** to all academic and administrative areas, within projected timeframe, instigating critical action plans (Delgado Community College)

## Performance Management, Talent Development*, 16 years experience*

Customized approach to identifying quality performance behaviors, monitoring and appraising performance, providing feedback on performance, and defining improvement plans.

* Built, deployed and presented a **customized performance management system based on a balanced scorecard approach** for line and general managers spanning across 400 locations of national restaurant chain: (Breckenridge Consulting)
* Led “Committee for the Improvement of Instruction” in **revising performance appraisal process**, instruments, use of results, and reporting for full- and part-time faculty (Delgado Community College)
* **Built performance tracking and monitoring systems**: interfaced with IT, Policy Office, HR, Vice Chancellors, Deans and Professional Development Committees in a comprehensive analysis of promotion, evaluation, development, and compensation policies to establish baseline metrics for measuring organization effectiveness (Delgado Community College)
* Identified and closed competency gaps in mid-level management through **assessment and delivery of supervisory skills program** (Breckenridge Consulting, PTFI)
* Developed core competency **model for hiring performance appraisal, training and development** of faculty, staff, and executive leadership (Delgado Community College, PTFI, Breckenridge Consulting)

## Change Management & Organizational Effectiveness, *15 years’ experience*

Recognized for effective research, design, leadership, and management of programs that identify, assess, and strengthen capabilities for change and continual quality improvement.

* Led team of administrators in creating and deploying a new organizational model: The “Student Life Cycle” was designed to align the organization, determine key performance areas and their outcomes relative to a student’s success at critical points along the life cycle (Delgado Community College)
* Successfully delivered all required Title III grant objectives prior to deadlines and under budget, using principles of Appreciative Inquiry (AI), comprehensive communication planning and developing critical relationships with key faculty, staff and non-staff identified as influential leaders in the organization (Delgado Community College)
* Institutionalized outcome-oriented master syllabus format/guidelines, achieving unprecedented unanimous approval by Curriculum Committee, expedited by means of a comprehensive communication plan and management of expectations (Delgado Community College)
* Facilitated premiere LEAN leadership development program for 65 Indonesian nationals and 15 expatriate executives, across multiple sites of a large copper and gold mining operation; successfully minimized resistance to change and higher levels of accountability (PTFI)
* Facilitated successful organizational change project that institutionalized new, competency-based recruitment, position management, organization structuring; career and professional development programs, succession planning, performance management and review, as well as new key result areas & measures of success (PTFI, Barrier Construction, Applebee’s, Delgado Community College)
* Led a cultural transformation in instructional methodology, increasing skills in outcome-oriented syllabus design from “novice” to “proficient” for 281 tenured community college instructors, representing all divisions and disciplines and resulting in new benchmarks for student retention and academic success (Delgado Community College)

## Applied Adult Learning Theory in Instructional & Curriculum Design*, 28 years’ experience, education*

Noted for effective learning-centered teaching methodology and effective evaluation practices, including course evaluation, program assessment and feasibility, curriculum planning and mapping.

* Implemented **competency-based grading**, incrementally increasing successful student completion in General Psychology (PSYC 127) each semester from Spring 2011 - 2017
* Designed, delivered **eProfessor Cert Program** in BlackBoard, achieving 100% retention and completion rate for all sections delivered to prospective online faculty (Delgado Community College)
* Used Quality Matters **standards and best practices in distance learning** program design to deliver a “Handbook for Distance learning and Instructional Design: Online/Hybrid/Blended Academic Programs” (LCTCS)
* Designed, delivered **“Master Teacher” program for tenure-track faculty** to fulfill strategic goals and promotion requirements (Delgado Community College)
* Piloted **learning outcomes assessment methods** in 68 general education courses & freshman seminar over 4-year grant period (Delgado Community College)
* Delivered **faculty/staff development program in instructional design**, outcomes assessment, and program development principles (Delgado Community College)
* Delivered comprehensive **Summer Institute & Professional Development Academy** for classified unclassified staff and executive admin to fulfill professional development goals and business needs (Delgado Community College)

## Outstanding Written Communication, Planning, Presentation Skills *– 30 years training & experience*

Recognized for building effective relationships at all levels and establishing strong communication networks within complex organizational cultures.

## Human Resources Policy, Procedures, and Program Development, *11 years’ experience*

## Wide range of expertise in data-based decision making, change management practices and organizational turnaround, conducting appropriate feasibility and manpower usage studies to accommodate growth and economic fluctuations.

* Modified processes, **successfully negotiated solutions** to long-time payroll problems, eliminating most common errors for 1st time in 2 years (Delgado Community College)
* Delivered **workforce reduction strategy that leveraged employee capabilities** and cross-trained functional units (Delgado Community College, PTFI)
* Delivered **new policies for succession planning**, layoff avoidance (Delgado Community College, PTFI), recruiting model, supervisor training, and performance management program, using a competency-based design and normalization process (PTFI, Breckenridge Consulting)
* **Led largest reduction in force on record** for the largest community college in LA, instrumental in balancing the operational budget, avoiding financial exigency; using a comprehensive workforce analysis and LEAN methodology to determine operational capability, given the expertise and competencies of a core faculty and staff administration (Delgado Community College)

# Current Research Interests

* Systematic review of literature – Are the data gathered from students who have been incentivized to complete course evaluations valid?
* Systematic review of literature – How have qualitative data informed improvements in teaching and learning in research institutions?

**Facilitator bio:**

Dr. Angela Breckenridge received a facilitator certification from Accenture and participates in on going refresher trainings with Leadership Strategies, Inc. She has 21 years’ experience facilitating successful outcomes for higher education and non-profit entities.

Some of these include:

* strategic planning sessions
* mission/vision development
* academic program development
* problem solving for contentious issues
* high stakes decision making

The most meaningful experience of this sort was with local and displaced New Orleanians in the Community Congress (December 2006/January 2007) sessions that ultimately informed the city-wide plan for recovery, or the Unified New Orleans Plan. Dr. Breckenridge was among 48 other professional facilitators chosen and trained for this historic event by Carolyn Lukensmeyer of America Speaks. The Community Congress sessions used webcast technology to link over 4,000 New Orleanians: 380 in New Orleans at the Convention Center and the rest gathered in 6 cities with the highest concentrations of Katrina evacuees. The outcome of these sessions was a citizen-driven recovery vision developed with “unprecedented participation and representation from every part of the city” (The Louisiana Recovery Authority board, upon releasing $1.1 billion in recovery money to the City).