

Andrea Nelson Trice, Ph.D.

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Education

The University of Michigan, Ann Arbor, Michigan December 1998
Doctor of Philosophy, Higher and Continuing Education; emphasis Organizational Behavior

Hardin–Simmons University, Abilene, Texas August 1990
Master of Education, Counseling and Human Development

Baylor University, Waco, Texas May 1988
Bachelor of Arts, Foreign Service/Spanish

Biographical Sketch

After earning her doctorate, Andrea worked as a Research Associate at Northwestern University and then as a faculty member at Purdue University for several years. In 2005 she shifted to consulting, filling the roles of external evaluator, social scientist, nonprofit board member, and author since that time. Her varied clients have included: Hope International, Compassion International, Resource Global, Military Families Research Institute, California Tribal Epidemiology Center, The University of Michigan, National Academy of Sciences, and The National Science Foundation.

Andrea lived in Peru for part of her childhood, which has shaped her life’s work. She publishes and consults around cross-cultural dynamics and enjoys the challenge of measuring such abstract outcomes as hope, dignity, and agency across cultures. Andrea’s forthcoming book, *Building Another’s Dream*, examines the human complexities of establishing social enterprises in emerging markets. She is a Senior Fellow with the Sagamore Institute and an Affiliate Faculty Member of Regis University.

Professional Employment: Academic and Administrative

Catalyst Research, LLC, Colorado Springs, Colorado August 2005 - present
President

- Provide program evaluation, social return on investment analyses, and research-based consulting to social enterprises and nonprofits. Clients have included: Colorado Institute for Social Impact, The National Academy of Sciences, The National Science Foundation, Northwestern University, Purdue University, The University of Michigan, Resource Global, and Jibu. A list of major consulting projects can be found on pages three through six.

Sagamore Institute, Indianapolis, Indiana Feb. 2015 – present
Senior Fellow

- Completing a book project on the human dimensions of social enterprise success in emerging markets. Based on 90 interviews conducted with emerging market and American leaders working in this space as well as curated research from multiple disciplines.

Catapult L3C, Colorado Springs, Colorado Sept. 2014 – Sept. 2015
Partner

- Responsible for impact analyses, research, and communications as part of a team helping nonprofits and social enterprises develop solid business strategies to achieve their missions.

Purdue University, West Lafayette, Indiana
Assistant Professor, College of Education Aug. 2001 – Aug. 2005

- Co-authored a book and published several articles on cross-cultural organizational dynamics and empowering non-traditional faculty members. Taught research methods, finance, and leadership courses in the master's and doctoral programs in higher education administration. (Purdue eliminated this program in 2006.)

Purdue University, West Lafayette, Indiana
Global Studies Program Administrator Aug. 2000 – Aug. 2001

- Created international living/learning community for freshmen that continues today. Designed and co-taught a Cross-Cultural Understanding course for the community. Obtained external funding that placed international students in public school classrooms in order to share their culture and experiences with school-age children.

Northwestern University, Evanston, Illinois
Research Associate (Initially employed as Consultant)
Office of Administration and Planning Jan. 2000 – July 2000

- Expanded benchmark report for the Board of Trustees, comparing Northwestern with peer institutions on 65 factors including student quality and diversity, faculty diversity and salaries; research infrastructure and overhead rates; and critical financial benchmarks such as revenue sources, endowment portfolio, and investment returns.
- Conducted a survey to explore graduate student satisfaction; prepared report for senior administrators.
- Surveyed female faculty, staff, and students to determine the need for a Women's Resource Center on Northwestern's Chicago campus and reported results to senior administrators.
- Assisted administrators with developing action plans to address the results of student surveys.

Coordinator of Special Projects July 1999 – July 2000
University Development and Alumni Relations

- Worked with director of \$1 billion Campaign Northwestern to establish an organization supporting women's philanthropy.
- Coordinated the creation of an intranet site that provided development officers with exemplary proposals and simplified access to information about campaign priorities and university data.

The University of Michigan, Ann Arbor, Michigan
Research Assistant, Ntl. Center for Postsecondary Improvement Sept. 1996 – March 1998

- Member of a team that designed and administered a national survey regarding institution-level student assessment activities.

Staff Associate Oct. 1995 – May 1996

- Presidential Task Force for the Organization of the University

The University of Texas at Arlington Jan. 1991 – Aug. 1995
Counselor

- Counseled students individually regarding career, personal, and academic issues. Taught career and academic seminars to 1,400 students annually. Advised the returning students' organization on campus.
- Co-chaired the annual Career Day. Directed marketing, corporate relations, and registration to bring together 140 companies and 3,000 students.

Hardin-Simmons University, Abilene, Texas
Adjunct Professor and Career Counselor Jan. 1990 – Dec. 1990

- Taught three-credit college adjustment course for freshmen. Counseled students and assisted with community career workshop. Organized university-wide Volunteer Fair with 40 agencies represented.

Cisco Junior College – Abilene Campus, Abilene, Texas
Psychology Instructor

Fall 1990

Word, Inc., Irving, Texas

Sept. 1988 – Aug. 1989

- Coordinated distribution of company's products to 40 international markets. Worked closely with marketing, accounting, sales, and finance departments, acting as liaison for distributors.

Professional Employment: Selected Consultancies

Colorado Institute for Social Impact

May 2018 – present

- Conduct social return on investment analyses for social enterprises. Consult with clients regarding implications of the findings. Clients include Blue Star Recycling and Rise School of Denver.

Calvin Edwards & Company

Sept. 2018 – present

- Conduct research for individuals and foundations related to impact investing. Clients include Hope International and Strategic Resource Group.

National Science Foundation

Feb. 2016 – August 2019

- Served as the external evaluator for a \$1M grant project.

University of Colorado, Colorado Springs

April 2017 – August 2017

- Led strategic planning for the School of Education; member of planning team for institution-wide grant proposal.

Resource Global, Chicago, IL

April 2012 – Sept. 2013;
Sept. 2015 – March 2016

- Developed a case statement for the organization. Consulted around team dynamics, strategic planning, and operationalization of the plan. Conducted research and grant proposal writing for new initiatives.

California Tribal Epidemiology Center, Sacramento, CA

Sept. 2015 – Oct. 2015

- Created report for public health officials and practitioners from survey data.

Jibu Co., Kampala, Uganda

January 2014 – June 2015

- Helped to evaluate the impact of a safe-water social enterprise expanding throughout East Africa.

Military Families Research Institute, Purdue University

March 2013 - March 2014

- Analyzed data, conducted phone interviews, and created multiple reports for practitioners.

Create Possible, Chicago, IL

Dec. 2012 – August 2013

- Provided management consulting related to event planning, strategic direction, and program evaluation.

Indiana Wesleyan University

Aug. 2010 – Aug. 2011

Center for Research in Adult Learning

- Consulted on the design of a study of African American returning adult student completion rates. Provided guidance on grant proposals related to the study.

Northwestern University

June 2007 – Sept. 2009

The Women's Center

- Created surveys for female undergraduate and graduate students, exempt and non-exempt staff, postdoctoral fellows, and tenure-track and non-tenure-track faculty.

- Association for the Study of Higher Education
Advisory Committee - ASHE Reader on Faculty Jan. – Feb. 2008
- Developed list of recommended resources about faculty work life for inclusion in the Reader.
- Metropolitan State College of Denver
Office of the Provost Sept. – Nov. 2007
- Provided recommendations regarding the college’s strategic plan, funding for the plan, performance indicators, and the administrative structure for planning and institutional research.
- Northwestern University
Medill School of Journalism Nov. 2006 – May 2007
- Worked with the school’s leadership team to revise the curriculum, expand student assessment measures, create a new faculty governance structure, and enhance faculty productivity and satisfaction.
- National Academy of Sciences Feb. 2006 – Dec. 2006
- Collaborated with a colleague to analyze and report the findings from a national faculty survey that measured the administrative burden of federally-funded research grants. Worked with a Federal Demonstration Project faculty committee to develop recommended action steps based on the results.
- Indiana University-Purdue University Indianapolis
Office of the Vice Chancellor for Planning and Institutional Improvement Sept. 2005 – June 2006
- Analyzed longitudinal data from faculty and student surveys to create reports for University administrators regarding long-term trends and strategic issues requiring attention.
 - Created report for central administrators that provided empirical evidence supporting the use of institutional resources for aid to low-income students.
- Northwestern University
Office of the Vice President for Administration and Planning Nov. 2004 – May 2005
- Developed interview protocol and interviewed 58 Northwestern University faculty, senior administrators, and trustees about their perceptions of the academic and administrative program review processes and outcomes.
 - Analyzed the interview data and developed a report for the University community regarding the impact of Program Review upon the institution.
- Purdue University
Office of the Provost Jan. 2001 – Dec. 2001
- Collaborated with the University Senate leadership to design an on-line survey for Purdue faculty.
 - Developed and pilot-tested the survey instrument and wrote an analytical report for faculty and senior administrators.
- Northwestern University
Office of the Vice President for Administration and Planning April 1999 – Dec. 1999
- Conducted exit interviews with faculty members who had left the University. Wrote a report for senior administrators that synthesized four years of exit interview data.
 - Analyzed Northwestern’s data from a multi-institution, undergraduate student survey and compiled a report for senior administrators.
- The University of Michigan
Rackham School of Graduate Studies Oct. 1997 – Feb. 1999
- Designed and administered a survey for graduate international students to explore levels of academic and personal satisfaction with their educational experience.

- Created a report summarizing the findings for university administrators which resulted in new initiatives related to academic procedures, orientation, and housing.

Workshops

University of Colorado, Colorado Springs Led day-long strategic planning workshop for School of Education faculty and staff.	August 2017
Magna Publications Podcast Hour-long interview of Rethinking Faculty Work authors for 41 institutional sites across the U.S. and Canada.	October 2007
University of Southern Indiana Led day-long workshop for department chairs and deans regarding faculty recruitment and retention.	August 2007
Purdue University Co-led ½ day workshop for department chairs and deans regarding faculty recruitment and retention.	April 2007

Publications

Books

Nelson Trice, A. G. (Forthcoming). Building another's dream: Understanding the human dynamics of social enterprise success.

Gappa, J. M., Austin, A. E., & Trice, A. G. (2007). Rethinking faculty work: Higher education's strategic imperative. San Francisco: Jossey-Bass.

Peterson, M. W., Mets, L. A., Trice, A. G., & Dill, D. D. (1999). ASHE reader on institutional research and planning. Needham Heights, MA: Simon & Schuster.

Book Chapters and Articles

Kelley, T. R., Knowles, J. G., Han, J., & Nelson Trice, A. G. (under review). Models of Integrated STEM Education.

Trice, A. G. & Rose-Redwood, C. (2019). International students on American campuses: Overlooked assets. Chapter in International encounters: Higher education and the international student experience. Rowman & Littlefield: Lanham, MD.

Austin, A. E., & Trice, A. G. (2016). Core principles for faculty models and the importance of community. Chapter in The faculty for the 21st century: Moving to a mission-oriented and learner-centered faculty model. Rutgers: NJ.

Gappa, J. M., & Trice, A. G. (Spring 2010). Rethinking the department chair's roles and responsibilities. The Department Chair.

Wimsatt, L. A., Trice, A. G. & Langley, D. (2009). Faculty perspectives on academic work and administrative burden: Implications for the design of effective support services. Journal of Research Administration, XL, 1, 71-89.

Gappa, J. M., & Trice, A. G. (2009). Rethinking faculty work and workplaces for women. On Campus with Women, 37, 3. http://www.aacu.org/ocww/volume37_3/fromwhereisit.cfm?section=2.

Trice, A. G. & Yoo, J. E. (2007). International graduate students' perceptions of their academic experience. Journal of Research in International Education, 6, 41-66. DOI: <http://dx.doi.org/10.1177/1475240907074788>.

- Trice, A. G. (2007). Faculty perspectives regarding graduate international students' isolation from host national students. *International Journal of Education*, 8(1), 108-117.
- Trice, A. G. (2005). Navigating in a multi-national learning environment: Academic departments' responses to graduate international students. *Journal of Studies in International Education*, 9, 62 - 89.
- Gappa, J. M., Austin, A. E., & Trice, A. G. (2005). Rethinking academic work and workplaces. *Change: The Magazine of Higher Learning*. Nov./Dec., 32-39.
- Trice, A. G. (2004). Mixing it up: Graduate international students' social patterns on an American campus. *Journal of College Student Development*, 45, 671-687.
- Trice, A. G. (2003). Faculty perceptions of graduate international students: The benefits and challenges. *Journal of Studies in International Education*, 7, 379-403.
- Trice, A. G. & Dey, E. L. (Sept./Oct. 1997). Trends in faculty teaching goals: A longitudinal study of change. *Journal of College Student Development*, 38, 527-534.
- Selected Consulting and Technical Reports
- Burns, S., Liebert, J., & Trice, A. G. (2019). Blue Star Recyclers: Social Return on Investment Report. Colorado Institute for Social Impact. Colorado Springs, CO.
- Trice, A. G. (2018). Innovative Technology Experiences for Students and Teachers (ITEST): Teachers & Researchers Advancing Innovative Lessons in STEM (TRAILS) Summative Evaluation Report. National Science Foundation. Washington DC.
- Trice, A. G., (2016). Global millennials as strategic investments. Resource Global. Chicago, IL.
- Trice, A. G., Christensen, K., Buchholz, B., Benton, El, Garcia, K., Wimsatt, M. (2015). California tribal behavioral risk factor community survey summary report. California Tribal Epidemiology Center, Sacramento, CA.
- Trice, A. G. (2014). Fostering social connections: Supporting academic success by promoting social engagement. Military Family Research Institute, Purdue University.
- Trice, A. G. (2014). Demonstrating impact: Designing program evaluations that guide planning and conserve resources. Military Family Research Institute, Purdue University.
- Trice, A. G. (2007). Achieving the vision: Recommendations for implementation of the strategic plan at Metropolitan State College of Denver. Office of the Provost, Metropolitan State College of Denver.
- Trice, A. G. (2007). Assessing student outcomes: Recommendations for a comprehensive plan. Evanston, IL: Office of the Dean, Medill School of Journalism, Northwestern University.
- Decker, R. S., Wimsatt, L. A., Trice, A. G., & Konstan, J. A. (2007). A profile of federal-grant administrative burden among federal demonstration partnership faculty. Federal Demonstration Partnership, National Academy of Science. http://www.thefdp.org/Faculty_Committee.html
- Trice, A. G. (2005). Longitudinal analysis of the Continuing Student Survey results: 1996 – 2005. Indianapolis, IN: Office of the Vice Chancellor for Planning and Institutional Improvement, Indiana University-Purdue University Indianapolis.

Trice, A. G. (2005). The institutional impact of program review: A report to the university community. Evanston, IL: Office of Administration and Planning, Northwestern University.

Trice, A. G. (2001). The 2001 faculty survey report: First assessment of the Purdue faculty culture. West Lafayette, IN: University Senate, Purdue University.

Trice, A. G. (1999). Women and philanthropy: Report on current programs. Evanston, IL: Office of Development and Alumni Relations, Northwestern University.

Peterson, M. W., Einarson, M. K., Trice, A. G., & Nichols, A. R. (1997). Improving organizational and administrative support for student assessment: A review of research literature. Stanford, CA: Stanford University, National Center for Postsecondary Improvement.

Selected Blogs

Trice, Andrea Nelson. (May 29, 2017). Deprived or different? Tips for social entrepreneurs working across cultures. Next Billion. <https://nextbillion.net/authors/andrea-trice/>

Trice, Andrea Nelson. (May 12, 2017) Powerful assumptions. American Evaluation Association. <http://aea365.org/blog/sim-tig-week-powerful-assumptions-by-andrea-nelson-trice/>

Trice, Andrea Nelson. (August 19, 2014). It's about time, it's also about culture: How do varying cultural perspectives about time and productivity impact social enterprises? Next Billion, William Davidson Institute, University of Michigan. <http://nextbillion.net/cultural-perspectives-impact-social-enterprises/>

Trice, Andrea Nelson. (October 20, 2014). Money and motivation: Why are some people willing to work at a social enterprise for free? Next Billion, William Davidson Institute, University of Michigan. <http://nextbillion.net/nexthought-monday-money-and-motivation/>

Selected Presentations

Trice, Andrea Nelson. Creating an actionable evaluation Plan. Colorado Nonprofit Association. October 2019.

Trice, Andrea Nelson. Brokering buy-in: Engaging internal stakeholders with the evaluation process. Colorado Nonprofit Association. October 2019.

Trice, Andrea Nelson. Culture's role in consulting. Pikes Peak Consultant's Roundtable. October 2019.

Trice, Andrea Nelson. The centrality of trust in relationships. First Presbyterian Church, Colorado Springs, CO. October 2019.

Trice, A. G. Understanding the social enterprise space in light of cultural differences. Young African Leaders Initiative. Purdue University, June 2017.

Trice, A. G. Defining the problem: Best practices in social enterprise evaluation. Calvin College, January 2017.

Trice, A. G. & Shockey, D. The importance of why in social enterprise success. Matchbox Co-Working Studio, Lafayette, Indiana, November 2016.

Trice, A. G. Getting to why: The essential human side of social enterprise effectiveness. Young African Leaders Initiative. Purdue University, July 2016.

Trice, A. G. Social enterprise and the unique value of spiritual capital. Paper presented, Faith, Philanthropy and Change Conference, Taylor University, Upland, IN, June 2015.

Trice, A. G., Austin, A. E., Baldwin, R., Kezar, A, Jaeger, A. Part-time faculty teaching: The impact on student success. Symposium presented, Association for the Study of Higher Education, Indianapolis, IN, November 2010.

Trice, A. G. Rethinking faculty work: The new faculty members. Plenary presentation, Chief Academic Officers' Forum, Council for Christian Colleges and Universities, Manhattan Beach, CA, March 2009.

Trice, A. G. Rethinking faculty work. Paper presented, Presidents' Forum, Council for Christian Colleges and Universities, Washington, DC, January 2009.

Wimsatt, L. A., Trice, A. G. & Langley, D. Faculty perspectives on academic work and administrative burden: Implications for the design of effective support services. Paper presented, Society of Research Administrators International, Washington, DC, October 2008.

Austin, A. E., Barnes, B., Lincoln, Y., Trice, A., Votruba, J., & Wolf-Wendel, L. Rethinking faculty work: Views from diverse perspectives. Paper presented, Association for the study of higher education, Louisville, KY, November 2007.

Trice, A. G. & Austin, A. E. Creating attractive workplaces for full-time faculty working off the tenure track. Paper presented, Association of American Colleges and Universities, Chicago, IL, November 2006.

Trice, A. G. Faculty administrative workload: Results and implications of the Federal Demonstration Partnership survey. Council on Governmental Relations, Washington, DC, October 2006.

Funded Research

Trice, A. G., Gappa, J. M., & Austin, A. E. Redefining the Academic Career. Alfred P. Sloan Foundation, Workplace, Workforce, and Working Families Program, 2003-2006, (\$39,531).

Honors, Awards, And Fellowships

Best Paper of the Year - 2008 Society of Research Administrators International Symposium

Dissertation of the Year Award, 1999, Center for the Study of Higher and Postsecondary Education, The University of Michigan

Rackham Dissertation Fellowship, 1998, University of Michigan School of Graduate Studies

School of Education Merit Award, 1996–1997, University of Michigan

School of Education Fellowship, 1995, University of Michigan

Community Service and Current Memberships

Advisory Board, Discovery Canyon High School, CO Springs, CO

WomenIN, Purdue Foundry, West Lafayette, IN

Board Member, Covenant Church, West Lafayette, IN

Strategic Planning Committee, Klondike Elementary, W Lafayette, IN

American Evaluation Association

Colorado Evaluation Association

Pikes Peak Consultants Roundtable

Aug. 2019 - present

Jan. 2016 – January 2017

Feb. 2009 – May 2014

Sept. 2009 – May 2015

March 2016 - present

February 2017 - present

April 2018 - present