

Thomas A. Murray, MBA, MA

[Email](#)
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EDUCATION

Master of Business Administration, Leadership Concentration

Southern New Hampshire University, Manchester, NH, May, 2024

Master of Arts, Counseling Psychology

The Center for Applied Psychological and Family Studies

Northwestern University, Evanston, IL, June, 2002

Bachelor of Science, Mathematics, *Minor, Psychology*

Loyola University Chicago, Chicago, IL, January, 1999

Additional graduate coursework in higher education, education statistics, and data management at the University of Arizona

TEACHING EXPERIENCE

The University of Arizona, Tucson, Arizona, 2006-Present

Undergraduate:

- UNIV 101: Introduction to the General Education Experience (In-Person and Online)
- UNIV 301: General Education ePortfolio (Online)
- HNRS 195H: Honors Seminar - Leading and Managing Teams that Work
- HNRS 196: Catalyst (Live Online)
- EDL 396A: Topics in Leadership – Student Affairs Leadership
- EDL 370: Critical Perspectives on Leadership in Society
- EDL 322: Organizational Leadership
- EDL 297A: Topics in Leadership-Service Leadership
- EDL 297A: Topics in Leadership-College Transitions
- HED 297A: Exploring Leadership
- LRC 297B: Connections - Making the Most of Your University Experience
- EDL 281: Event Planning and Leadership
- EDL 280: Leadership Strategies
- HED 201: Foundations of Leadership
- LRC 197A: Investigating Learning Strategies

Graduate:

- HED 611: Statistical Analysis in Higher Education

Continuing Education:

- New Manager Certificate Program

Kaplan University Online, 2004-2010

- CS 114: Academic Strategies for the Information Technology Professional
- CS 115: Academic Strategies
- CS 115: Academic Strategies (with Audio Seminar)
- CS 116: Academic Strategies for the Communications Professional
- CS 116: Academic Strategies for the Communications Professional (with Audio Seminar)
- CS 119: Academic Strategies for the Health Care Professional
- CS 120: Academic Strategies for the Psychology Professional
- CS 120: Academic Strategies for the Psychology Professional (with Audio Seminar)
- KU 120: Introduction to Reading Skills and Strategies

Ashford University Online, 2007

- PSY 361: Health Psychology
- PSY 350: Physiological Psychology

Saint Xavier University, Chicago, IL, 2003-2005

- ACSU 100: SXU Seminar

ACADEMIC AND PROFESSIONAL EXPERIENCE

Course Director, UNIV 101, Office of General Education

Associate Professor of Practice, W. A. Franke Honors College

The University of Arizona, Tucson, Arizona, 12/2020-Present

- Develop introductory and capstone courses for the new General Education, including syllabi and common curriculum for UNIV 101: Introduction to the General Education Experience and UNIV 301: Gen Ed ePortfolio focusing on inclusive, learner-centered teaching and universal design for learning
- Teach sections of UNIV 101 and UNIV 301
- Select, train, and supervise instructional staff; develop recruitment and management strategies for 15 full-time faculty and over 140 part-time instructors
- Assess, evaluate, and revise the UNIV courses
- Communicate with campus stakeholders regarding the new Gen Ed curriculum and UNIV courses
- Collaborate with enrollment management professionals to develop short- and long-term strategies for course offerings (over 500 sections per year at full implementation)
- Adapt UNIV 101 for multiple course deliveries, including 15-week in-person, 10-week in-person for Schedule for Success students, and 7-week fully online for Arizona Online and Global Direct students
- Provide leadership and facilitation for the UNIV/Honors Collaborative to develop a UNIV 101 experience for Honors College students
- Lead the development team for the course reader, *Wildcat Perspectives*, for UNIV 101 and support the development of *Wildcat Reflections* for UNIV 301
- Work with the Gen Ed Implementation Team, including representatives from the Registrar's Office, UITS, Office of General Education, Curricular Affairs, and Transfer Credit Articulation
- Work with staff from the Office of General Education on new policy development

Director of Professional Development

Student Success and Retention Innovation

The University of Arizona, Tucson, Arizona, 11/2018-12/2020

- Develop strategic plan for ongoing professional development for professional, graduate, and undergraduate employees across seven departments
- Provide individual and team coaching utilizing CliftonStrengths®
- Develop common onboarding for new staff
- Plan and execute professional development events
- Plan and execute the Student Success Conference
- Develop regular communications with SSRI staff on professional development topics

Director

New Student Experiences

The University of Arizona, Tucson, Arizona, 10/2016-10/2018

- Provide strategic oversight for the New Start Summer Program and the UAdvantage First Year Experience, serving nearly 500 students each year
- Support the redesign, rebranding, and implementation of a comprehensive Wildcat Welcome program, extending fall programming and introducing spring programming
- Develop and direct Fostering Success, a support program for former foster youth, emancipated minors, and unaccompanied homeless youth
- Supervise four professional staff, one graduate intern, as well as student Peer Advisors
- Oversee summer staff of over 60 students

- Manage marketing and recruitment process for summer programs
- Manage program budgets totaling over \$1,000,000 annually
- Engage in fundraising and revenue-sharing efforts focused on increasing financial accessibility for New Start, successfully increasing its budget by over \$130,000 annually
- Cultivated major donation to create the New Start Community Emergency Fund Endowment

Assistant Director

Academic Success and Achievement (currently Thrive Center)

The University of Arizona, Tucson, Arizona, 1/2015-10/2016

- Direct summer bridge programs (New Start Summer Program and Bear Down Summer Bridge), serving nearly 400 students each summer
- Provide strategic oversight of the Pathways to Academic Student Success (PASS) program for students on probation
- Supervise one professional staff and two graduate assistants as well as student Peer Advisors
- Supervise summer staff of over 60 students
- Manage marketing and recruitment process for summer programs
- Manage program budgets totaling nearly \$1,000,000 annually
- Collaborate with other ASA programs

Assistant Director

Admissions Recruitment Events

The University of Arizona, Tucson, Arizona, 12/2012-12/2014

- Provide strategic leadership for programming and events for undergraduate recruitment
- Supervise four professional staff
- Oversight of several major recruitment programs serving over 16,000 people annually, including:
 - Campus tour program
 - Out-of-state recruitment events in 14 cities nationally
 - The Arizona Experience (UA Up Close) and Arizona Road Trip
 - Senior evenings, open houses, and high school counselor programs
- Co-advise the Arizona Ambassadors
- Serve as Admissions Counselor on Duty and Manager on Duty
- Deliver recruitment presentations

Senior Coordinator

Leadership Programs

The University of Arizona, Tucson, Arizona, 7/2008-12/2012

- Teach academic courses in leadership for the Minor in Leadership Studies and Practice
- Direct the National Collegiate Leadership Conference
 - Advise a planning committee of 15 students responsible for planning and implementing a 3-day leadership conference attracting 650 students from over 50 institutions nationwide
 - Oversee conference budget of over \$30,000
- Direct the ATLAS Leadership Certificate Program
 - Develop and update curriculum for 50+ workshops in 8 different leadership certificate tracks.
 - Supervise one graduate assistant, one student worker and four interns
 - Collaborate with various campus departments in developing tailored leadership programs
 - Manage program budget of \$3,000
- Co-coordinate the Equiss Social Justice Retreat
 - Write and revise curriculum for social justice activities
 - Facilitate small, mid-size, and large group social justice activities
 - Coordinate various administrative details of the retreat, including registration, staff selection and training, and site management
- Coordinate the Community Development Theme for the Arizona Blue Chip Program

- Budget management
 - Manage departmental revenues in excess of \$400,000.
 - Manage purchasing card transactions.

Access Consultant

Disability Resource Center

The University of Arizona, Tucson, Arizona, 8/2006-6/2008

- Determine need for academic accommodations based on disability for caseload of approximately 200 first year students
- Advise students in their transition to the university, including assisting them in securing appropriate support services on campus
- Collaborate with the Center for Student Involvement & Leadership to develop a Disability Leadership track for the ATLAS Leadership Certificate Program as well as to serve as Team Advisor for three Equiss social justice retreats
- Develop and supervise peer mentoring program for students with disabilities, including securing funding from private donors

Director

Student Success Program (TRIO SSS)

Saint Xavier University, Chicago, Illinois, 2/2005-6/2006 (Director), 7/2004-1/2005 (Asst. Director), 4/2003-6/2004 (Program Counselor)

- Manage federal TRIO program in compliance with federal regulations and legislation as well as Department of Education grant guidelines
- Manage program budget of over \$300,000 annually
- Co-author proposal for continued funding
- Prepare fiscal and performance documents for Department of Education
- Supervise three professional, one administrative, and fifteen student staff members
- Provide career and personal counseling and academic coaching for program participants and coordinate program's cultural enrichment and service programs

Counseling Intern

Barat College of DePaul University, Lake Forest, Illinois, 8/2001-6/2002

- Provide personal counseling for undergraduate students in the college counseling center
- Work with probationary students and students with learning disabilities on developing academic success plans
- Develop campus wide programs related to mental health topics including Depression Screening Day, Eating Disorders Awareness Week, Soberfest, and Sexual Violence Prevention Week

PUBLICATIONS

Thomas Jones, D. L., Murray, T. A., & Sult, L. (2024, Forthcoming). Meeting students where they are: Situating ePortfolio support within the university libraries. *AAEEBL ePortfolio Review*.

Murray, T. A. (2023). The next chapter. In D. L. Thomas, T. A. Murray, S. M. Hansen & R. Winet (Eds.), *Wildcat reflections*. The University of Arizona.

Thomas, D. L., Murray, T. A., Hansen, S. M., & Winet, R. (Eds.). (2022). *Wildcat reflections*. The University of Arizona.

Murray, T. A. (2022). Faceplanting my way to growth. In D. L. Thomas, T. A. Murray, S. M. Hansen & R. Winet (Eds.), *Wildcat reflections*. The University of Arizona.

Murray, T. A., Thomas, D. L., & Hansen, S. M. (Eds.). (2021). *Wildcat perspectives*. The University of Arizona.

Murray, T. A. (2021). The needs of the many, the needs of the one: How the humanities helped me balance my inner Spock and inner Kirk. In T. A. Murray, D. L. Thomas, & S. M. Hansen (Eds.), *Wildcat perspectives*. The University of Arizona.

Murray, T. A., Schultz, S. M. & Cabrera, N. L. (2016). Choice versus transition: The college choice process for students with disabilities. *The Journal of the First-Year Experience & Students in Transition*, 28(2), 115-135.

Seemiller, C. R. & Murray, T. A. (2013). The common language of leadership. *Journal of Leadership Studies*, 7(1), 33-45.

Murray, T. A. & Schultz, S. M. (2013). Meeting the demand for leadership development. *About Campus*, 18(3), 16-18.

GRANTS

Falkenstrom, K. & Murray, T. A. Creative Capacity Grant for Odaiko Sonora/Rhythm Industry. Arizona Commission for the Arts (\$9,500), 2022.

Falkenstrom, K. & Murray, T. A. General Operating Support Grant for Odaiko Sonora/Rhythm Industry. Arts Foundation of Tucson and Southern Arizona (\$6,750), 2019.

Falkenstrom, K. & Murray, T. A. Community Investment Grant for Odaiko Sonora/Rhythm Industry. Arizona Commission for the Arts (\$8,000, maximum award), 2018.

Murray, T. A. New Start Summer Scholarships. Grant from the Marshall Foundation (\$50,000), 2018.

Murray, T. A. New Start Summer Scholarships. Grant from the Marshall Foundation (\$45,000), 2016.

Murray, T. A. National Collegiate Leadership Conference. Grant from the Parent and Family Association of The University of Arizona (\$4,000), 2009.

Murray, T. A. & Hunziker, D. Gateway to Success. Grant through the Gateway Strategic Alliance to support an academic skills course with technology (\$25,500), 2007.

Aleem, Y. & Murray, T. A. Student Support Services (TRIO). Grant from the U.S. Department of Education (\$1,391,475 over five years, maximum award), 2004.

SCHOLARLY PRESENTATIONS

Thomas Jones, D. L. & Murray, T. A. (2024, March). *Joined at the HIP: Pairing ePortfolios and a first-year seminar*. ACPA Annual Convention: Chicago, IL.

Heileman, J., Rosales, C. J., & Murray, T. A. (2024, March). *Beyond training: Foregrounding the human element in onboarding*. ACPA Annual Convention: Chicago, IL.

Murray, T. A. & Barker, D. M. (2024, March). *Bringing it to life: Storytelling as a teaching tool*. ACPA Annual Convention: Chicago, IL.

Murray, T. A. & Barker, D. M. (2024, March). *Bringing it to life: Storytelling as a teaching tool*. NASPA Annual Conference: Seattle, WA.

Murray, T. A. & Ludwig, J. L. (2024, March). *#Fail: Providing feedback when employees miss the mark*. NASPA Annual Conference: Seattle, WA.

- Thomas Jones, D. L. & Murray, T. A. (2024, February). *Joined at the HIP: Pairing ePortfolio pedagogy and a first-year seminar at a large research university*. AAC&U Forum on Digital Innovation: Virtual.
- Murray, T. A. (2023, March). *The root of all heartache: Managing expectations for optimal collaboration*. Accepted to present at the ACPA Annual Convention: New Orleans, LA.
- Murray, T. A. (2023, February). *Un-novation: Going low-tech in the classroom*. Accepted to present at the AAC&U Conference on General Education, Pedagogy, and Assessment: New Orleans, LA.
- Murray, T. A., Croman, C., & Austin, M. W. (2023, February). *Boundless iteration: Integrating student voice in curricular redesign*. Accepted to present at the AAC&U Conference on General Education, Pedagogy, and Assessment: New Orleans, LA.
- Murray, T. A. & Ludwig, J. L. (2020, March). *#Fail: Providing feedback when employees miss the mark*. ACPA Annual Convention: Nashville, TN.
- Murray, T. A. & Ludwig, J. L. (2018, March). *#Fail: Providing feedback when employees miss the mark*. ACPA Annual Convention: Houston, TX.
- Winchell, K. L., Kelly, E. A., Carlos, C. & Murray, T. A. (2018, March). *From the mouths of students*. ACPA Annual Convention: Houston, TX.
- Murray, T. A. & Ludwig, J. L. (2017, March). *#Fail: Providing feedback when employees miss the mark*. ACPA Annual Convention: Columbus, OH.
- Murray, T. A. (2017, March). *Mind the gap: Using peer educators in a summer bridge*. ACPA Annual Convention: Columbus, OH.
- Murray, T. A. & Barker, D. M. (2016, March). *Teaching leadership through storytelling and narrative*. ACPA Annual Convention: Montreal, Canada.
- Ludwig, J. L. & Murray, T. A. (2016, March). *#Fail: Providing feedback when employees miss the mark*. ACPA Annual Convention: Montreal, Canada.
- Murray, T. A., Schultz, S. M., & Cabrera, N. L. (2013, March). *Choice versus transition: The college choice process for students with disabilities*. Paper presented at the annual meeting of the American College Personnel Association: Las Vegas, NV.
- Murray, T. A. & Barker, D. M. (2012, March). *Teaching leadership through storytelling and narrative*. ACPA Annual Convention: Louisville, KY.
- Murray, T. A. & Schultz, S. M. (2012, March). *Meeting the demand for leadership development*. ACPA Annual Convention: Louisville, KY.
- Seemiller, C. R. & Murray, T. A. (2011, March). *The common language of leadership*. ACPA Annual Convention: Baltimore, MD.
- Seemiller, C. R. & Murray, T. A. (2010, December). *Leadership by design: Measuring learning outcomes for leadership development*. Leadership Educators Institute: Tampa, FL.

Seemiller, C. R. & Murray, T. A. (2010, November). *Leadership by design: Measuring learning outcomes for leadership development*. International Leadership Association Global Conference: Boston, MA.

Seemiller, C. R., Neil, C., & Murray, T. A. (2008, December). *Creating a leadership network: Leadership programs across campus boundaries*. Leadership Educators Institute: College Park, MD.

Seemiller, C. R. & Murray, T. A. (2008, December). *Leadership by design: Using CAS and learning reconsidered for intentional leadership programming*. Leadership Educators Institute: College Park, MD.

Seemiller, C. R., Neil, C., & Murray, T. A. (2008, November). *Creating a leadership network: Leadership programs across campus boundaries*. Roundtable Session. International Leadership Association Global Conference: Los Angeles, CA.

Murray, T. A. & Ludwig, J. L. (2007, December). *Reframing disability: Implications for multiculturalism in higher education*. NASPA Multicultural Institute: Miami, FL.

Murray, T. A. (2004, November). *Peer mentoring for persistence*. Annual Conference of the Midwest Association of Educational Opportunity Program Personnel (MAEOPP): Detroit, MI.

INVITED PRESENTATIONS

Presented and facilitated numerous times on the following topics through retreats, workshops, student conferences, student and professional employee training, and as a guest speaker in courses. Topics include, but are not limited to:

Social Justice

- Power, Privilege and Oppression; Identity Development; Disability 101; The Sociopolitical Model of Disability; LGBTQ/Pride Panels

Foundations of Leadership

- Leadership Styles; Myers-Briggs Type Indicator® (introductory sessions on dichotomies and advanced sessions on the eight mental functions); CliftonStrengths/StrengthsFinder®

Personal Development

- Values and Leadership; Facilitation Skills; Public Speaking; Budgeting; Personal Wellness; Time Management; Stress Management; Goal Setting; Mission and Vision; Becoming an Effective Mentor

Community Development and Group Dynamics

- Teambuilding; Group Development; Communication Styles; Conflict Management; Community Development; Community Asset Mapping; Civic Responsibility

Social Responsibility

- Social Change; Creating Change; Impacting the Community; Assessing Community Needs

LEADERSHIP AND ORGANIZATIONAL CONSULTING

CliftonStrengths/StrengthsFinder Facilitation

- UA Campus Recreation Leadership Team, 2022
- Odaiko Sonora Leadership Team, 2022
- Tohono O'odham Recreation Leadership Team, 2022
- UA Student Success and Retention Innovation Leadership Team, 2019
- UA Student Success and Retention Innovation Strategy Team, 2019
- UA CATS Academics Staff, 2018
- UA SALT Center Staff, 2018
- UA Student Affairs Leadership Team, 2016

- UA Student Affairs Marketing Team, 2014

SELECTED EXAMPLES OF NOTABLE INNOVATIONS AND PROGRAM DEVELOPMENT

General Education

The University of Arizona

- Collaborated with Professor Jhonatan Henao-Muñoz and Dr. Jessica Zeitler to create bilingual (English/Spanish) sections of UNIV 101.

New Manager Certificate, Continuing and Professional Education

The University of Arizona

- Developed curriculum for six-module certificate program for new managers focused on interpersonal skills.
- Topics include managing expectations, conflict negotiation, critical feedback, and fostering teamwork and collaboration.
- Developed in-person, online, and hybrid delivery options.

Fostering Success

The University of Arizona

- Developed support programming for students with a variety of family or housing barriers, including current and former foster youth, unaccompanied homeless youth, and emancipated minors.
- Secured funding for full-time coordinator and undergraduate peer advisors.
- Worked with enrollment management and the Registrar to secure priority registration for program participants.

New Start Summer Program

The University of Arizona

- Facilitated revenue-sharing agreement with the UA College of Education, securing over \$70,000 annually to support financial assistance to students.
- Received approval for Student Coordinators to receive Engaged Learning notation on their UA official transcript for their experience.
- Worked with the UA Foundation and Student Affairs Development on grants and crowdfunding efforts to provide additional financial aid for New Start participants, both for their summer experience and for their freshman year.
- Secured lead donor of \$25,000 to create an emergency fund endowment to address food and housing insecurity for New Start students

Bear Down Summer Bridge Program

The University of Arizona

- Developed new summer bridge program targeting out-of-state students.
- Collaborated with university marketing and technology staff to develop recruiting materials and online application and contract systems.
- Developed extracurricular programming to help new students get acclimated to the university and to Tucson.
- Recruited 76 students into pilot program.
- Developed program budget and fee structure to ensure self-sustaining operations, balancing the program's budget with no university funds in the first year.

ATLAS Leadership Certificate Program

The University of Arizona

- Created new track in ATLAS program focused on issues of disability in leadership while working as Access Consultant in the Disability Resource Center.

- As Coordinator for Leadership Programs, created new tailored programs for specific departments to target their student populations. Example programs include Leadership for Women in Science and Engineering and Leadership in the African American Community.
- Created “Workshops on Demand” to better meet the leadership development needs of departments, clubs, and organizations across campus.
- Grew program from 167 participants in its first year (2007-2008) to over 900 participants (2011-2012).

Peer Mentoring Program for Disability Resource Center

The University of Arizona

- Developed peer mentoring program for first year students with disabilities.
- Selected, trained, and supervised four mentors with disabilities.
- Created curriculum for a seminar course for mentors.
- Secured funding via private donors for program.

Student Success Program Cohort Learning Community

Saint Xavier University

- Developed collaboration between Student Success Program (TRIO SSS), English department, and Academic Support department to create cohort learning community for at-risk first year students.

INVOLVEMENT IN AND SERVICE TO THE INSTITUTION, DISCIPLINE, AND COMMUNITY

International/National/State

- ACPA – College Student Educators International, Member, 10/2010-present
 - Program Reviewer, 2011, 2013, 2014, 2016, 2017, 2018, 2019, 2023
 - Program Presenter, 2011, 2012, 2013, 2016, 2017, 2018, 2020, 2024
 - 2017 Convention Program Team, Spotlight Session Coordinator
 - 2018 Convention Program Team, Program Team Vice-Chair – General Programs
- National Resource Center for the First-Year Experience and Students in Transition
 - Program Reviewer, 2023
 - Program Presenter, 2024
- International Leadership Association, Member, 10/2008-9/2012
- National Association of Student Personnel Administrators, Member, 8/2006-7/2010
 - Program Reviewer, 2006, 2007, 2023
- American Counseling Association, Member, 4/2003-4/2005
- Illinois Association of Educational Opportunity Program Personnel, Member, 4/2003-6/2006
 - Chair, Technology Committee, 2005
- Midwest Association of Educational Opportunity Program Personnel, Member, 4/2003-6/2006
 - Member, Technology Committee, 2005
- Council for Opportunity in Education, Member, 4/2003-6/2006

Local/Community

- UltrAspire Athlete Ambassador, 2020, 2021, 2022
- Panel Reviewer, Arizona Commission for the Arts Community Investment Grants, 2019
- Member, Southern Arizona Roadrunners, 2017-Present
- Performing Ensemble and Community Group member, Odaiko Sonora (Japanese ensemble drumming), 2011-Present
 - Grants and Development Coordinator, 2019-Present
- Tucson Interfaith HIV/AIDS Network (TIHAN) Board of Directors, 11/2007-2/2010
 - Committee Member, Treasures for TIHAN silent and live auction, 2008
 - Co-Chair, Treasures for TIHAN silent and live auction, 2009, 2010
- Pima County, Grand Juror and Alternate Foreperson, 216th Impanelment of the Pima County Grand Jury, 6/2009-10/2009
- Wingspan-Southern Arizona’s LGBTQ Community Center, Volunteer, 2007

The University of Arizona

- Judge, Pinnacle Student Showcase, W. A. Franke Honors College, 2023
- UA Strategic Planning, 2018-2019
 - Initiative Lead, First Year Orientation
- New Student Experiences Task Force, 2016-2017
 - Co-Chair, Student Transition Programs Committee
 - Member, Pre-College Programs Committee
- Advisor, Lambda Theta Phi Latin Fraternity, Inc., Gamma Beta Chapter, 2015-2018
- Leadership U of A/Equiss Social Justice Experience, Volunteer Team Advisor, 2007, 2008
- Student Affairs Marketing Committee, 2006-2008

Saint Xavier University

- First Annual SXU Student Leadership Conference, Advisor, 2006
- Criterion 3 (Student Learning and Effective Teaching) Committee of the Higher Learning Commission Self-Study, Member, 2005-2006
- Management Information Systems Committee, Member, 2005-2006
- Discover Chicago Committee, Member, 2004-2005

CERTIFICATIONS

- Gallup Certified Strengths Coach, 6/2019
- Myers-Briggs Type Indicator Certification, 6/2003
- eCollege Instruction Certification, Kaplan University, 10/2006
- Certified Instructor, Pima Community College Desert Vista Campus, Student Success courses, 2008
- Institutional Review Board Human Subjects Certification, The University of Arizona, 2009

TECHNICAL SKILLS AND COMPETENCIES

- Extensive knowledge of Desire2Learn platform for online course instruction
- Thorough knowledge of Microsoft Word, Excel and PowerPoint
- Knowledge of online survey design
- Basic knowledge of web site design
- Experience with budget management and grant writing
- Experience in interpreting psycho-educational testing
- Experience in determining need for disability related accommodation
- Experience and knowledge in universal design of programs and curricula