

PUEBLO LIBRARY FOUNDATION

Application for Board of Directors

Name: Kristyn White Davis

Home Address: _____ Home Phone: ✓

Place of Employment: CSU Pueblo

Work Address: _____ Work Phone: _____

Email address: _____ Cell Phone: _____

Please use additional paper to complete the questions below with additional information or to provide resume.

1. Describe the basis of your qualifications? List any financial, management, fundraising or other relevant background you may have. _____

See resume

2. Please list your areas of accomplishment that could assist the mission of the Pueblo Library Foundation Board. _____

see resume

3. Explain why you are interested in being appointed to Pueblo Library Foundation Board.

Libraries are key to community education
access. They are information hubs and
drive learning - supporting either through
fundraising / connections is work I believe
in and want to help support.

4. List any other information that might be useful in consideration for your appointment to the Pueblo Library Foundation Board. _____

See resume

5. List any civic or community boards or commissions on which you currently serve.

See resume

PERSONAL INFORMATION: (optional)

SPOUSE'S NAME: Shawn Davis



Signature of Applicant

9/8/25

Date Submitted

Please return this form to:
Pueblo Library Foundation
Attn: Nick Potter
100 E. Abriendo Avenue
Pueblo, CO 81004

Contact information:
(719) 562-5605
Nick.Potter@pueblolibrary.org

KRISTYN NOELLE WHITE DAVIS, PH.D.

UNIVERSITY PRESIDENT

Transformational higher education leader with 20 years of experience driving institutional growth through community-rooted service, student-centered approaches, customer success, and strategic partnerships. Known for building trusted collaborations across the CSU System, community colleges, school districts, workforce agencies, and regional stakeholders to co-create academic programs and workforce initiatives that meet market needs and expand access and elevate higher education throughout the state. Lead with integrity and a servant-leader mindset, empowering teams, streamlining student experiences, and championing first-generation learners. Bring cross-functional expertise in academic affairs, enrollment growth, revenue generation, significant budget oversight, and program development, with a proven ability to translate vision into measurable results.

EDUCATION

UNIVERSITY OF COLORADO – COLORADO SPRINGS

Doctor Of Philosophy in Educational Leadership, Research and Policy

UNIVERSITY OF COLORADO – BOULDER

Master Of Arts in Secondary Language Arts Education, Emphasis on Literacy Instruction

Bachelor Of Science in Journalism, Major in Media Studies, Minor in Women’s Studies

CAREER HIGHLIGHTS

- ✓ **Community-Rooted Partnerships:** Cultivated deep, mutually beneficial relationships with regional school districts, hospitals, and community organizations, resulting in expanded access to education, workforce-aligned programming, and support services for underserved populations and rural areas.
- ✓ **Visionary Leadership Across Campus Functions:** Experience leading enrollment, marketing, and student success strategies, including executing major cross-campus initiatives like IT alignment, Workday implementation, and system-wide SIS integration.
- ✓ **Institution-Wide Enrollment Growth & Revenue Revitalization:** Led a cross-functional enrollment strategy that resulted in the University’s first revenue growth in over 5 years and increased cash reserves, scaling inclusive headcount growth and strengthening recruitment and retention efforts.

PROFESSIONAL EXPERIENCE

COLORADO STATE UNIVERSITY PUEBLO | Pueblo, CO | 2011 - Present

VICE PRESIDENT OF ENROLLMENT MANAGEMENT AND EXTENDED STUDIES (2022 to Present)

Lead institution-wide enrollment strategy across traditional and extended studies, achieving new student targets while enhancing retention through strengthened student support services. Chair the Executive Order Task Force, translating federal and state mandates into campus action with clear, proactive communication. Serve as a trusted resource during times of transition, providing interim oversight of multiple functions and teams, driving cross-functional collaboration and operational continuity during leadership transitions. Integrated Marketing and Community Relations, driving a collaborative brand strategy that aligned with Admissions and contributed to increased student enrollment. Recognized for aligning strategic initiatives with institutional mission and elevating the student experience at every touchpoint.

- **Nationally Recognized Leadership:** Chosen as 1 of 26 leaders nationwide for the prestigious 2024–2025 ACE Fellowship; completed placement at the University of Texas at Austin to gain hands-on experience in strategic planning and leading mission-driven initiatives at a major research institution.
- **Government Relations Response Lead:** Led campus response to 2025 executive orders, state and federal changes, and impact on campus, as well as outlined a prioritization plan for CSU Pueblo by highlighting Hispanic Serving Institution (HIS) best practices framework
- **Visionary Organizational Design:** Merged Extended Studies and Enrollment Management teams to create a unified, student-focused support structure.
- **Strategic Brand Leadership:** Data-Driven Enrollment Growth: Advocated for tuition changes for active-duty service members, resulting in a measurable increase in Fall 2024 enrollment.
- **Resource Optimization:** Spearheaded cost-effective marketing strategies to boost engagement with prospective students while maximizing ROI on limited budgets.

- **Cross-Functional Collaboration:** Partnered with Financial Management, Academic Affairs, Athletics, and Student Affairs to launch initiatives that enhanced the overall student experience.
- **Team Empowerment:** Cultivated a culture grounded in accountability and appreciation, resulting in improved team morale and performance.
- **Funding Acquisition:** Secured over \$500,000 in additional state funding to support scholarships for students pursuing high-need workforce majors.
- **Strategic Partnership Development:** Spearheaded CSU Pueblo's statewide Direct Admissions initiative, securing agreements with 14+ neighboring school districts and expanding outreach across the Front Range and into rural communities, creating robust pipelines that increase access to higher education.
- **High-Impact Talent Retention:** Retained ~85% of mid-level managers through empowering leadership, clarity of vision, and trust-based team culture.
- **Empowering Women Leaders:** Founded and continue to champion the "36er's Club," a leadership development initiative advancing women in higher education at CSU Pueblo.
- **Enrollment Expansion:** Led CSU Pueblo to a 1% increase in overall headcount in 2023 with significant gains among Colorado residents and minoritized student populations through targeted outreach and retention strategies.
- **Revenue-Driven Enrollment Strategy:** Drove a 3% increase in Fall 2023 enrollment, resulting in CSU Pueblo's first revenue growth in over 5 years.
- **Revenue Optimization:** Increased CSU Pueblo's Extended Studies cash balance from \$3MM to over \$10MM through new academic programming and expanded external partnerships since assuming leadership.
- **Target-Driven Recruitment Success:** Met new student enrollment goals in Fall 2022 through strategic event planning, high-touch student support, and expanded financial assistance.
- **Creative Enrollment Solutions:** Partnered with CSU Fort Collins to launch an application collaboration, redirecting denied CSU applicants to CSU Pueblo to boost enrollment.
- **Expanded Application Access:** Led CSU Pueblo's successful implementation of the Common App for Fall 2023, increasing visibility and access for prospective students.
- **Collaborative Technology Integration:** Served as the Co-Sponsor for the CSU/CSU Pueblo Information Technology Alignment Implementation, co-leading the transition to a unified IT structure.
- **System-wide Digital Transformation:** Serves as Executive Sponsor for the Human Capital Management (HCM) system-wide Workday implementation, guiding enterprise-level change across the CSU System.
- **Equity-Driven Financial Aid Reform:** Refined the "Colorado Promise" program to better serve low-income students, realigned merit aid to maximize enrollment outcomes, and led the RISE tuition initiative aimed at increasing enrollment from neighboring states and international partners.
- **Expanding Rural Access:** Launched CSU Pueblo Spanish Peaks campus in Huerfano County, NJC, Sturm Collaboration expansion, and established the Rural Nursing Satellite Campus, addressing rural nursing shortages and expanding access to healthcare education.

INTERIM DEAN - MALIK AND SEEME HASAN SCHOOL OF BUSINESS (2022 to 2023)

Appointed to take on a dual leadership role during a critical transition, serving simultaneously as Vice President and Interim Dean of the College of Business to maintain continuity and momentum. Provided strategic and operational oversight for all academic, budgetary, and faculty affairs, including leading program review and evaluation for the Automotive Industry Management program. Supported faculty through the interim year, ensuring stability, alignment with institutional goals, and progress across key college initiatives.

- **Strategic Program Evaluation:** Led an out-of-cycle academic review of the Bachelor of Science in Automotive Industry Management, resulting in the CSU Board of Governors' approval to discontinue the program.
- **Talent Optimization & Growth:** Conducted comprehensive reviews and provided critical recommendations for faculty tenure and promotion, supporting academic rigor and faculty development.
- **Fiscal Stewardship:** Delivered data-informed budget reduction recommendations at the request of the President, aligning financial planning with institutional priorities.
- **Operational Efficiency:** Reorganized the college's internal advising structure to streamline workflows, improve student services, and enhance staff productivity.
- **Executive Recruitment & Onboarding:** Successfully chaired the national search for the new Dean of the College of Business and led a seamless onboarding process, ensuring continuity in strategic initiatives and faculty engagement.

DEAN OF DIVISION OF EXTENDED STUDIES (2017 to 2022)

Forged strong collaborations both externally and with academic affairs to launch new programs that generated revenue for the university and strengthened the academic portfolio. Increased fully online undergraduate and graduate degree programs from just 2 to nearly 15, significantly increasing access and flexibility for students, enabling expansion during COVID-19.

- **Transformational Growth Leadership:** Scaled the division from 7 to 37 employees through sustained enrollment and revenue growth, building a high-performing, mission-aligned team to meet expanding program needs.
- **Revenue Generation & Fiscal Stewardship:** Led a self-sustaining, cash-funded division that has returned over \$1MM annually to the university, including \$ 6.2 in 2024, to support campus-wide operations and budget stability as well as increasing cash reserves from \$3MM to over \$10MM.
- **Academic Innovation:** Partnered with the School of Teacher Education to transition the Master's in Education program entirely online, driving enrollment from 100 to over 300 students and making it the university's largest graduate program.
- **Community Partnership Building:** Rebuilt relationships with regional high schools, doubling certified high school instructors from 25 to 50.
- **Market-Responsive Programming:** Opened a new undergraduate Cybersecurity program at a satellite campus based on community needs, successfully graduating 25 students in its first four years.
- **Collaborative Program Design:** Co-designed the curriculum and course plan for a new Doctorate in Education program, which enrolled 31 students in its inaugural year, meeting a critical regional need.
- **Advancing Access & Equity:** Authored a winning proposal to secure \$250K in adult learning scholarships for Pueblo County residents, enabling degree completion for non-traditional students.
- **Federal Grant Leadership:** Served as secondary grant supervisor for the IREPO Federal Grant, leveraging high school partnerships to expand program access and success.
- **Access for Incarcerated Learners:** Created groundbreaking partnerships with the Colorado Department of Corrections and Division of Youth Services, opening pathways to higher education for incarcerated individuals.
- **Strategic Institutional Leadership:** Provided leadership as a member of the university's Vision 2028 Task Force and Strategic Planning Committee, aligning division efforts with long-term institutional goals.
- **Military Education Access:** Renewed the Fort Carson Army Base Education Center MOU and expanded educational services to active-duty military and veterans at the on-post CSU Pueblo location.

BUSINESS MBA DIRECTOR / SPECIAL ASSISTANT TO THE DEAN (2014 to 2017)

Selected by the Dean to serve as a strategic bridge between faculty, students, and administration, focusing on recruiting and retaining MBA students. Focused on enhancing the student experience through problem resolutions and creating solutions to complex challenges, fostering a collaborative, student-centered environment that supported program growth.

- **Strategic Student Advocacy:** Proactively identified undergraduate students who were strong candidates for the 3+2 MBA program, increasing pipeline strength by matching students with accelerated dual-degree opportunities.
- **Data-Driven Enrollment Growth:** Led the transformation of the MBA program to an online format, resulting in nearly quadrupled enrollment and significantly expanding access to non-traditional and working adult learners.
- **Accreditation Expertise:** Played a key role in the AACSB continuous accreditation process, actively contributing to curriculum redesigns that boosted student enrollment and academic engagement.

EARLY CAREER

COLORADO STATE UNIVERSITY PUEBLO | Instructor & Academic Advisor

PUEBLO CITY SCHOOLS | 9-12 Teacher & International Baccalaureate Coordinator

PUEBLO CITY SCHOOLS | Secondary Language Arts Teacher, Interim Tosa-Literacy Coordinator

PROFESSIONAL DEVELOPMENT & CERTIFICATIONS

AMERICAN COUNCIL ON EDUCATION (ACE) | Fellowship, 2024-2025 | Host Campus: University of Texas at Austin

FRANKLIN COVEY | 6 Critical Practices of Leading a Team | 4 Essential Roles of Leadership

AMERICAN ASSOCIATION OF STATE COLLEGES AND UNIVERSITIES (AASCU) | Executive Leadership Academy

DEANS SUMMIT | Maintaining Strategic Focus Through Financial Challenges

ACADEMIC IMPRESSIONS | Advanced Leadership Development in Higher Education

ACADEMIC MANAGEMENT INSTITUTE | Women Leaders in Higher Education

COLORADO DEPARTMENT OF EDUCATION | Colorado Secondary Language Arts Instructor Licensure

AWARDS

PUEBLO LIBRARY DISTRICT | Outstanding Women Award for Contributions to Pueblo County-2023
CSUPUEBLO | Top Team Award Nomination - 2022
PUEBLO LATINO CHAMBER | 40 Under 40 Award - 2021
CSU-PUEBLO | Student Choice Award for Diversity and Inclusion – 2018
HASAN SCHOOL OF BUSINESS | Award for Excellence in Academic Innovation – 2017
CSU-PUEBLO | 3rd Place Outstanding Professional Employee of the Year Award – 2013
CSU-PUEBLO | “Above and Beyond” Academic Affairs Award – 2012
BOETTCHER FOUNDATION | Teacher Recognition Award – 2010 & 2011
PUEBLO CITY SCHOOLS | Outstanding Service on Pueblo City Schools Curriculum Alignment

APPOINTMENTS & AFFILIATIONS

Campus

Executive Sponsor | CSU HCM Implementation Project
Co-Chair | CSU IT Implementation
Steering Committee Member | CSU Pueblo Vision 2028 Task Force
Co-Chair | 2025 Executive Order Task Force
Co-Leader | 2018 Enrollment Task Force

Community

Board Member (ex-officio) | Pueblo Chamber of Commerce
Board Member | UC Health Parkview Hospital Foundation Board
Board of Directors | Pueblo County Boys and Girls Club of America
CSU Pueblo Representative | District #70 Colorado Forum Project
Member | Colorado Chapter of Academic Management Institute
Board President | El Tesoro Homeowners Association
Member | Colorado Chapter of Academic Management Institute
Member | Pueblo Community College – College of Business Advisory Board

GRANT COLLABORATIONS

- Grant Contributor – Pueblo County Excise Tax Funds Request
- Grant Contributor – Title V Grant for 2025
- Grant Contributor – Pueblo County Excise Tax Funds Request - \$255,750 – Awarded in 2023
- Grant Contributor – Pueblo County Excise Tax Funds Request – \$616,000 – Awarded in 2022
- Grant Contributor – Harrison School District Track Center Support - \$500,000 – Awarded from Daniels Fund in 2022
- Grant Contributor and Secondary Officer - DOE Title 5 IREPO Grant - \$5 Million - Awarded in 2021, Extended in 2023
- Grant Contributor - Pueblo County Excise Tax Adult Learning - \$250,000 - Awarded in 2020 and 2021
- Grant Contributor - DOE Title 5 PPOHA Grant for Graduate Education - \$5 Million - Awarded in 2019

PUBLICATIONS

- Kwon, H.-B.†, Lee, J., and White, K. (2018). Neural Network Modeling for a Two-Stage Production Process with Versatile Variables: Predictive Analysis for Above-Average Performance, Expert Systems with Applications, 100, 120-130. .
- White Davis, K (2016). An Evaluation of State-Level Postsecondary Planning Initiatives (Unpublished doctoral dissertation). University of Colorado – Colorado Springs. Colorado Springs, Colorado.
- Ramirez, A., Clouse, W., & White Davis, K. (2014). Teacher Evaluation in Colorado: How Policy Frustrates Practice. Management in Education, 28(2), 44-51.

SPEAKING ENGAGEMENTS

- White Davis, K.N., Starkey, K.E., Walter, J. Chostner, M., (2024). Listening and Responding to Higher Ed Diversity Enrollment Strategies. Presentation at the 2024 GlobalMindED Conference. Denver, CO.
- White Davis, K.N., Starkey, K.E., (2023). Truancy Court: A New Avenue for Access and Partnership. Symposium for Inclusive Excellence. Presentation at the 2023 Symposium for Inclusive Excellence. Fort Collins, CO.

- White Davis, K.N. (2023) Institutional Advancements in D&I: How to Create Culture of Inclusion – Panelist. Presentation at the 2023 National Diversity Council Women in Leadership Higher Education, Cambridge, Massachusetts.
- Starkey, K. E., White Davis, K. N., Osterhaus, E., Michell, E., & Engel, J. (2021). Creative collaboration: Curating a new partnership between the Division of Youth Services and CSU Pueblo. Panel presentation at the 2021 National Conference for Higher Education in Prison, Virtual.
- Starkey, K. E., Macias, T., White Davis, K. N. (2021). Resilience in reducing recidivism: An overview of CSU
- Pueblo's incarcerated student programming from admission to registration, and beyond. Presentation at the 2021 Rocky Mountain Association of Collegiate Registrars and Admissions Officers, Virtual.
- Starkey, K. E., White Davis, K. N., Osterhaus, E., Michell, E., & Engel, J. (2021). Creative collaboration: Curating a new partnership between the Division of Youth Services and CSU Pueblo. Panel presentation at the 2021 National Conference for Higher Education in Prison, Virtual.
- Souder Hodge, D., White Davis, KN. (2019). Higher Education on the Move: Elevating Women, Sponsoring Leadership and Developing Mentoring Opportunities. Presentation at the 2021 National Diversity Council Women in Leadership Higher Education, Cambridge, Massachusetts.
- Fowler, Karen L. & White, Kristyn. 2018. Team versus individual performance in capstone strategic management course. Southwest Decision Sciences Institute, Albuquerque, NM.
- Raymond, B., Sissom, L. & White Davis, K. (2014, April) Creating A Cost-Effective System for Individualized Student Support Services. Presentation at the Spring Western Decision Sciences Institute, Napa, California
- Ramirez, A., White, K. & Clouse, W. (2011, February) A Study of Teacher Evaluation Practices in Colorado. Presentation at the Winter Conference of the Colorado Association of School Executives, Westminster, Colorado