

Dear Assistant Vice Chancellor Search Committee:

I write to express my enthusiastic interest to serve as the University of Wisconsin-Green Bay's Assistant Vice Chancellor for Student Success. Your announcement seeks a person who will lead and sustain an engaged culture of student access and success. My career has been committed to cultivating environments in which students thrive in varied types of institutions and roles, from overseeing residential community on the Lawn at the University of Virginia to serving as a vice president at a small Midwestern liberal arts college. I am passionate about collaborating on institution-wide structures that enable all students to flourish. I would love the opportunity to lead within UW-Green Bay's mission to "teach all who want to be taught."

The position description casts a vision for a leader who will shepherd student success and retention efforts from start to finish. I have extensive work in the area of retention. I have had oversight of or direct involvement in the College's retention program for a decade. In this time, first year to second year fall to fall retention rates improved from 73% to 86%. I credit a student-centered, hardworking staff with much of this improvement, but I also believe my leadership and engagement with the staff and faculty helped to drive results toward a common goal. During this time, I implemented several key initiatives, as part of overall retention and enrollment management planning, that made a difference. One initiative was a predictive analytics tool that I created in collaboration with IT in 2014 to help staff reach out proactively to students who displayed certain risk factors for early departure, such as their high school GPA, their home state, or first-generation status – data points that were having an impact at Trinity. I also implemented an online reporting system for students of concern (Maxient), which increased proactive outreach in support of student learning. I've also worked with the nursing department to build a plan for students who were being dismissed from the College's competitive nursing program but who could thrive and "land" in another major. I also made \$25,000 in immediate discretionary funds available to staff members in residence life and financial aid to offer mini-grants for housing to returning students with the most critical needs.

You are seeking an assistant vice chancellor who will provide leadership and oversight of several key departments that directly impact student success. I bring experience in both academic and student affairs as my career has bridged these units. Early in my career I shaped first year programs as I wrote and developed curriculum for Calvin University's inaugural first-year seminar while working in residence life. As Director of First-Year Experience, I led Trinity's first year seminar, including creating curriculum, training faculty, partnering across campus to promote academic engagement and seamless transition for students. As Director of FYE housed within academic affairs, I collaborated closely with student affairs on a variety of initiatives including developing a wellness programming series for first year students. In my current role, I supervise career development. Together with the Director, I created and proposed a course for sophomores' professional development that is now a required part of Trinity's curriculum. I currently collaborate closely with the Provost, the office of learning services, and admissions to pursue student success. In addition, I have several years of experience supervising and motivating staff around student success. As a supervisor, I am a cheerleader to those I supervise, an internal consultant to my staff in order to align great ideas with broader institutional goals, and a strategic thinker.

Your position description also seeks someone who will work with underrepresented and/or first-generation students in the Green Bay area, understanding the complex nature of the region and leveraging various relationships and resources for success. I graduated from high school in Sheboygan county, so I bring experience of the dynamics and culture of the region. In addition, I come at my professional work from a deep commitment to working toward justice and equity. My family and I currently live in one of the south side of Chicago's most diverse suburbs, and our children are at public schools that are over 70% African-American, 16% white, and 14% Latinx – our neighborhood wonderfully reflects this demographic. Professionally, I have sought roles in which I might exercise this commitment. At UVa, I supervised predominantly African-American residential communities, an international residential college,

Rebekah (Becky) L. Starkenburg

and ten language houses. These were diverse communities in which I emphasized inclusion through programming, supervision, and conflict resolution. At my current institution, the student population is roughly 35% students of color, and includes traditional age, adult and graduate students from across the city, the country and globe. As vice president, I ensure that every candidate in an application process reflects in writing on the College's commitment to diversity and how that commitment is demonstrated in their work. This is one method I use to seek staff that share a commitment to inclusion consistent with the College's approach and serves a diverse student population well. At UWGB, I would work to enhance the University's priorities to help underrepresented students and first-generation students feel a sense of belonging and home.

All I have learned about the University and this position leave me increasingly interested in joining UW-Green Bay as the Assistant Vice Chancellor for Student Success. This position is an opportunity to serve in a region of the country I'm passionate about with an approach to education that is a unique fit with my history, leadership philosophy and skillset. I look forward to hearing from you soon.

Best,

A handwritten signature in black ink, appearing to read 'Rebekah', with a stylized flourish at the end.

Rebekah L. Starkenburg

# Rebekah L. Starkenburg

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## Professional Experience

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### Vice President for Student Life

July 2013-present

Trinity Christian College

Senior Student Affairs Officer for a private, residential, religiously affiliated liberal arts college in south suburban Chicago. Oversee departments of dean of students, campus safety, residence life, multicultural engagement, counseling services, career services, NAIA intercollegiate athletics, student care, student health, international student affairs, college chaplain. Serve as a member of the college's President's Council, engaging in institutional strategic decision making. Key institutional leader in Higher Learning Commission accreditation efforts. Interface with board of trustees, students, alumni, staff, faculty, parents on a wide range of projects advancing the mission of the college as realized in life outside the classroom. Hire, supervise, and train all staff within the portfolio. Oversee all student conduct, Title IX, and harassment processes. Oversee college's emergency management function. Lead COVID response team. Liaise with dining services on behalf of the College. Collaborate with CFO, physical plant, academic division, and enrollment division. Coordinate and convene campus threat assessment team. Direct the college's retention efforts. Advise Student Government Association.

### Selected Accomplishments:

- Served ably and steadily under three presidents in nine years
- Led Covid response team, executed all pandemic communication to students, coordinate ongoing college-wide Covid response efforts
- Led efforts across campus to increase FY-SO retention rates to 86% pre-Covid (from 73% in 2008, when I began working on retention at the college in my former position)
- Coordinated the creation of a new emergency operations plan for the college
- Co-led successful HLC comprehensive evaluation in fall 2020, including writing portions of assurance argument, reviewing full assurance argument, collecting institutional data, co-coordinating site visit
- Hired, developed and empowered a talented staff who are respected and consulted by faculty, staff, students and families on a wide range of matters related to student flourishing
- Led an inclusive process to develop a clear purpose statement and learning outcomes for co-curricular life at Trinity and built multi-year plan to assess co-curricular learning
- Supported expansion of multicultural engagement role and office to amplify mission-centered diversity and belonging efforts
- Restructured work at Trinity in response to changing needs, including changing approach to counseling, multicultural office, and career development.
- Improved student affairs services for adult undergraduate and graduate students
- Wrote and received grants for campus-wide career and vocation initiatives from the Lilly Endowment-funded Network for Vocation in Undergraduate Education
- Increased housing occupancy through implementation of housing tactical plan
- Approved and implemented a new athletic scholarship policy, developed by committee of coaches and financial aid staff
- Led process in athletics to improve overall coaching staff satisfaction and success through hiring and developing new leadership within athletics department
- Developed an emergency fund for students in the midst of the pandemic, partnering with advancement to raise \$150,000 to support the fund

## **Title IX Coordinator & ADA/Section 504 Coordinator**

January 2014-present

Trinity Christian College

Oversee all aspects of college's compliance with Title IX and ADA/Section 504. Manage all training, federal and state reporting and oversee, select and train Conduct & Resolution Pool. Oversee the college's response to all bias-related reports, including Title IX reports. Serve as initial intake coordinator for reports. Maintain Title IX oversight concurrently with vice president responsibilities.

### **Accomplishments related to Title IX:**

- Established Title IX process and structures, including a unified non-discrimination policy and process for faculty, staff and students. Successfully received board approval for multiple iterations of policy from 2014-2021, including re-write of policy in 2020 to align with federal regulations
- Developed online reporting mechanism and process for all bias related reports
- Developed and continue to execute Trinity-specific in-person training for students, faculty and staff
- Created a Title IX team to decrease discrimination through planning and prevention efforts
- Created a Conduct & Resolution Pool – a cross-section of faculty and staff into which capacity is built for responding to conduct concerns and resolving conflict
- Developed a suite of responses to campus conflict within policy and trained conduct & resolution pool in various aspects of response (mediation, restorative models, adjudication, shuttle negotiation)
- Participated in various Title IX and ADA/Section 504 certifications and trainings (8-10 hours annually since 2014) including professional training provided by ATIXA, TrainEd, Husch-Blackwell.

## **Director of the First Year Experience**

August 2008-2013

Office of the Provost, Trinity Christian College

Directed a holistic first year experience program to onboard and retain new first-year and transfer students. Trained and supervised 20-25 student mentors and 20 faculty mentors annually in their roles as instructors of First Year Forum 101 and Framing Your Future 111. Developed curriculum for required general education first year experience course. Coordinated annual five-day course experience, including all events, speakers, meals and activities. Initiated new programs and initiatives to support first year students such as Major Questions, a program for academic major exploration and the Worldview Festival, an academic program in the humanities in which students engaged in discussions around their own and others' perspectives on pop culture artifacts.

### **Accomplishments:**

- Developed a residential orientation program for commuter students.
- Coordinated new collaborative initiatives with faculty such as theatre connections in the city of Chicago and a festival of engaged exploration of pop culture.
- Led efforts to increase undergraduate student persistence and graduation rates through data-informed, creative collaboration.
- Taught multiple sections of first year course to transfer students each semester.

## **Area Coordinator, Focused Communities**

July 2005-August 2008

Office of Residence Life and Housing Division, University of Virginia

Trained and supervised undergraduate and graduate senior residents serving UVa's living-learning communities. Led student staff on the historic Jeffersonian Lawn, a UNESCO world heritage site. Participated in residential college programs with students as a faculty fellow. Created profiles of the 10 Language Houses to document traditions and procedures. Managed ongoing facilities issues in cooperation with Housing Division. Collaborated with tenured faculty and graduate scholars on program leadership. Followed-up with students and families on crisis issues, including complex psychological issues. Intervened in student conduct cases, utilizing and participating in student-run judicial system.

## **Area Coordinator, Upperclass Suites and Apartments**

August 2002-July 2005

Office of Residence Life and Housing Division, University of Virginia

Trained residence life staff to serve five distinct upper-class residence areas housing 2300 students. Supervised five student supervisors each year, who supervised 28 resident coordinators. Advised fledgling student governance organizations in upper-class communities. Developed upper-class residential programming model. Followed-up with students and parents on wide range of crisis and disciplinary incidents. Managed facilities in cooperation with Housing Division colleagues. Obtained a research grant from ACUHO-I to explore approaches to community-building in apartment-style housing and presented results at national conference.

### **Resident Director, Schultze-Eldersveld Hall**

August 1998-August 2002

Residence Life, Calvin College

Served as resident director for co-ed residence hall. Mentored students. Developed and piloted wilderness education resident assistant training. Wrote first-year course pilot curriculum.

### **Coordinator of Student Activities/Resident Director, East Campus** July 1996-June 1998

Student Services, Dordt College

Supervised residential area of 500 students. Led student leadership team who planned social activities for campus. Taught Resident Assistant course. Created, with students campus activities & traditions that have endured for over 20 years.

## **Additional Service**

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### **Higher Learning Commission Re-Accreditation and Quality Initiative Leader**

At Trinity, co-wrote sections of the assurance argument with Provost for successful ten-year HLC comprehensive evaluation, reviewed and edited re-accreditation assurance argument, collected data from across the institution, co-coordinated site visit, co-wrote and co-executed HLC quality initiative

### **Sexual Assault/Misconduct Process Advisor**

At UVa and Calvin: trained in advising sexual assault reporting parties through formal judicial processes, supporting survivors, developing programming.

### **Alcohol Educator**

Trained at UVa by Prime for Life, national alcohol educators in a risk-reduction, social norm approach to alcohol education. Taught risk reduction courses as conduct process educational modules at Calvin and at UVa.

### **Committee Member and Chair**

Served on or chaired several committees at Trinity such as: Ethnic Diversity Committee, Retention Committee (chair), Foundations (general education curriculum) Committee, Behavioral Intervention Team, Various Search Committees including high-level committees such as Provost Search Committee, Student Experience Advisory Committee, Campus Compliance Committee, Faculty Association, College Master Planning Committee, Strategic Planning Task Force, Presidential Task Force on Diversity and Belonging (co-chair)

## **Education**

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### **Michigan State University, East Lansing, MI**

May 2002

Master of Arts in Student Affairs Administration/summa cum laude

Coursework: leadership and organizational development, multiculturalism, leadership, teaching and learning. Practica in first year programs and housing.

### **Northwestern College, Orange City, IA**

May 1996

Bachelor of Arts in English/magna cum laude

Editor of Student Literary Magazine, Resident Assistant, Newspaper Reporter, English Faculty Student Assistant

## **Selected Honors & Professional Involvement**

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- Make Good Facilitator**, trained in 2020-21 – trained by Rooted Good™ to be a certified facilitator for social entrepreneurship. Certified trainer in several programs that guide leaders and entrepreneurs to bring new concepts from idea to action, including all phases of development from idea generation to funding and launch.
- Duke Leadership Education**, participant, Spring 2018-January 2020 – nominated and selected to participate in competitive, national diverse cohort of 26 rising faith leaders from ecumenical institutions, sponsored and funded by the Lilly Endowment and housed at Duke Divinity School. Currently engaging in women in leadership grant received through the program.
- Wake Forest University Wellbeing Assessment**, participant, 2018 – led Trinity to participate in grant-funded initiative to administer wellbeing assessment in cohort with Atlantic Coast Conference (ACC) schools. Trained at Wake Forest with team from Trinity to engage wellbeing assessment at Trinity.
- Invited External Peer Reviewer**, Fall 2017 – invited to lead three-person external review of student life function at Principia College
- Israel/Palestine Trip**, faculty leader, Summer 2017 – traveled to Israel/Palestine with 30 Trinity students and faculty
- Chicagoland Title IX Consortium**, member, 2016-present– participate in Chicagoland Title IX Consortium training and meetings including a wide range of Chicagoland colleges and universities
- Network for Vocation in Undergraduate Education**, participant, 2014-present – active as college NetVUE contact, participating in conference presentations and dialogue regarding the theological and intellectual exploration of vocation in liberal arts colleges. Recipient of multiple grants from NetVUE. Presenter at national conferences in 2017, 2019, and scheduled for 2022
- Council for Christian Colleges and Universities Senior Student Development Officers Commission**, member, Summer 2014-Summer 2020; including chair in 2019-20 – nominated and selected to serve on a 6-member professional leadership commission for national association of 125 affiliated faith based colleges and universities. Planned, led, and hosted annual national conferences from 2015-2020. Hosted mentoring program for SSDOs.
- West Suburban Senior Student Affairs Officers**, convener, 2013-present – gather monthly with group of vice presidents and deans from local independent colleges and universities for professional development and collaboration and to coordinate shared training efforts
- New Professionals Retreat**, faculty member, June 2011 and 2012 – served as mentor faculty member to new professionals in faith based higher education at an annual cohort-style retreat. Presented on professional ethics in student affairs.
- Anat Levtoy Award**, recipient, Spring 2007 – given annually by students to an exemplary professional staff member in Residence Life at the University of Virginia
- Presidential Succession Planning**, participant, Spring 2007 – nominated by Vice-President for Student Affairs to participate in a succession planning program for faculty and staff throughout the University of Virginia community anticipated to step into leadership roles at the University
- Diversity & Inclusion Training**, participant and leader, throughout career – participant in a wide range of events and training related to developing cultural competency and an orientation toward justice. Co-led workshops on diversity and inclusion: at UVa, diversity training for resident assistants; at Trinity, multicultural training for first-year mentors, led numerous non-discrimination and Title IX trainings for student leaders, staff, faculty, new students annually from 2014-2022.

**National Association of Student Personnel Administrators**, member since 1998—presented at NASPA IV-E regional conference on assessment and student learning in student affairs, Fall 2018. Participated in NASPA-sponsored Business of Student Affairs course in Fall 2021.

**Guatemala Immersion**, participant in month-long language immersion in Antigua, Guatemala, summer 2004

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Name: Rebekah Starkenburg | Applicant ID: 328811 | Applicant Type: External Applicant | Status: 010 Active | Preferred Contact Not Specified | Phone: 708/505-1559 | Email: rebekah.starkenburg@gmail.com | Address: 18841 Juhlin Dr Homewood, IL 60430 Cook

Applicant Activity | Notes | Applicant Data | Interested Parties | Personal Information | References

References

| Reference Name  | Title              | Employer                  | Reference Type | Date Contacted | Contact Phone |  |  |
|-----------------|--------------------|---------------------------|----------------|----------------|---------------|--|--|
| Aaron Kuecker   | Provost            | Trinity Christian College | Professional   | 01/20/2022     | 903/241-1343  |  |  |
| Kurt Dykstra    | President          | Trinity Christian College | Professional   | 01/20/2022     | 616/566-5325  |  |  |
| Mackenzi Huysen | Executive Director | Chicago Semester          | Professional   | 01/20/2022     | 773/330-2660  |  |  |

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