Todd B. Mildon
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SENIOR EXECUTIVE LEADER, HIGHER EDUCATION
Passion for Teaching and Learning ● Change Agent ● Thought Leader

Experienced professional with over 30 years in nonprofit, legal, and higher education environments. Passionate and career-long commitment to teaching and learning. Creative, collaborative, and inclusive working style. Experience supervising teams of up to 50 people, including a nonprofit legal clinic and higher education offices and programs.

PROFESSIONAL EXPERIENCE

Lecturer
Central Washington University   2019 – Present

Teach university students in the Central Washington University Department of Law and Justice. Courses taught:

- LAJ 410, Legal Writing: Fundamental legal writing tools in conjunction with basic rules on correspondence, retainer agreements, and other commonly used documents.
- LAJ 317, Introduction to Civil Practice: Comprehensive overview of civil litigation from investigation through discovery, trial, and appeal.
- LAJ 316, Introduction to Paralegal Studies: Analysis of the role of the paralegal and the tasks involved in being a paralegal including interviewing clients and witnesses, legal research, writing, legal writing, and attending trials.
- LAJ 313, Introduction to Criminal Law: Scope and nature of law; classification of offenses; act and intent; capacity to commit crime and defenses.
- LAJ 303, Legal Research: Techniques of legal research; the case system, statutes, court decisions, Shepardizing. (Scheduled winter 2021.)
- LAJ 302, Criminal Procedure: A review of guidelines for police arrest, search, interrogation, and identification procedures based upon rules of criminal procedure derived from the U.S. Constitution.
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Board President
Central Washington Justice for Our Neighbors   2017 – Present

In collaboration with Executive Director, oversee all organizational activity, including legal services, public education, and immigration advocacy.

- Founded a free nonprofit immigration legal clinic in Ellensburg with a branch office in Walla Walla and mobile operations throughout central and eastern Washington.
- Completed incorporation process and established 501(c)(3) status with the IRS.
- Negotiated strategic memorandum of understanding with Central Washington University to provide legal and educational services for students and other members of the university community.
- Made key initial strategic decisions, including hiring of Executive Director and recruitment of board members.

Senior Director for University Advancement Operations
Central Washington University   2014 – 2019

Oversaw all operational aspects of the CWU Foundation and University Advancement. Addressed longstanding people, process, and technology needs while driving towards a broader strategic vision.

- Served as the primary liaison with legal counsel, independent accountants, and providers of financial and investment services.
- Delivered new online technology systems and business processes to provide timely advancement and financial information to constituents throughout the on-campus and off-campus University community.
- Provided the day-to-day management of all financial activities including oversight of short-term cash, real estate, gift and revenue processing, expenditure processing, financial reporting, regulatory filings, internal auditing, and risk management.
- Supervised the core Advancement Services functions of database management, gift processing, prospect research, prospect management, and data analytics.
- Built strategic process partnerships with other CWU offices, including Enrollment Management, Finance and Business Auxiliaries, and Information Services.

Chief Information Officer
College Success Foundation   2012 – 2014

Provided leadership and strategic planning to deliver central information services and innovation to Foundation responsible for granting 11,300 scholarships totaling $160M to underserved students. Operations spanned four offices in Washington state and Washington DC, and field operations throughout two service regions.

- Recruited by Foundation leadership to transform CSF into a data-driven organization. In 2013, launched CSF's first data warehouse which allowed team to base strategic decisions on reliable and consistent data. Achieved clear business insight using new warehouse and analytic tools. Research and Evaluation Office able to produce all key metrics and institutional reports using warehouse data, with work being completed in 10% of the time previously required.
- Completed implementation of Blackbaud Raiser's Edge (RE). Continuously deepened and expanded usage of RE to new offices and staff members. Used RE data for operational analytics and executive decision support. Supported CSF's first annual Seattle Empowering Youth Luncheon, which drew 1,600 donors and raised $600k (exceeding targets).
- Launched statewide Data Governance Initiative to manage Washington's data as a strategic asset. Initiative cofounders represented Department of Early Learning, Office of the Superintendent of Public Instruction, State Board of Community and Technical Colleges, and Office of Financial Management. 2014 growth will add representation from Washington's universities and other key education partners. Provided Washington foundation for effective interagency data sharing. Data agreements are now managed with less than half of the former effort and are more comprehensively vetted for legal compliance.
- Brought efficiency, speed and rigor to software development and system implementations. Instituted Agile methodologies where appropriate, and improved code control. This enhanced quality, scale, and repeatability of work while simultaneously creating software and services more rapidly. Delivered products in weeks rather than months, with greater user satisfaction.
- Doubled training team and other staff development resources to appropriately re-distribute an expanding workload across a larger workforce. This doubled utilization of software systems, freed time for senior staff to develop high-level strategy, tightened security, reduced bottlenecks by 30%, and improved staff engagement.
- Implemented Office365 and integrated with existing Microsoft infrastructure which enabled new branch offices and growing field staff to become more mobile and more efficient. Integrated Microsoft domain security with wireless infrastructure and mobile device ecosystem to tighten security wherever and whenever staff used technology.

Assistant Vice Provost for Institutional Research and Data Management
University of Washington, Office of Planning and Budgeting   2010 – 2012

Devised and operationalized new approach to budgeting University-wide. Led central Data Governance Council with goal of improving UW services and operations. Headed central Office of Institutional Research. Set University policy and drove enterprise strategy. Managed all institutional data as a strategic asset.

- Increased effectiveness and efficiency of central UW development initiatives and systems through data governance. Partnered with development leaders to support their successful effort to hit $1M daily fundraising target.

- Co-chaired one of two executive-level committees tasked with implementing new budget model at an institution with $9.1B in economic impact. Successfully instituted Activity Based Budgeting (ABB). Brought transparency to previously opaque budget processes. Aligned institutional resources closely to strategic objectives, streamlined costs and improved business practices.
- Led effort to implement University-wide data governance. Better data led to better decisions, which led to better services and more efficient operations. The UW governance model is now used by government agencies throughout the state, and by numerous universities and organizations nationwide.
- As part of a team of information security leaders, drafted and implemented UW's first comprehensive Online Privacy Policy and Website Terms of Use. Improved compliance and transparency while realizing significant cyber insurance savings.
- Expanded analytic strategy from legacy systems supporting 200 users to an Enterprise Data Warehouse serving over 3,000 staff across the University. Set strategic direction for University's Business Intelligence.

University Registrar   2005 – 2010
Information Officer for Student Life   2009 – 2010
University of Washington, Division of Student Life

- Supervised staff of 50. Oversaw central enrollment, registration and graduation operations for approximately 50,000 students. Served as business owner of all related enterprise systems, modernized legacy systems and launched new, innovative services. Formed strategic partnerships with universities worldwide to co-develop enterprise software. Served as Chief Information Officer for Student Life Division's 850 staff members, 1350 student employees and 18 diverse offices ranging from Admissions to Development to the Police Department.
- Launched the Kuali Student community source initiative globally and established the University of Washington as a founding institution. Served on Kuali Board with members from Berkeley, MIT, Cambridge, and other global leaders. Advanced vision to build next-generation enterprise systems "for higher education, by higher education." UW now uses Kuali Curriculum Management System, replacing a decades-old paper process.
- Provided timely written reports to deans and departments regarding all aspects of their academic and business operations. Helped drive University-wide "Top 5 Reports" initiative. Goal was to define and efficiently publish the five most critical financial and student reports needed by each dean.
- As President's Representative on Faculty Council on Academic Standards, reviewed and modified academic programs to ensure vibrant learning experience for students and faculty. As chair of University Disciplinary Committee, addressed academic and behavioral misconduct fairly and effectively, as evidenced by 0% appeal rate in cases heard. As Chair of University Curriculum Committee, maintained transparency and consistency of UW course offerings. Upheld academic standards while course approval volume increased more than 30% during rapid expansion of online-learning offerings. Maintained service levels in Student Hardship Office during 5-year period when hardship petition volume increased approximately 15% annually.
- Replaced an archaic paper-based grading process with a web system, which gave faculty freedom to submit grades from anywhere and increased the on-time grade submission rate from 77% to 92.5%.
- Launched a photo class list system that allowed faculty to link student names and faces, which facilitated ability to connect more meaningfully with students in large classes. Received commendation from Faculty Senate and Faculty Council on Instructional Quality for improving learning environment.
- Helped lead unprecedented effort to grant honorary degrees to Japanese American UW students interned during World War II. Led research and planning efforts, and shepherded initiative through University hierarchy to Board of Regents. On May 18, 2008, awarded 450 degrees and honored over 200 surviving students and family members at a moving ceremony on the UW campus.

Associate Director for Academic Data Management

University of Washington, Division of Student Life   2001 – 2004

Led central IT and Institutional Research Office for Enrollment Services (Office of Admissions, Registrar, and Veteran's Services). Owned responsibility for entire information technology stack from business analytics to network and systems administration. Supervised 10 staff members plus 2 student interns.

- Moved institutional research from paper to online systems. Published key "President's Cards" report – previously only available to president, provost, VPs and deans as 3x5 cards containing quick facts about UW – as an interactive web site which benefited entire University community.
- Created and published online metadata for central student systems and reports. Metadata page quickly became critical resource for analysts and developers across the organization, and one of Registrar's 5 most-visited web pages.
- Founded, with peers from other schools, Washington Association of Collegiate Registrars and Admissions Officers. WaACRAO became one of the only professional organizations seeking to connect staff from all institutions of higher education in Washington (public, private, 2- and 4-year, for-profit, and pre-accredited). Provided valuable networking and professional development opportunities to a previously underserved population: Enrollment professionals in early career stages.
- Launched and managed new operational data store in Microsoft SQL Server containing all central student system data. Supported over 200 UW analysts and researchers. Later led initiative to store data in time-variant form within Enterprise Data Warehouse.

Senior Business and Technology Consultant

Accenture (Andersen Consulting), Seattle Office   2000 – 2001

Provided strategic business and technology consultation services. Clients included Microsoft, HomeAdvisor.com, and Tuttle Decision Systems.

Education

- **Doctor of Law, Concentration in Public Law**, Cornell University
- **Bachelor of Arts, magna cum laude, Phi Beta Kappa**, University of Washington
- **Coursework in PhD program (Geography and Environmental Studies),** University of Oregon

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Honors

Northwest Asian Weekly Top Contributors to the Asian Community Award: For leadership in granting honorary degrees to Japanese American University of Washington students incarcerated during World War II (2008)

Reviews of Work

Hope, Joan. "Leaders & Innovators: Todd Mildon, University Registrar and Information Officer for Student Life: Data Allows University to tell its Success Story." *The Successful Registrar*, San Francisco, May 2010: 12-12.

Board Memberships

- Central Washington Justice for Our Neighbors (Board President, 2017 – Present)
- Kuali Student System Board of Directors (2008 – 2010)
- Kuali Rice Integration Middleware Board of Directors (ex officio) (2012 – 2013)
- University of Washington Chapter of Phi Beta Kappa Board of Directors, (2010 – 2012)
- Washington Association of Collegiate Registrars & Admissions Officers (WaACRAO) Board of Directors (2007 – 2009)
- Vashon College Board of Trustees (2006 – present)