

EXECUTIVE CURRICULUM VITA Mitchell L. Cordova

Work

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EDUCATION

- **Kennedy School, Harvard University**, 2019. Certificate in Crisis Leadership in Higher Education.
- **The University of Toledo**, 1997. Doctor of Philosophy in Biomechanics (minor in Research and Measurement)
- **Indiana State University**, 1994. Master of Arts (Thesis Option) in Athletic Training (NATA-Approved Graduate Curriculum)
- **East Stroudsburg University**, 1992. Bachelor of Science in Athletic Training (NATA Approved Entry-Level Curriculum)

PROFESSIONAL CREDENTIALS

- Board of Certification (Athletic Training), Certification #059302417 (1993 - present)
- North Carolina Board of Athletic Trainer Examiners, Athletic Trainer License #LAT1495 (2008 - 2012)
- State of Ohio Occupational Therapy, Physical Therapy & Athletic Trainers' Board, Athletic Trainer License #AT000873 (1995 - 2000)

FELLOWSHIPS IN LEARNED SOCIETIES

- Distinguished Fellow, National Academies of Practice
- Fellow, American College of Sports Medicine
- Fellow, National Athletic Trainers' Association
- Fellow, Association of Schools Advancing Health Professions

PROFESSIONAL EXPERIENCE OVERVIEW

Florida Gulf Coast University, July 2011 – present

Florida Gulf Coast University (FGCU) is a Doctoral / Professional University with additional classification as a Community Engagement university. FGCU enrolls 16,169 students where 13,871 are undergraduates and 2,298 are graduate students. Student athletes compete at the NCAA Division I level within the Atlantic Sun Conference. FGCU has 64 undergraduate programs, 26 master's degree programs, and 8 doctoral degrees programs. I began at FGCU in July 2011 as Dean & Professor of the College of Health Professions (now Marieb College of Health & Human Services) and became Founding Vice President for Student Success & Enrollment Management in March 2018.

Current Position:

Founding Vice President – Student Success & Enrollment Management (March 2018 – present) and Professor of Rehabilitation Sciences

Student Success & Enrollment Management contains 14 departments organized within 4 large units. Each unit is led by an Associate Vice President and they include: Academic Engagement, Enrollment Management, Student Engagement, and Student Financial, Enrollment & Business Services. The Division contains over 350 full-time staff with an additional 450 part-time staff. In my capacity as Vice President, I oversee numerous state, federal, auxiliary and foundation budget accounts totaling over \$53M.

Major Accomplishments in Position:

- Served as Chair of the Presidential Taskforce that led to the conceptual framework and structural development of the new Division of Student Success & Enrollment from October 2017 to February 2018
- Led all efforts in creating an entirely new Division of Student Success & Enrollment Management from March 2018 to July 2018 (4 units containing 14 departments) including:
 - Division was created by re-imagining existing programs, offices, departments, and units
 - Creating entire new philosophy and expectations centered on Student Success
 - Creating all new leadership positions for each unit and department
 - Creating all new budgets for each department
 - Creating entire new branding and marketing plan and office for the Division
 - Creating a new Academic Advising and Student Success Counseling model
- Led Efforts Renovating Existing and New Construction of Buildings to Support Student Success
 - Created a brand-new, stand-alone Career & Exploratory Advising Center that opened in March 2020
 - Created a brand-new, stand-alone Enrollment Services Center that opened in August 2020
 - Led efforts in expanding mental health counseling and adaptive services for our students through the creation of a new Student & Community Counseling building that opened in August 2020
 - Created a brand-new, stand-alone University Admissions Center that opened in June 2022
 - Created a brand-new Testing Center offering comprehensive and confidential evaluation for standardized and specialized exams in July 2023
 - Began a significant 3-phase renovation of current Cohen Student Union in June 2023
 - Began renovation of space to create Career Preparation Center for students in August 2023
- Led all efforts university-wide (see story [here](#)) in improving State University System of Florida Board of Governors Performance-Based Funding Metrics from March 2018 to present resulting in FGCU:
 - Achieving a **20% point increase** in 4-yr graduation rate over the past 5 cohorts
 - Achieving an overall freshman to sophomore retention rate over **80%** in 2019, 2020, 2021, 2022 and 2023 (currently **83%**) for the first time in history
 - Achieving a **68.5% decrease** in the net cost of tuition and fees per 120 credits in 4 years over the past 5 years
 - Achieving a score of 88 (out of 100) in 2020 in the Performance-Based Funding Metrics model which is highest score ever achieved (4th out of 12 that year)
 - Launched many new programs, activities, and initiatives centered on improving retention, persistence, and graduation rates (see story [here](#)):
 - Creation of new First-year Experience department
 - Career Ready Eagles
 - Pre-semester Immersion Programs
 - Boot camps in STEM and Business
 - Development and integration of co-curricular high-impact practices
 - Systematic change model in lowering high rates of DFWs in gateway courses
 - Created and co-Chair Student Success Council that develops university-wide strategies, interventions, and policy laser-focused on Student Success
- Leading all efforts at FGCU in working towards achieving Hispanic Serving Institution (HSI) designation including:
 - Leading university-wide HSI Transition Committee – October 2021 to present
 - Increasing total Hispanic student population over **4 percentage points** over the past 4 years; currently, we are at 24.5%

- Contributed significantly to the development and implementation of the following innovative and intentional programs serving transfer students (*Destination FGCU* – see story [here](#)), stop-out and non-traditional students (*Return to the Nest* and *FGCU Complete* - see story [here](#)) through the Enrollment Management and Student Financial, Enrollment & Business Services Units
- Created new business practices and processes for undergraduate and graduate admissions in 2019, leading to FGCU achieving record total enrollment for Fall 2020, 2021, 2022, and 2023
 - Enrolled the largest FTIC class in Fall 2021 – during COVID-19 pandemic
 - Achieved largest graduate student total enrollments in Fall 2022 and Fall 2023
 - Significantly enhanced technology across all of Enrollment Management (e.g. Admissions, Records & Registration)
 - Developed new marketing campaign and campus tour program in Spanish to recruit and enrollment of Hispanic students
 - Developed all new open house and admissions yield programming events
 - On-boarded new comprehensive CRM platform (Slate) in August 2023
 - Creation of Student Success Admissions Pathways
- Created an enrollment management strategy to optimize first-year student enrollment in high demand majors based on capacity as well as to maximize enrollment in majors with capacity
- Career Development Services office contributed significantly to the campus-wide initiative to integrate NACE Career Competencies micro-credential into the undergraduate student experience to help students gain professional competencies that will fully prepare them for employment and/or continuing their education leading to a digital badge
- Developed Azul's Attire – a professional clothing attire outlet for students (see story [here](#))
- Developed Eagles Care – an integration of Counseling & Psychological Services, Student Health Services, Prevention & Wellness, Campus Recreation, and Student Care Services to better serve our students in a comprehensive, holistic manner
- Developed fundraising strategy and campaign to support Student Success resulting in:
 - Raising **\$6.84M** in collaboration with our Development Officer assigned to SS&EM between March 2018 to June 2023
- Led efforts in creating Florida Gulf Coast University's Statement of Free Expression and Civil Discourse Plan approved by the Board of Trustees on 9/8/2022
- Significantly involved in the creation of the new 2024 – 2029 University Strategic Plan
 - Served on the Strategic Roadmap Initiative Executive Committee – April 2022 to June 2023 (see weblink [here](#).)
 - Worked significantly with the Strategic Planning Steering committee to create the final version of the Strategic Plan – August 2023 to December 2023

Previous Position Held:

Dean & Professor of Rehabilitation Sciences, Marieb College of Health & Human Services – July 2011 to February 2018

Under my leadership, the Marieb College of Health & Human Services was composed of the following academic units: School of Nursing, Department of Rehabilitation Sciences, Department of Health Sciences, Department of Counseling, Department of Social Work, Academic Advising, and the Kleist Health Education Center. We enrolled over 2,600 students at the undergraduate and graduate levels. Collectively, Marieb College offered 12 graduate programs at the masters and doctoral levels and 7 undergraduate programs delivered by over 100 full-time faculty and staff. In my capacity as Dean, I oversaw numerous state, auxiliary and foundation budget accounts totaling over \$13M.

Major Accomplishments in Position:

- Led the College through 2 significant structural reorganizations that created greater interprofessional education and research collaborations, program synergies, and significant increase in student and program outcomes through the creation of:
 - Department of Rehabilitation Sciences
 - Department of Counseling
 - Re-aligned programs and restructured the existing Department of Health Sciences
- Led the College through successful re-accreditation of 10 different programs resulting in the highest terms achievable in: Nursing (CCNE), Athletic Training (CAATE), Physical Therapy (CAPTE), Occupational Therapy (ACOTE), Physician Assistant (ARC-PA), Counseling (CACREP), Social Work (CSWE); Clinical Laboratory Science (NAACLS)
- Led the College through the successful creation of 2016 - 2021 Strategic Plan that led to Health Sciences being named a pillar in university's 2017 - 2022 Strategic Plan (see plan [here](#)).
- Under my leadership, Programs within the College were among the best of all public universities within the State University System of Florida with respect to first-time pass rates on national board and licensure examinations
 - BSN-RN Program **ranked #1** among the State University System of Florida institutions for first-time pass rate on the NCLEX-RN exam from 2016 - 2021
 - Advanced practice nursing programs had a 100% pass rate on their respective national certification exams from 2015-2017
 - Athletic Training and Occupational Therapy programs had **100%** overall pass rates on their board examinations; Physical Therapy overall pass rates were above the national average
- Led the College through the creation of the following programs: BS in Public Health, Doctor of Nursing Practice – Primary Healthcare and Nurse Anesthesia, Doctor of Physical Therapy – Transitional (post-professional), Masters of Physician Assistant Studies
- Played the lead role in securing gifts for the naming of our health professions building and College to Marieb Hall (**\$5M**) and Marieb College (**\$10M**), respectively after the late, world-renown Anatomy & Physiology textbook author – Dr. Elaine Marieb, totaling **\$15M**; the largest single gift from an individual in FGCU history (see story [here](#))
- Played the lead role in securing another **\$4M** in supporting scholarships and program initiatives during my tenure including: Connor Endowed Chair of Nursing and Connor Nursing Scholars Program (scholarships for undergraduate nursing students)
- Expanded enrollments in Nursing, Physical Therapy, Occupational Therapy, Clinical Mental Health Counseling, Exercise Science and Social Work
- Led efforts in creating partnership with Home Base Veterans and Family Care in Boston, MA to create the Warrior Health & Fitness Program Florida based program at FGCU. Program has served over 600 Veterans since 2014 (see story [here](#))

The University of North Carolina at Charlotte, July 2005 – June 2011

The University of North Carolina at Charlotte (Charlotte) is a Doctoral – High Research Activity University with additional classification as a Community Engagement university. Currently, Charlotte enrolls 30,298 students where 23,981 are undergraduates and 6,317 are graduate students. Student athletes compete at the NCAA Division I level within the American Athletic Conference. Charlotte has over 170 undergraduate programs, 64 master's degree programs, and 26 doctoral degrees programs. I began at Charlotte in July 2005 as Department Chair of Kinesiology in the College of Health & Human Services. When I left Charlotte in 2011, total enrollment was over 25,000 students.

Position Held:

Chairperson, Department of Kinesiology – July 2005 to June 2011

- Associate Professor (tenured) of Athletic Training and Associate Professor – Center for Biomedical Engineering and Science, Lee College of Engineering - 2005 to 2008
- Professor (tenured) of Athletic Training and Professor – Center for Biomedical Engineering and Science, Lee College of Engineering - 2008 to 2011
- Founding Director – Biodynamics Research Laboratory - 2005 to 2011

Under my leadership, the Department of Kinesiology contained four undergraduate degree programs (Athletic Training, Exercise Science, Respiratory Therapy, Neurodiagnostics and Sleep Science) and one master's degree program (Clinical Exercise Physiology). The department also contributed core faculty to the interdisciplinary PhD programs in Biomedical Sciences and Health Services Research. The department also operated 2 large (2500 ft² each) transdisciplinary research laboratories in Biodynamics and Exercise Genomics. The department employed 23 full-time faculty and staff.

Major Accomplishments in Position

- Led the Department through a new branding and marketing campaign to increase internal and external regional and national exposure
- Successfully led the Department through the creation and implementation of 2005-2010 Strategic Plan
- Directly created new innovative undergraduate online degree completion programs in Respiratory Therapy and Neurodiagnostics and Sleep Science (NDSS was in partnership with UNC Chapel Hill)
- Led the Department through initial CAAHEP accreditation of Exercise Science (BS) and Clinical Exercise Physiology (MS) programs
 - Increased enrollment over 300% in Exercise Science program
 - Exercise Science program achieved national prominence by winning the American College of Sports Medicine quiz bowl in May 2011
- Led the creation of two new state of art laboratories (5000 ft² total) to support prolific research programs in Exercise Genomics and Biodynamics
- Upgraded all classrooms and clinical laboratories with the most advanced IT and rehabilitation equipment
- Developed significant clinical partnerships with major regional healthcare systems (Atrium Health and Novant Health) and medical practices (OrthoCarolina) to support our academic programs, research, and fundraising
- Led efforts in creating Department's first endowed scholarship in honor of the first Department Chair and true pioneer of UNC Charlotte – Dr. Harvey Murphy (see story [here](#))

Indiana State University, September 1997 – June 2005

Indiana State University (ISU) is a Doctoral / Professional University with additional classification as a Community Engagement university. ISU enrolls over 8,300 students where 6,669 are undergraduates and 1,636 are graduate students. Student athletes compete at the NCAA Division I level within the Missouri Valley Conference. ISU has over 100 undergraduate programs, 64 master's degree programs, and 10 doctoral degrees programs. I began at Indiana State University in September 1997 as an Assistant Professor and Department Chair and tenured Associate Professor. During this time, I performed many roles within the Department of Athletic Training. The total enrollment at ISU when I departed was 10,700 students.

Positions Held:

Chairperson, Department of Athletic Training – July 2000 to June 2005

- Associate Professor (tenured) of Athletic Training and Associate Professor of Sports Medicine and Physiology, Department of Life Sciences - 2001 to 2005
- Director of PhD degree program in Sports Medicine (July 2002 - June 2005)
- Director of accredited MS degree program in post-professional Athletic Training (July 2000 - August 2003)
- Mentored Masters and PhD students through their research projects, theses, and dissertations

Assistant Professor of Athletic Training and Assistant Professor of Sports Medicine and Physiology, Department of Life Sciences - 1997 to 2001

- Director – Sports Injury Research Laboratory - 1998 to 2004

Under my leadership as Chairperson, the Department of Athletic Training contained one accredited entry-level Athletic Training bachelor's degree program and one accredited advanced / post-professional Athletic Training master's degree program. The entry-level athletic training program allowed students to sit for the national board examination in Athletic Training. The department also contributed core faculty and lead the interdisciplinary PhD program in Sports Medicine that was housed in the Department of Life Sciences. The department also operated 2 large transdisciplinary very successful research laboratories that focused on sports injury and another laboratory that focused on therapeutic modalities. The department employed 12 full-time faculty and clinical staff as well as four adjunct clinical professors who were physicians who were directly involved in caring for our student-athletes and serving as clinical instructors for our athletic training students. Lastly, the Department of Athletic Training led and managed all Athletic Medicine services for 16 sports for the Indiana State University Sycamores Athletics Department.

Major Accomplishments as Department Chair

- Led the Department through successful re-accreditation of undergraduate CAATE accredited entry-level Athletic Training program and post-professional graduate Athletic Training programs
 - During this time, these two programs were ranked among the very best nationally against such institutions as the University of Virginia and UNC Chapel Hill
- Maintained maximum enrollments in undergraduate and graduate programs in athletic training and sports medicine, while maintaining outstanding pass rates on the national board exams
- Led the Department through significant research and scholarship productivity during this time where numerous articles were published annually in premier journals with many presentations delivered at prestigious national and international meetings
- Led the Department through its first fundraising campaign that led to the creation of its first endowed scholarship in honor of Dr. Robert Behnke who was one of the educational leaders in our profession and long-time faculty member at Indiana State

**ACADEMIC PROGRAMS SUPERVISED AS DEPARTMENT CHAIR & DEAN
(ACCREDITING AGENCIES)**

- Athletic Training – Bachelor's (*Commission on Accreditation of Athletic Training Education*)
- Athletic Training – Master's (*Post-Professional Graduate Education Review Committee*)
- Clinical Exercise Physiology – Master's (*Commission on Accreditation of Allied Health Education Programs*)
- Clinical Laboratory Sciences – Bachelor's (*National Accrediting Agency for Clinical Laboratory Sciences*)
- Clinical Mental Health Counseling – Master's (*Council for Accreditation of Counseling and Related Educational Programs*)

- Hunt DJ (PI), **Cordova ML** (Co-I). “Law Enforcement Occupational Fitness Pilot Program”. Lee County, FL Sheriff’s Office. \$133,415; 2013 – 2015
- Talbot LA (PI), **Cordova ML** (Co- I). Strength, pain and function in OIF/OEF amputees: A Nurse Managed Program. U.S Department of Defense (HU0001-08- 1-TS10). \$599,972; 2008 – 2011

PROFESSIONAL SERVICE (Selected):

- State University System of Florida
 - Chair, Council for Student Affairs, 2021 - present
 - Vice Chair, Council for Student Affairs, 2019 - 2021
- Association of Schools Advancing Health Professions
 - Chair, Professional Education Committee, 2017 - 2020
 - Member, Nominations and Election Committee, 2013 - 2017
- National Athletic Trainers’ Association
 - Member, Inter-Association Task Force on Managing Prescription and Non-prescription Medications, 2016 - 2017
 - Member, Fellows Selection Committee, 2013 - 2018
 - Liaison to Association of Schools Advancing Health Professions, 2012 - 2016
 - Member, Post-Professional Graduate Education Committee, 2002 - 2009

PEER-REVIEWED JOURNAL EDITORIAL BOARDS (Selected):

- *Journal of Athletic Training* (Associate Editor), 2004 - 2018
- *Journal of Sport Rehabilitation* (Editorial Board), 1999 – present
- *Journal of Athletic Training* (Editorial Board), 2001 – 2004
- *Manuscript Reviewer for 9 other journals from 1995 - 2016*

HONORS (Selected):

- Joint Civilian Orientation Conference 94, Southeast Region – Alternate (Cancelled due to COVID-19, U.S. Department of Defense, 2020)
- Most Distinguished Athletic Trainer Award – National Athletic Trainers’ Association, 2014
- Nominee, William G Clancy Jr, MD, Medal for Distinguished Athletic Training Research (presented by the National Athletic Trainers’ Association Research & Education Foundation), 2007.
- Theodore Dreiser Distinguished Research and Creativity Award – Indiana State University, 2003
- Outstanding Faculty Member Award, College of Health & Human Performance – Indiana State University, 2003
- Who’s Who in Medicine & Healthcare, 2002
- Freddie H. Fu, MD, New Investigator Award (presented by the National Athletic Trainers’ Association Research & Education Foundation), 2000

COMMUNITY ENGAGEMENT & SERVICE (Selected):

- Moorings Park Incorporated Board of Directors – member, 2021 - present
- Naples Botanical Garden Board of Directors – member, 2020 - present
- American Heart Association – Southwest Florida Market Board – Chairman, 2019 - 2021

- Alvin A. Dubin Alzheimer's Resource Center - Board of Trustees 2013 - 2021
 - (President 2017 - 2021, Vice President 2015 - 2017)
- Lee Memorial Health System Board of Directors, 2011 - 2018
 - Un-elected community expert appointed by the Board