

ANDY KROUSE, PHD, MBA

OVERVIEW

Proven leader with considerable experience in large-scale higher education, government service, and private organizations. Twenty-two years of operations experience, fifteen years of higher education experience, sixteen years of leadership experience, and eleven years of planning experience.

Earned degrees: Doctor of Philosophy; Human Resource Development from the University of Texas at Tyler; Master of Business Administration from Purdue University; and Bachelor of Applied Science and Technology; Nuclear Engineering Technology from Thomas Edison State University.

PROFESSIONAL EXPERIENCE

THE UNIVERSITY OF TEXAS AT TYLER, Tyler, Texas September 2016-Present
Director of Facilities Management / Construction / Risk / Services / Safety / Space / Utilities

The University of Texas at Tyler is a component of the University of Texas System that currently serves approximately 10,000 students. The primary campus is located in Tyler, Texas with satellite locations in Longview, Palestine, and Houston, Texas. The university recently merged with The University of Texas Health Science Center at Tyler to become the premier comprehensive university in East Texas. As the Facilities leader for the university's academic enterprise, I have produced exceptional results including:

Successfully Navigated Organizational Changes

- Restructuring of legacy organizational structures resulted in university-wide efficiency gains
- No reduction in service quality, team output, staff retention, or university support
- Proactively working towards unified university wide support opportunities
- Facilitator of the first unified university master plan
- Began effort for a university wide energy rebate program

Winter Storm and COVID

- Lead university response to the 2021 winter storm resulting in less than \$500,000 of total claimed losses and minimal post-storm impact to university operations
- Developed creative solutions to provide basic services to our on-campus residents during
- Negotiated COVID testing contract to provide less than twenty-four-hour turnaround time on results
- Served on Incident Response Team, COVID Response Team, Reboot Task Force, and East Texas Health Consortium
- Authored all three university escalation plans in response to COVID
- Partnered with community first responders, political officials, and healthcare providers to ensure needed materials and technical expertise was available where needed during initial community response to COVID

Capital Improvements and Fiscal Savings

- Reduced deferred maintenance backlog by \$50 million
- Completed \$95 million in capital construction projects
- Increased the in-house project management portfolio to reduce the cost of small projects
- Restructured our construction teams to better utilize expertise

Student and Community Involvement

- Serve as Title IX and Student Conduct Hearing Officer
- College of Engineering Senior Design Project Mentor
- Lead construction and logistics effort for outdoor graduation events
- Member of City of Tyler Trees Committee
- Member of Chamber of Commerce Transportation Committee

Operations and Services

- Negotiated service contracts to provide additional services with no negative impact to service quality or cost
- Restructured Maintenance and Utility departments to create a training pipeline to ensure future technical expertise in difficult to hire areas
- Launched a university-wide shipping platform to reduce cost to individual departments while increasing contributions to our Logistics department's auxiliary operation
- Lead university activities to complete a ten-year electricity agreement

Personnel Development

- Developed internal career ladder program to better prepare staff members for future advancement opportunities
- Created a manager training program to assist new managers with conflict resolution, communication, finances, and other key areas
- Mentored students and staff to better align their personal goals with their career
- Counseled team members on areas for improvement and worked with them to increase their contribution to the university and their own success

INDIANA UNIVERSITY SOUTH BEND, South Bend, Indiana

2011-2016

Assistant Director of Facilities Management / Adjunct Professor / Facilities Services / Clinical / Insurance

Labor Management and Union Negotiations

- Member of the university union negotiation team for two terms
- Represented the university to the City of South Bend in fair labor and wage negotiations
- Union membership declined every year I was at the university resulting in <15% membership when I left
- Partnered with Human Resources to resolve all labor disputes, grievances, and union policy reviews
- No grievances were found to be valid at any stage during my tenure at the university

Clinical Operations and Patient Care

- Provided facilities and infrastructure support for our dental clinic
- Provided facilities and infrastructure for our third-party partnership health clinic and pharmacy
- Managed medical waste, radiography, disinfection program, and equipment in support of our clinical operations
- Member of the design team for our new dental clinic

Automation and Physical Security

- Lead university efforts for implementation of modern building automation and access control systems
- Partnered with University Police to set physical security priorities, envelopes, and policies
- Implemented a bridge between access control and the university's security camera system to allow for better investigation results and active monitoring
- Moved the university to an open source building automation system that was duplicated by other system institutions after our success

Insurance Loss Control

- Partnered with local first responders to supplement university resources in performance of required inspections to reduce risk and operational overhead
- Implemented jobsite, chemical, and electrical safety programs to reduce employee claims
- University representative through two successfully completed and compensated major loss claims
- Coordinated field response on all major loss claims and ensured appropriate documentation to support claim processing

Teaching

- Adjunct Professor of Finance
- Adjunct Professor of International Business

UNIVERSITY OF NOTRE DAME, South Bend, Indiana

2007-2011

Power Plant Operator / Water Chemist / Utilities / Clinical / Steam Plant / Electrical Distribution

Campus and Clinic Support

- Provided plant operations support to the university health clinic
- Served as a state licensed water chemist

BOC GASES, Hartford, Illinois

2006-2007

Site Manager / Cryogenics / Specialty Gas / Construction / Plant Operations / Environmental Controls

Cryogenic Site Management

- Retired and decommissioned cryogenic plants at Solutia's agent orange facility and Honeywell's nuclear material fabrication site
- Managed seven cryogenic facilities in Kentucky, Illinois, and Missouri

EDUCATION

UNIVERSITY OF TEXAS AT TYLER, Tyler, Texas

Doctor of Philosophy, Human Resource Development

PURDUE UNIVERSITY, West Lafayette, Indiana

Master of Business Administration

THOMAS EDISON STATE UNIVERSITY, Trenton, New Jersey

Bachelor of Applied Science and Technology, Nuclear Engineering Technology

MILITARY SERVICE

UNITED STATES NAVY, USS Enterprise 2000-2006
Reactor Mechanic / Nuclear Planner / Health Physics / Maintenance Manager / Quality Control

PUBLICATIONS AND PRESENTATIONS

Krouse, A., & Davis, B., (2022). Leading our Team: The Impact of Work Alienation. January/February 2022 Facilities Manager Magazine.

Krouse, A. (2021). Leading our Team: The Impact of Work Alienation. 2021 APPA Facilities Symposium.

Duckworth, G., & Krouse, A. (2020). Look Up: Life Without Technology In Disruptive and Emerging Technology Trends Across Education and the Workplace (pp. 269-293). IGI Global.

Krouse, A. R. (2020). The Impact of Work Alienation on the Relationship Between Person-Organization Fit and Organizational Citizenship Behavior in Higher Education.

MEMBERSHIPS

- City of Tyler Trees Committee
- Tyler Chamber of Commerce Transportation Committee
- Society of College and University Planners
- International District Energy Association
- Association of Higher Education Facility Officers (CEFP)

PROFESSIONAL DEVELOPMENT

- Title IX Hearing Officer Training: The University of Texas System
- Karrass Effective Negotiation Training: Karrass Ltd., LLC
- Executive Leadership Program: The University of Texas at Tyler
- Fiscal Officers Development Series: Indiana University
- Incident Command and General Staff Training: Department of Homeland Security
- Incident Command System Training: Federal Emergency Management Agency
- Management Training Series: Indiana University
- American Society of Power Engineers
- National Association of Power Engineers