

Dear INQAAHE Community,



I am thrilled to be joining you as the network's first CEO!

This is an amazing opportunity to work with the most diverse and global non-profit organization in higher education.

In my 15 years working in global accreditation, I have admired INQAAHE's strong commitment to inclusion in its activities and its sustained adherence to its values.

I look forward to strengthening the administrative capacity and sustainability of the organization, in order to support the members in facing the shared challenges ahead of them.

Changing demographics and rapidly improving technologies have altered the landscape in which our educational institutions operate, in ways that we are just beginning to understand.

How we, as quality assurance agencies, respond to those challenges will have substantial impacts on the social outcomes and well-being in our respective regions. This is a crucial time to strengthen quality assurance bodies, share our good practices and research, and to improve trust in higher education. I have built my career on addressing these issues and am looking forward to continuing this work with you.

I hope to meet as many of you as possible in Sri Lanka and hear your thoughts on the bright future of INQAAHE.

Crystal Calarusse

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## GLOBAL ACCREDITATION EXECUTIVE

Entrepreneurial chief executive with strong proficiency in demonstrating impact in many cultural settings. Accomplished at strategically growing small organizations in the global space. Highly skilled at identifying and developing new partnerships and initiatives. Possess a strong and supportive network of global quality assurance professionals and university leaders. Committed to inclusive collaborations that produce value for all stakeholders. Bring twenty years of experience in accreditation and nonprofit associations, university governance, and public policy.

**Core Competencies: Quality Assessment | Cultural Competency | Global Operations | Organizational Growth  
Strategic Planning | Association & Board Management | Accountability | Globalization in Academia  
NGO Financials | Curriculum Design | Executive Leadership | Relationship-building | Communication**

### PROFESSIONAL EXPERIENCE

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**NASPAA: The Network of Schools of Public Policy, Affairs, and Administration | Washington, DC**

**Chief Accreditation Officer**

**2011-present**

Serve as top executive at global accreditor of 200+ public service schools. Lead quality assurance and accreditation operations worldwide. Develop partnerships and represent the board publicly as the spokesperson on accreditation.

- **Lead a complex nonprofit organization.** Provide strategic guidance to executive board and review committees. Increased service revenues by an average of 16.2% per year, over 10 years. Designed internal systems and strategies to achieve global vision. Raised staffing levels by 400% over same period to achieve strategic goals. Reformed data collection for public accountability. Led successful recognition with the Council for Higher Education Accreditation (CHEA), including a global scope change. Manage and develop all accreditation staff, boards, and volunteers.
- **Launched global accreditation,** successfully expanding evaluation operations from U.S.-based to 18+ countries and growing. Developed partnerships and memoranda of understanding with leading global NGOs and foreign governments. Recruited accreditation applicants, consulted on best practice, and shepherded them to accreditation success. Designed and implemented educational events in multiple countries. Developed pipeline of global peer review site visitors, leveraging relationships with university presidents and partner quality assurance bodies. Positioned NASPAA's accreditation within a set of global public service values.
- **Designed a sustainable and publicly accountable evaluation system** based on setting goals, measuring learning and success, and promoting value. Campaigned and obtained a 92% approval to adopt the new standards in a required vote from all accredited programs. Led the multi-year implementation to rewrite all accreditation thresholds and processes, develop new training curricula, and share best practices. Educate hundreds of academics and professionals to conduct evidence-based evaluation, including highly rated and sponsored Accreditation Institutes in Chile, China, Colombia, Mexico, and the U.S. Grew total number of accredited programs by an average of 4.5%/year over 10 years. Consulted with academic programs on how to diagnose challenges and leverage accreditation to increase impact. Research and promote best practice in curriculum, learning measurement, and public service values.
- **Promote a culture of collaboration and inclusion,** to align school operations with UN Sustainable Goal #4 on educational access, and to better prepare public servants for effective leadership in a diverse and changing world. Frequently publish and present in the areas of access, inclusion, and cultural competency, and champion new projects in these important areas. Develop partnerships with public service academics, professionals, and organizations globally. Expanded global membership on all review boards and designed new cultural competency training for reviewers. NASPAA staff customer service was rated at 4.8/5 by programs under review (2017), and 100% of peer reviewers responded they were willing to continue their volunteer service (2017).

**NASPAA: The Network of Schools of Public Policy, Affairs, and Administration | Washington, DC****Academic Director****2005-11**

- Served as top accreditation officer, ensuring accountability for graduate programs for public service. Managed all aspects of program evaluation, peer review, and site visits.
- Educated academic programs on best practice in mission assessment, goal setting, performance measurement, and change management.
- Transformed accreditation practice by using emerging and affordable technology. Managed the design of a reliable, custom accreditation management system that collects accreditation data for trend analysis, benchmarking, and data visualization. Reformed accreditation web communications.

**PROFESSIONAL LEADERSHIP HIGHLIGHTS****ASPA: Association of Specialized and Professional Accreditors | Chicago, IL****Board of Directors****2013-present**

- Elected position representing 60+ accrediting agencies. Provide strategic leadership. Presented webinars and sessions on diversity planning and global expansion.
- Develop policy positions, proposed legislative suggestions, and other public information from ASPA (to U.S. Department of Education, press, rulemaking groups, the public, etc.).

**Good Practice Task Force****2015-16**

- Led the research and production of the first report on outcomes assessment in professional accreditation, and invited to present the findings at multiple national conferences. <http://bit.ly/2ABf4uu>

**Montgomery County Water Quality Advisory Board****2018-present**

- Provide recommendations to the county executive and the county council on watershed protection.

**University of Maryland School of Public Policy | College Park, MD****2011-14****Alumni Board Treasurer**

- Managed board finances. Initiated an annual employment recruiting event for graduates.

**PRESENTATION HIGHLIGHTS**

<i>Globalization Strategies at NASPAA Programs in the U.S., Latin America, and China</i>   NASPAA Annual Conference	Oct 2018
<i>Globalization Competencies in Public Affairs</i>   Spencer Foundation & Binghamton U Globalization Conference	Apr 2018
<i>Employer Engagement in Accreditation</i>   CHEA Annual Conference	Jan 2018
<i>Public Service Values in Accreditation</i>   SUFE Globalization Conference   China	Sept 2017
<i>Cultural competency &amp; NASPAA Accreditation</i>   ASPA Fall Conference	Sept 2017
<i>Managing Complexity: NASPAA Standards &amp; Student Competency</i>   Teaching Public Admin Conference	June 2017
<i>The Value that Programmatic Accreditation Brings to Institutions</i>   CHEA Annual Meeting	Jan 2017
<i>The Value of Professional Accreditation</i>   NASPAA-INAP Bilateral Meeting, Mexico	Jan 2017

**PUBLICATION HIGHLIGHTS**

- “Preparing Public Service Professionals for a Diverse and Changing Workforce and Citizenry: Evaluating the Progress of NASPAA Programs in Competency Assessment” (w/ Nadia Rubaii) *Journal of Public Affairs Education*, Vol.20 #3 (2014): 285.
- “The Evolution of Cultural Competency as a Standard for Accreditation” (w/ Nadia Rubaii) [Cultural Competency for Public Administrators](#). Eds. Kristen Norman-Major and Susan T. Gooden. M.E. Sharpe. February 2012.
- “Accreditation and Competencies in Education for Leadership in Public Service” (w/ Jeff Raffel and Steve Maser) [The State of Public Administration](#). Ed. Don Menzel. M.E. Sharpe. February 2011.

**EDUCATION**

Master of Public Policy, Certificate in Ecological Economics, University of Maryland   College Park, MD	2005
Bachelor of Arts in Public Policy, New College of Florida   Sarasota, Florida	2000