

# ANDY KROUSE, PHD, MBA

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## OVERVIEW

Proven leader with considerable experience in large-scale higher education, government service, and private organizations. Twenty-four years of facilities & operations experience, eighteen years of leadership experience, thirteen years of fiscal administration experience, and eleven years of strategic 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

Executive Director, Facilities Management

2022 - Present

Director, Facilities Management

2016 - 2022

Adjunct Professor of Construction Management

2024 - Present

Operations / Risk / Facilities / Safety / Space / Utilities / Security / Fiscal / Organizational Change

### Leadership & Organizational Change

- Restructuring of legacy organizational structures resulted in university-wide efficiency gains
- No reduction in service quality, team output, staff retention, or university support during merger
- 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

### Emergency Management & Response

- 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 infrastructure failures
- 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
- Adjunct Professor of Construction Management

**Operations and Services**

- Negotiated service contracts to provide additional services with no negative impact to service quality or cost
- Partnered with Information Technology to unify customer service platforms for both divisions
- 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: Services / Safety / Construction

**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 / Generation / Steam Plant / Electrical Distribution

**Campus Support and Power Generation**

- Operated 15 MW cogeneration plant
- 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., (2023). Leading our Team: The Impact of Work Alienation. CAPPA Regional Conference

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**

- National Association of College and University Business Officers
- 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