

# Crystal A. Evans, PhD

---

## **Education**

- Ph.D. Leadership – *Tennessee Temple University (4/2015)*
- Master’s Nonprofit Management – *Regis University (12/2005)*
- 18 Additional Grad. Hrs. Logic & Critical Thinking – *Holy Apostles College and Seminary*
- BS Business Administration – *LeTourneau University*

## **Teaching Experience**

- Over 15 years teaching experience with Online, Hybrid, ITV and Face to Face Courses.
- Completed additional coursework in online instruction. Courses include (1) Online Course Design, (2) Online Pedagogy, and (3) Instructional Design for the Digital Native.
- Experience in both Graduate and Undergraduate programs using traditional and accelerated formats.

## **Curriculum & Faculty Management**

- Acted as program coordinator for the Masters in Nonprofit Management at Regis University.
- Hire and trained adjunct faculty in current LMS, Voice Thread technology and video development to enhance online engagement.
- Evaluated faculty and created performance performance plans when needed.
- Headed a cross-departmental research project consisting of 600 student responses and factor analysis to determine what online teaching factors are most important to students. Used this data to create university wide online teaching requirements so we could demonstrate operationalized “Substantial Faculty Interaction” for HLC.

## **Program and Accreditation Management**

- Acted as an accreditation reviewer for the Nonprofit Academic Centers Council (the nonprofit education program accreditation body).
- Acted as Program Manager and led Regis University’s Masters of Nonprofit Management program through the NACC accreditation process.
- Responsible for nonprofit program assessment planning and execution for HLC and NACC.

## **Nonprofit Management Experience**

- Over 20 years executive experience as CEO/Executive Director for nonprofit organizations. Often focused on generating additional revenue streams to increase organizational stability.
- Social Entrepreneur: Established a high volume spay/neuter clinic that generated an additional \$300,000 income and free surgeries for the Athens Area Humane Society.
- Worked with a woman’s recovery center to create additional revenue streams from programs and rentals. The program is now self-sufficient and does not rely on donations.

**Crystal Evans Peer-Reviewed Publications:**

<b>Published Year</b>	<b>Title</b>	<b>Journal</b>	<b>Quality Indicator</b>	<b>Authors</b>
<b>Textbook – In Editing</b>	Nonprofit Financial Management: Lessons Learned	Part of Sagamore Venture Nonprofit Textbook Series	<ul style="list-style-type: none"> <li>Part of the Sagamore-Venture Nonprofit Book series</li> </ul>	Crystal Evans (Lead Author) -
<b>R&amp;R Round 2</b>	What Strategic Planning Methods are Most Related to Higher Capacity Organizations: An empirical investigation	Journal of Nonprofit Education and Leadership	<ul style="list-style-type: none"> <li>Less than 30% acceptance Rate</li> <li>Associated with Nonprofit Mgt. Academic Program Accrediting Body</li> </ul>	Evans, Crystal; M. Reed, D. McNeered
<b>Accepted with minor changes</b>	Creating and Validating a Capacity Measure for Nonprofit Organizations	Journal of Nonprofit Education and Leadership	<ul style="list-style-type: none"> <li>Less than 30% acceptance Rate</li> <li>Associated with Nonprofit Mgt. Academic Program Accrediting Body</li> </ul>	Evans, Crystal; M. Reed, D. McNeered
2023	Warren Buffett’s advice ... Good for nonprofit endowments?	The Journal of Wealth Management	<ul style="list-style-type: none"> <li>Less than 30% acceptance Rate</li> <li>Australian Business Deans Counsel - B</li> <li>SJR: SCImago Scientific Journal Rankings – Q3</li> </ul>	Crystal Evans, Maria Quijada, G Evans
2019	Adverse childhood experiences as a determinant of public service motivation	Public Personnel Management	<ul style="list-style-type: none"> <li>Less than 30% acceptance Rate</li> <li>Australian Business Deans Counsel - B</li> <li>SJR: SCImago Scientific Journal Rankings – Q2</li> </ul>	Evans, Crystal; Evans, Gregory R;
2019	Paul and the Human Service Organization: Ethical Treatment of Employees.	Journal of Nonprofit Education and Leadership	<ul style="list-style-type: none"> <li>Less than 30% acceptance Rate</li> </ul>	Evans, Crystal A; Dodaro, Kathleen A; Lange, Linda;
2019	Chapter 5: Personnel-Related Laws and Regulations	Nonprofit Law	<ul style="list-style-type: none"> <li>Part of the Sagamore-Venture Nonprofit Book series</li> </ul>	Evans, Crystal; Spagnola, Robert;
2019	Nonprofit reputation and bitcoin use	Journal of Ideology	<ul style="list-style-type: none"> <li>Hosted By University of South Carolina Lancaster</li> </ul>	Evans, Crystal A; Schneider, Abigail B;

2018	Women's empowerment and nonprofit sector development	Nonprofit and Voluntary Sector Quarterly	<ul style="list-style-type: none"> <li>• Less than 30% acceptance Rate</li> <li>• Australian Business Deans Counsel - A</li> <li>• SJR: SCImago Scientific Journal Rankings – Q1</li> </ul>	Evans, Crystal A; Mayo, Lorin M; Quijada, Maria A;
2018	A Content Analysis of Mission Statements in Nonprofit Education	Nonprofit Education and Leadership	<ul style="list-style-type: none"> <li>• Less than 30% acceptance Rate</li> <li>• Associated with Nonprofit Mgt. Academic Program Accrediting Body</li> </ul>	Wilkerson, Eugene A.; Evans, Crystal A.;
2018	Interpersonal problems of the nonprofit workforce: Evaluating the wounded healer as the reason for high turnover	Journal of Ideology	<ul style="list-style-type: none"> <li>• Hosted By University of South Carolina Lancaster</li> </ul>	Evans, Crystal A; Thomas, Judy; MacDonnell, Sharon;
2018	East Texas Rescue Mission video case study: A study of board governance and competing stakeholders	The Journal of Nonprofit Education and Leadership	<ul style="list-style-type: none"> <li>• Less than 30% acceptance Rate</li> <li>• Associated with Nonprofit Mgt. Academic Program Accrediting Body</li> </ul>	Evans, Crystal A; Gier, Donald; Evans, Gregory R;
2017	Charitable giving as a luxury good and the philanthropic sphere of influence	VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations	<ul style="list-style-type: none"> <li>• Less than 30% acceptance Rate</li> <li>• Australian Business Deans Counsel - B</li> <li>• SJR: SCImago Scientific Journal Rankings – Q1</li> </ul>	Evans, Crystal A; Evans, Gregory R; Mayo, Lorin;
2017	Are We There Yet? Evaluating Nonprofit Management as a Profession for Program Accreditation	Journal of Nonprofit Education and Leadership	<ul style="list-style-type: none"> <li>• Less than 30% acceptance Rate</li> <li>• Associated with Nonprofit Mgt. Academic Program Accrediting Body</li> </ul>	Evans, Crystal; Kinoti, M.D.;
2016	Zombie Apocalypse: Using the Unreal as a Pedagogical Tool	Jesuit Higher Education: A Journal		Evans, Crystal; Mayo Lorin;

- Serve on the Editorial Board for the Journal of Nonprofit Education and Leadership.

## **Employment History**

### **PT Nonprofit Development Advisor, Blue Mountain Community Foundation, Walla Walla WA (9/21-current)**

This is a grant-funded position with the goal of providing consulting services to nonprofits to aid them in formation, compliance, and capacity building. Performed all consulting services, grant writing and management and assessment for funders.

#### **Accomplishments:**

- Established the Nonprofit Development Center (NDC) including creation of an advisory board and operational policies
- Secured funding to establish a Nonprofit Leadership Training Program
- Established a partnership with Louisiana State University Shreveport to bring accredited nonprofit coursework to the leadership cohort program
- While in program, Cohort members secured 750,000 in grant funding owing, in part, to specific training obtained through the NDC.
- Expanded the NDC's capacity from one part-time employee to 11 part-time consultants.

### **PT SR Lecture, Business Leadership, Regis University (9/2020-Current)**

Teach within the Masters of Organizational Leadership program. Ensure specific online courses are current and reflect the latest research and practice methods. Advise students regarding program requirements, employment searches, and research projects.

### **Curriculum Coordinator/Assist. Professor, Masters of Nonprofit Management, Regis University (9/2015-9/2020)**

Ensure the Masters in Nonprofit Management program meets all HLC and NACC curricular guidelines including faculty selection, training, and scheduling. Work to accreditation guidelines and complete all required reporting for accreditation. Work with Instructional Design to update courses and ensure that content within the program is current. Perform environmental research to ensure our program is meeting the needs of the job market and employer demands for specific skills. Train adjunct faculty on LMS, video casting and online engagement methods. Stepped down from full-time to relocated closer to family.

### **Business Faculty, Mid-Plains Community College (9/2011-9/2015)**

Worked as full-time faculty while completing my PhD. Designed program and course offerings. Taught nonprofit course offerings such as fundraising, social issues and the nonprofit sector and nonprofit management in addition to general business courses.

### **CEO /Executive Director, Athens Area Humane Society (1/2006-9/2011)**

First duties were to balance a \$98,000 deficit. Successfully surpassed previous year's fundraising efforts within first four months of employment. Next, created and implemented a strategic plan, development plan, and PR campaign. Within my 6<sup>th</sup> month of employment we opened a new satellite adoption center that doubled adoptions while raising public awareness and support. On the one year anniversary of my employment we opened a high volume, low-cost spay neuter clinic. This allowed us to perform 30 operations a day while generating an additional \$300,000 per year in operating revenue. Organization now has a positive cash flow, a 3 million dollar endowment, and walked away from a city contract to go no-kill.

### **Consultant /Interim CEO, Freedom from Bondage Women's Recovery Center (1/2006-1/2007)**

Acted as CEO to help lead the organization to self-sufficiency. The board found that securing general donations for alcohol and drug recovery was difficult and the surrounding community as not accepting of the residential facility. I established a program that resulted in the purchase of a multi-housing property that acted as a mission-based income stream and offered a step-up for those residents who had some recovery time under their belt. This income stream provides all of the needs for the organization and resulted in their independence from general donation campaigns.

### **Executive Director, Jacobs Institute and Homeless Shelter (1/2000-1/2006)**

In addition to housing, established an education program to provide job training so that families did not have to return to harmful environments. Responsible for organization's growth and development as well as operating programs. Worked with a team of clergy, teachers, social workers, psychologists, law enforcement and other professionals to ensure a holistic recovery for mothers and children. Also taught classes and oversaw student advising.

### **Nonprofit Business Accomplishments**

- **Diversify Income Streams / Program Creation** – Created a mission-based spay/neuter program designed to generate operating income for the Athens Area Humane Society while providing a steady cash flow that is not dependent on donations. Clinic covered all its own expenses in the second year of operating while providing \$60,000 worth of free surgeries to the shelter and \$10,000 towards general shelter operations.
- **Program Creation** – Built an education program for homeless residents that consisted of life skills training as well as GED, Computer literacy, Medical Terminology, Medical Coding, & Pharmacy Tech training. Program ran at a success rate 82% higher than other missions in the Association of Gospel Resume Missions.
- **Media Navigation** – Successfully designed and implemented a PR campaign to change the image of the Athens Area Humane Society. Successfully accomplished the following goals: 1.) Be in the print media at least every other week. 2) Do at least one radio interview per month. 3.) Have at least one magazine article per quarter. 4.) Be featured on news broadcast at least 3 times during the year.
- **Program Evaluation and Improvement** – Tracked adoption results for the AAHS and compared this to national trends. Determined that the competition (pet stores) out performed shelter by a large percentage. Established a relationship with a pet store owner to allow us to display our animals in his stores. This resulted in a doubling of our adoptions and made our live-release-rates 3X that of the national average.
- **Fundraising/General** – Experience building fundraising campaigns from scratch. Employed methods such as direct mail, q-zip drops, email solicitations, voice broadcasted intro, phone-a-thon, and text generated funds for annual campaigns and planned giving for major gifts. Insured that support media was in place before the campaign mailings landed in-home. Used PleadgMaker to track donors and used Weathengine as an aid in prospect screening.
- **Government Navigation** – On behalf of the Athens Area Humane Society, successfully lobbied local

government for funding (\$98,000 per yr) as well as the passing of several animal welfare initiatives and secured \$10,000 per year separate funding for these specific projects.

- **Grant Writing and Management** – Successfully secured several (over 20) yearly small non-restricted grants from private family foundations and managed an active grants calendar. Secured and managed \$75,000 from Athens Clarke County Unified Governments (ACC) in 2007, Secured and managed \$88,000 from ACC in 2008, Secured and Managed \$98,000 from Athens Clarke County in 2009. Secured and managed a \$30,000 multi-year CDBG grant.
- **Capital Campaigns** – Worked with the owners of construction companies and a team of summer missionary and helped to inspire them to build a new dorm facility for Jacobs Institute, a homeless shelter and adult education center. Worked to ensure all materials and labor were donated and furnishings were provided through the “sponsor a room” campaign.
- **Bequest** – Experience managing donor portfolios with realized planned given gift of over \$3,000,000 and project gifts of more. Training in helping donors understand tax benefits of bequest and other giving options.