

# Gina Crabtree

Gina completed her Bachelor of Science degree at Northern Arizona University (NAU) in 1990. While pursuing graduate work at NAU, Gina's journey at WSU began when she applied and became the Assistant Director in Undergraduate Admissions in 1995. By 2003 she had worked her way up to Director of Admissions, a leadership position she would hold until 2007. She transitioned from admissions to Campus Life and University Relations (CLUR) in 2008 as Director of Budgets and Personnel reporting to the vice-president, and shortly after she started a concurrent appointment with the Registrar. That led to her becoming Associate Registrar in 2009 and then in 2012 Registrar. Later, in 2014, under charge of the president, she added to her Registrar role the Director of Enrollment Services.



Gina and I began formally working together in 2012 when she became Registrar. She reported to me in my Associate Vice-President and Chief Data Officer role in Academic Affairs for 6 years through 2017. While she reported to me, it was apparent on our first day together that she didn't need a boss but a partner who could help her achieve what she knew needed to be done. Her experiences in admissions and the registrar office gave her insight in how our information systems operate as an ecosystem and why all functional units should be treated as one fully cross-functional integrated system. During those 6 years, we created system-wide data governance, data quality standards, reporting standards, exploitation of our student information system, security access protocols, compliance, eliminating silos, and sharing of business practice knowledge. Her scope of knowledge and experience is why the President charged her with being the Director of Enrollment Services, to coordinate cross-functional operations and to strategize new developments for growth and student success. No surprise that she was also the principal agent in getting our Strategic Enrollment Management (SEM) started and implemented, including reaching out to her contacts at ACCRAO to hire a SEM coach and serving as the co-chair of the original SEM committee.

While she is fluent and an innovator in policy development and manager of operations, she also possesses the rare ability to have both functional and technical knowledge. Not only does she know the business case, but she knows in detail the very database tables that drive that case, often better than the IT programmers who serve her needs. In other words, her scope and breadth of knowledge is frightening. This also explains the respect that her staff have for her and why they work hard not to disappoint her. In the words of one of her past staff, Michelle Barger, "she will teach you everything she knows and support you 100 percent, but she will also hold you accountable. That is what helps you grow as an employee and leader under her. I wouldn't be in the position I am today or capable of knowing what I know now, if it wasn't for Gina's leadership, support, and friendship."

When working with Gina, there's a sense of energy that exist that I've seen from no other. Part of that is because she is a force to be reckoned with. Given her depth of knowledge and ability to see the big picture, as well as the details that make it possible, you better have your game on. If she doesn't already know the answer, she'll reach it before you do. This is why she is the 'go to person' when people want to discuss a project or institute a system change. When she speaks, it commands attention because it comes from known experience.

It must be noted that in addition to her job duties, she took time to complete her MBA at WSU in 2000 and write publications in journals, over 20 professional presentations to date at national conferences, and ongoing involvement in national organizations. And how she fits her personal life into all she does is a mystery to me (she works 12-to-15-hour days), but I have seen it firsthand. I'm surrounded by Crabtree's, I work daily with her husband Kevin in IT, assisted her daughter in her dissertation work for her PhD and have seen her son mature over the years. Each one of them are outstanding individuals and they have taught me that people can be innately good, and that family is important. Gina brings the same energy, passion, and determination she's exhibited throughout her career to her personal life and can do that while having fun, her force of being and her wit drives everything and everyone around her. I owe a huge debt of gratitude to Gina. I have learned far more from her than she from me and it has made me a better person in who I am and what I do. Above all, I am grateful that she chose me to be her teammate and her friend.