

## F. Michael Santoro

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**Summary of Qualifications** *Post-Secondary Educational Consultant with extensive experience in regulatory compliance and accreditation. 15+ years as national director of compliance for a multi-campus educational system. Background in campus start-up and college administration/operations. Active in ACICS accreditation activities Since 1991.*

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### Career History

July 2013  
to present

**MICHAEL SANTORO, Post-Secondary Educational Consultant – Tampa, FL**  
*Consulting services focusing on school/college operational and educational management, as well as regulatory compliance.*

#### **PRACTICE SCOPE**

- ◆ **Accreditation—institutional and programmatic:** Perform initial assessments and assist in preparing applications for national and regional accrediting agencies, such as ACICS, ACCSC, COE, SACS, ABHES, etc. Assist in preparing self-evaluation reports. Prepare for on-site visits. Follow up on Team Reports. Respond to negative actions/reporting.
- ◆ **State Board—licensing:** Assist in preparing applications and preparing for on-site visits. Respond to negative actions/reporting.
- ◆ **U.S. Department of Education (USDOE) liaison:** Assist in preparing applications for USDOE approval. Work with Veterans Administration to secure educational benefits for eligible students. Work with Student Exchange and Visitors Program (SEVP) on immigration status of foreign students (I-17 and I-20). Assist institution with Title IV financial aid eligibility.
- ◆ **Operations management:** Conduct assessments of administrative structure, including student recordkeeping systems, faculty/staff hiring practices and personnel evaluation. Assess facilities, educational equipment and library/ learning resource center to ensure support of educational programs and academic degrees.
- ◆ **Educational management:** Evaluate faculty credentials and qualifications. Provide faculty/staff training on regulatory requirements and compliance. Assist with faculty/staff development plans and in-service training.
- ◆ **Program and curriculum development:** Assist with program transitions from non-degree to degree-granting, the development of general education coursework and the addition of advanced degree offerings. Help with setting appropriate semester, quarter or trimester unit values. Explore options for delivering online educational programs.
- ◆ **Development of institutional policies, procedures, publications and disclosures:** Develop enrollment agreements, student disclosures, student handbooks, faculty handbooks, catalogs, articulation agreements, etc. Review and edit marketing materials.
- ◆ **Complaint resolution:** Respond to and mediate student complaints filed with third parties, such as accrediting agencies, State Boards, USDOE, Attorneys General (AG), lawyers, BBBs, etc., ensuring institutional due process. Provide Expert Witness testimony.
- ◆ **Student relations:** Assist with developing a full range of student services and improving the overall student experience. Address such areas as student admissions, retention, outcomes, placement, etc.
- ◆ **Strategic planning:** For future growth, efficiency enhancement, reorganization and changes in ownership and/or control. Conduct research to establish viability and develop new programs.
- ◆ **Due diligence evaluations:** Assist with school acquisitions.

1998 to 2013

**CAREER EDUCATION CORPORATION (CEC) – Schaumburg, IL**

*CEC schools, which have a student enrollment of 100,000+ and annual revenues of \$2B, comprise the following groups:*

*Le Cordon Bleu (culinary),  
Sanford-Brown College and Sanford-Brown Institute (health),  
International Academy of Design & Technology (art and design), and  
American Intercontinental University and Colorado Technical University (academics).*

*Individual campuses include Brooks Institute (photography) and Harrington College of Design.*

**National Director of Compliance (2007-2013)**

**National Director of Quality Control (1998-2007)**

- ◆ **Resolution of direct & third-party complaints for all 90+ CEC campuses:** Worked closely with school administrators, CEC corporate and compliance staff, as well as with CEC attorneys to investigate and determine the merits of each case. Initiated disciplinary actions as justified and negotiated settlements. Submitted responses to appropriate agencies including Attorneys General, state boards, accrediting agencies and Better Business Bureaus.
- ◆ **Management of student complaint database:** Created, built and maintained a database that documented each complaint, its merits and its resolution. Prepared quarterly reports to CEC Board of Directors.
- ◆ **Response to subpoenas of CEC student records:** Reviewed subpoenas and facilitated compliance by school staff.
- ◆ **Campus compliance reviews to facilitate accreditation:** Traveled extensively to work with campus directors, their staffs and faculties, prior to and during accreditation agency visits. Assisted directors in responding to evaluation reports.
- ◆ **Proactive regulatory compliance management:** Served as the corporate subject matter expert on day-to-day operational issues. Ensured compliance with requirements of U.S. Department of Education, state licensing boards and accrediting agencies.
- ◆ **Due diligence for acquisition of 15 health schools:** Member of team that reviewed compliance documentation prior to acquisition in 2003.

**AWARDS & HONORS**

- ◆ **Jim McElhiney Award for Excellence in Compliance (Aug 2005).**
- ◆ **CEC Chairman's Trophy (Aug 2003):** Outstanding employee among 14,000 employees. Most prestigious honor bestowed annually.
- ◆ **Board of Governors, Lehigh Valley College (formerly Allentown Business School) (2003-2005).**

**Vice President of Career Education Scholarship Fund (CESF) (1998-2002)**

- ◆ **Setup & development of a 501(c)(3) not-for-profit corporation:** Worked with attorneys and accountants to create a vehicle for scholarship fund-raising activities. Served as liaison between CESF Board of Directors and CEC school presidents.

1984 - 1998

**INTERNATIONAL ACADEMY OF MERCHANDISING & DESIGN – Tampa, FL**

*The Academy was acquired by CEC in 1997.*

**President (1992-1998); Executive Director (1984-1992) – Tampa, FL**

**Corporate Vice President Compliance (1994-1997) – Tampa, FL & Chicago, IL**

- ◆ **Startup of Tampa branch campus offering Fashion Merchandising, Fashion Design & Interior Design programs:** Selected location, negotiated long-term lease, managed build-out and furnished a classroom and office complex to serve an initial 200 students. Hired management team and coordinated replication of the Chicago main campus.

**INTERNATIONAL ACADEMY – continued on Page 3**

**INTERNATIONAL ACADEMY OF MERCHANDISING & DESIGN – continued**

- ◆ **Day-to-day school administration:** Directed academic dean, department chairpersons, registrar, admissions, financial aid, student accounts, career planning and placement, student affairs and support staff.
- ◆ **Development of an ACICS-accredited senior college offering bachelor & associate degrees:** Responsible for developing a branch campus of a business school to a free-standing senior college in 2½ years.
- ◆ **First ACICS school to achieve FIDER (interior design) accreditation:** Chaired and coordinated the committee that secured FIDER accreditation on first attempt. Subsequently, assisted Chicago main campus in preparing for and achieving their own FIDER accreditation.
- ◆ **Regulatory compliance & accreditation management for Chicago & Tampa campuses:** Assumed responsibility for all facets of academic and administrative compliance with requirements of federal, state and accrediting agencies. Maintained state licensure. Reviewed student and faculty handbooks, catalogs and other publications.
- ◆ **Producer of Annual IAMD Charity Fashion Show & Portfolio Review:** Raised \$300,000 over 11 years. Achieved a record audience of 3,000+ in 1998.

1980 - 1984

**CENTURY COLLEGE – Huntington, WV – Director of Admissions & Marketing**

**Education**

**B.S., Zoology; Minors in Chemistry, Sociology, English and Spanish**  
Marshall University – Huntington, WV

**Professional Highlights**

1991 - present

**ACCREDITING COUNCIL FOR INDEPENDENT COLLEGES & SCHOOLS (ACICS)  
Washington, DC**

- ◆ ACICS Accreditation Team Member/Chair (1991-present); completed 175+ visits
- ◆ Editor of ACICS team visit evaluation reports (2012)
- ◆ ACICS Intermediate Review Committee (IRC) (1996, 1997, 2003-present)
- ◆ ACICS Appeals Board (2007, 2008, 2011); Chair (2013)
- ◆ ACICS Executive Director Nominating Committee (2002)
- ◆ ACICS Board of Directors (2000-2002)
- ◆ ACICS Commissioner (1998-2002)
- ◆ Elected twice to the Commission on College Accreditation (COCA) (1998-2002)
- ◆ ACICS Evaluator of the Year (1996)

2014

**ASSOCIATION OF PRIVATE SECTOR COLLEGES AND UNIVERSITIES (APSCU)  
Washington, DC**

- ◆ Presenter at APSCU Leadership Institute, "Accreditation 101" (June 2014)
- ◆ Santoro, F.M. (2014). Accreditation 101, *Career Education Review*.

1995 - 2007

**FLORIDA COMMISSION FOR INDEPENDENT EDUCATION (CIE), formerly Florida State Board of Independent Colleges & Universities (SBICU) – Tallahassee, FL**

- ◆ Accreditation Review Committee, CIE (2005-2007)
- ◆ Advisory Council, SBICU (1995-2000)
- ◆ Florida SPRE Evaluator (1996)

1997 - 2007

**FLORIDA ASSOCIATION OF POST-SECONDARY SCHOOLS & COLLEGES (FAPSC)  
Tallahassee, FL**

- ◆ Board of Directors (1997-2007)