



Board of Trustees
June 6, 2016



OFFICE OF THE BOARD OF TRUSTEES

Public Meeting Notice

June 2, 2016

TO: Southern Oregon University Board of Trustees
FROM: Sabrina Prud'homme, University Board Secretary
RE: Notice of Special Meeting of the Board of Trustees

The Southern Oregon University Board of Trustees will hold a special meeting on the date and at the location set forth below.

Topics of the meeting will include deliberations to consider the employment of a university president. The board's deliberations will be held in executive session pursuant to ORS 192.660 (2)(a). No final action will be taken in executive session. The board also will authorize the board chair to negotiate an employment contract with SOU's new president. After successful negotiation of the contract, in a separate public meeting, a new president will be announced.

The meeting will occur as follows:

Monday, June 6, 2016
4:00 to 6:00 p.m. (or until business is concluded)
Hannon Library, DeBoer Boardroom, 3rd Floor, Room #303

The Hannon Library is located at 1290 Ashland Street, on the Ashland campus of Southern Oregon University. **To arrange special accommodations or to sign-up in advance for public comment, please contact Kathy Park at (541) 552-8055 at least 24 hours in advance.**



Board of Trustees Special Meeting

**Monday, June 6, 2016
4:00 – 6:00 p.m. (or until business concludes)
DeBoer Room, Hannon Library**

AGENDA

Persons wishing to participate during the public comment period shall sign up at the meeting.

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|----------|--|---|
| 1 | Call to Order and Preliminary Business | Chair Thorndike |
| 1.1 | Welcome and opening remarks | |
| 1.2 | Agenda review | |
| 1.3 | Roll call | Sabrina Prud'homme,
SOU, Board Secretary |
| 2 | Public Comment | |
| 3 | Deliberation to Consider the Employment of a University President [Executive Session Pursuant to ORS 192.660 (2)(a)]* | Chair Thorndike |
| 4 | Authorization of Board Chair to Negotiate Contract with Presidential Candidate (Action) | Chair Thorndike |
| 5 | Adjourn | Chair Thorndike |

* No final action will be taken in executive session.

Candidate #1: Dr. Michael Tidwell

MICHAEL V. TIDWELL, PH.D.

Ann Arbor, MI 48105

Administrative Profile

Dynamic and visionary leader with verifiable success in directing fundraising campaigns, strategic planning, public-private partnerships, unique revenue generation initiatives, alumni and governmental relations efforts, program development, new facilities projects, national/international accreditation efforts, outcomes assessment, enrollment management, and compliance initiatives. Extensive experience working in a cross section of complex collegiate settings including liberal arts, large public, doctoral/research intensive, and collectively bargained environments. Also experienced working in urban, suburban, and rural environments.

Administrative Appointments

Dean, College of Business (AACSB Accredited)

Eastern Michigan University-Ypsilanti, MI ● 2012-Present

Lead academic officer accountable for College's 100+ faculty/staff, 3500 students, and all strategic and operational initiatives. Main responsibilities include:

- crafting and executing the College's external outreach and fundraising efforts
- maintaining all of the College's fiscal affairs
- strengthening the College's regional reputation
- development of external funding for program support
- forming and working with external executive advisory boards
- administering and growing the College budget
- maintenance of AACSB accreditation
- leading 8 undergraduate academic programs and 7 graduate programs (MBA, MS Accountancy, MS Taxation, MS Information System, MS Human Resources and Organizational Development (USA and China), and MS Integrated Marketing Communications-*Fully Online*)
- overseeing student services office and office of data and technology support
- developing enrollment management initiatives
- exploring new markets and modes of program delivery
- making recommendations for appointments and promotion
- founding and leading the Center for Advancing Social Enterprise
- overseeing the State's largest Small Business Development Center
- operating programs out of 3 metro Detroit locations
- leading and maintaining successful articulation partnerships with over a dozen different community colleges
- oversight for 260,000 sq/ft downtown Ypsilanti facility and offices at two off-campus locations

Dean, College of Business (AACSB Accredited and NCATE Accredited)

Bloomsburg University of Pennsylvania-Bloomsburg, PA ● 2010-2012

Was responsible for visioning, leading, managing, and overseeing business school including all aspects of teaching, scholarly, and service activity. College maintained approximately 70 faculty/staff and 1700 students. Duties included:

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- initiating and securing lead gifts for College's first fundraising campaign
- development of external funding for program support
- facilitating construction of new College of Business facility
- administering the College budget
- leading enrollment management
- designing and launching new programs
- overseeing 6 departments and 3 graduate programs (MBA, Master of Accountancy, and MEd in Business Education)
- maintenance of AACSB and NCATE accreditation

Assistant Dean, School of Business (AACSB Accredited)

Clayton State University-Morrow, GA ● 2007-2010

School maintained 37 faculty/staff and approximately 1500 students. Assistant Dean was responsible for:

- creating and managing the School of Business' integrated external relations and public relations campaign
- leading the MBA program, insuring graduate program compliance with AACSB standards (e.g. Assurance of Learning)
- recruiting and admitting graduate students
- managing Student Services Office (e.g. academic advising and career planning)
- cultivating partnerships with corporate clients

Education

Washington State University ● 2002

Ph.D., Organizational Studies

(Interdisciplinary-Management/Communication/Educ. Leadership)

Dissertation Topic: Analyzing the Effects of Personality on the Information Seeking Behaviors of Organizational Newcomers

Washington State University ● 1997

M.A., Communication (*College of Liberal Arts degree program*)

Ball State University ● 1995

B.S., Communication (*College of Liberal Arts degree program*)

(*Extra-curricular activities included competing as an NCAA Division 1 athlete*)

Faculty Appointments

Professor (Tenured)-College of Business

Eastern Michigan University-Ypsilanti, MI ● 2012-Present

Associate Professor (Tenured)-College of Business

Bloomsburg University of Pennsylvania-Bloomsburg, PA ● 2010-2012

Associate Professor (Tenured)-School of Business

Clayton State University-Morrow, GA ● 2006-2010

Assistant Professor-Division of Business and Accountancy

Truman State University-Kirksville, MO ● 2004-2006

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Assistant Professor-College of Liberal Arts

Whitworth University-Spokane, WA ● 2002-2004

Visiting Assistant Professor-College of Communication and Information

University of Kentucky-Lexington, KY ● 2001-2002

International Faculty Appointments

Visiting Professor

CHM College-Ulhasnagar, India ● Winter 2007

Visiting Professor

Birla College-Kalyan, India ● Winter 2007

Visiting Professor

ICMIS-Bangalore, India ● Winter 2006

Visiting Professor

Daystar University-Nairobi, Kenya ● Summer 2000

Fundraising and External Relations Leadership

- Designed and launched the Eastern Michigan University College of Business fundraising plan. We went from \$250,000 in 2012 to approx. \$1,000,000 in 2015. Projected to top \$2,000,000 in 2016. We also increased engagement by cultivating alumni regionally, nationally, and internationally.
- The College of Business led the University in fundraising in 2014-2015 (when measured as a % of alumni giving from each College).
- Established the Halle Chair in Entrepreneurship with a \$1,000,000 gift.
- Took Bloomsburg University College of Business from \$25,000 a year in annual gifts to nearly \$3 million in 'newly cultivated gifts' in less than 12 months. Gifts designated for programs, scholarships, facilities, and faculty development.
- Provide executive-level oversight for the Small Business Development Center. We serve a population of over 4,000,000 in Michigan's largest service region. Our goal is to enhance Michigan's economic well-being by providing counseling, training, research and advocacy for new ventures, existing small businesses and innovative technology companies. We impact the economy by strengthening existing companies, creating new jobs, retaining existing jobs, and assisting companies in defining their path to success. Our banner year was 2014 when we generated over \$64,000,000 in capital formation on behalf of small businesses. In 2015 we generated \$35 million in capital formation, assisted in 36 new business starts, and helped local businesses create 250 new jobs.
- Mentored Dean of the Bloomsburg University College of Education toward the cultivation of \$2 million gift for Special Education program.
- Secured a \$25,000 gift (and a \$25,000 match) from Bank of America to establish Center for Research on Economic Sustainability and Trends (CREST).
- Skilled at cultivating relationships with alumni and executives at firms like Bank of America, NYSE, Ford, General Motors, Turner Broadcasting Systems (TBS), AT&T, IBM, Georgia Pacific, RockTenn, Coca Cola, Gannett, Kaiser Permanente, Delta Air Lines, Cox Communications, Georgia Power, state senators and representatives, and area Chambers of Commerce.

- Lead external Executive Advisory Board comprised of executives from major firms like Ford, NYSE, Deloitte, MASCO, Guardian Industries, Fiat Chrysler, Gannett, and many more.

Strategic Planning Leadership

- Worked collaboratively with President and leadership team on designing, executing, and assessing Bloomsburg University strategic plan.
- Led the team in charge of designing and executing the Eastern Michigan University College of Business strategic plan. In addition to improving academic and operational excellence the plan called for new Centers of Excellence which included:
 - *Professional Development Program and Placement Office*: Program is designed to be a comprehensive educational experience that builds each student's personal and professional capacities. Program provides career readiness training, monthly professional workshops, access to corporate executives via mentoring and networking events, and executive-level TED talks.
 - *Center for Advancing Social Enterprise (CASE)*: CASE is designed to be a catalyst for Michigan's \$50,000,000,000 (billion) social entrepreneurship ecosystem, including social enterprises, the firms that fund them, the researchers that examine them, and the agencies that regulate them. We do this by stimulating creativity and innovation, strengthening leaders, enhancing operational excellence, and serving as thought leaders throughout the social enterprise sector. Over the course of the last 18 months we have worked with 30+ clients and were recently funded for projects by the Skillman Foundation and the Michigan Economic Development Corporation.
 - Strategic plan also led to new international partnerships in S. Korea, China, India, Taiwan, Tunisia, and Spain.

Student Services and Program Leadership

- Led Eastern Michigan University College of Business through 5 consecutive semesters of enrollment growth.
- Working through final launch stages for Eastern Michigan University Online MBA Program
- Responsible for expanding the Eastern Michigan University College of Business graduate programs staff by 150%. Expanded undergrad program staff by 33%.
- Created an experiential learning and community engagement office in the Bloomsburg University College of Business. This office assists faculty in building, delivering, and assessing experiential learning opportunities, developing credit and non-credit programming, and establishing a professional network that enhances student learning. It positively impacted the College's visibility, professional image, and recruiting efforts.
- Established new Zeigler Institute for Professional Development program. Program's goal is to help students develop the personal and professional capacities necessary for career success. These include an integrated knowledge of "real world" business and the professional polish that often accompanies a high quality education. This is a required curricular and co-curricular experience for all Bloomsburg University business students.
- Oversaw MBA program in 3 Atlanta locations (2 offsite suburban venues).
- Led Student Services Office which included all academic advising and career planning offices in Clayton State University School of Business.

- Spearheaded Jim Wood Speakers Series where c-level executives took part in a day of lecturing and student engagement. The Series hosted several executives from Fortune 500 companies.
- Launched Executive in Residence Program in the College of Business so students had opportunities to learn from real world execs on a daily basis.
- Built new Graduate and Undergraduate Advising Suite to improve service and operational flow. Student satisfaction with our advising office is the highest at the University.
- Created the Executive Mentoring Program to help connect students with long term mentors to guide them as they make critical career decisions. Program has 25 executive mentors actively engaged with over 100 students.
- Worked with faculty to create the Futures Now Program. This program is a scalable co-curricular offering designed to provide supporting resources for students engaged in professional career development and to provide a multidisciplinary professional development network team for our COB students.

Faculty and Staff Leadership

- Unwavering supporter of shared governance.
- Strong believer in consensus building and working collaboratively with faculty/staff.
- Provide leadership for multiple academic departments and several graduate programs.
- Oversee the Eastern Michigan University College of Business Faculty Advisory Council (an equivalent of a Faculty Senate, but at the College level).
- Conduct annual faculty, staff, and administrator evaluations.
- Completed restructuring of Bloomsburg University College of Business (e.g. departmental realignments, budgetary, and faculty and staff policies/bylaws) with faculty and staff support.
- Effective at leading faculty and staff management efforts within complex collective bargaining environment.
- Increased grant writing and funding for faculty-led research. Skilled at motivating faculty to actively seek external grants. More faculty are now involved in grant writing than in the history of the Eastern Michigan University College of Business.
- Increased faculty development dollars and sabbaticals awarded to business faculty.

International Leadership

- Working collaboratively with international partners to design, develop, and deliver hybrid joint-degree programs in Taiwan, France, and Spain.
- Provide executive level leadership for the joint MS degree with Tianjin University (China) in Human Resources and Organizational Development.
- Work closely with counterparts in S. Korea to maintain the campus' strongest student and faculty exchange relationship.
- Led international team in the design of business certificate to be delivered via hybrid model (online and face-to-face) in West Africa.
- Experienced in negotiating international partnerships in the Middle East, Africa, and Asia.

Resource and Institutional Effectiveness Leadership

- Responsible for all aspects of AACSB accreditation, including outcomes assessment efforts for College of Business. AACSB is the gold standard of accreditation for colleges and schools of business. Secured 5 year extension of accreditation for Eastern Michigan University in 2015.
- Experienced with NCATE, Southern Association of Colleges and Schools, Middle States, and Higher Learning Commission accrediting bodies and standards.
- Oversee all Eastern Michigan University revenue generating units within College of Business. Generate \$25,000,000+ dollars in revenue including foundation accounts, grants, and student tuition and fees.
- Facilitated the last phase of design and the full construction of the Bloomsburg University College of Business facility. The new facility included 60% more space, a Wall-Street inspired trading room, and 50% more classrooms.
- Led Bloomsburg University College of Business through a 28% expansion in budget from FY 2010 to FY 2011 while reducing operating expenses.
- Proven track record of increasing revenue while improving efficiencies.
- Provide oversight for business school facility in downtown Ypsilanti, Michigan, business school offices at one suburban Detroit location, and business school offices at one downtown Detroit location.
- Created and led 3 revenue generating centers and institutes at Clayton State University; Center for Research on Economic Sustainability and Trends (CREST), Center for Supply Chain Management (CSCM), and Communication and Leadership Institute for Managing Business (CLIMB).

Public-Private Partnership Leadership

- Serve as the University's lead business development expert on the Ann Arbor SPARK business development committee. The University partners with SPARK and several public and private entities to advance the local economy by working to create a business friendly environment.
- Initiated partnership with private firm named Corporate F.A.C.T.S. as we worked to secure capacity building and technical assistance funding from the U.S. Department of Housing and Urban Development. We were awarded an initial \$250,000 funding round.
- College entered into a two year partnership with several local start-ups to seek funding from the Michigan Economic Development Corporation to run data analytics training sessions. Agreement led to the successful funding of personnel, training, and materials.
- Partnered with Atlanta area Chambers of Commerce to launch the Center for Research on Economic Sustainability and Trends (CREST). CREST was designed to provide real-time economic analysis and training to local governments and organizations seeking to better understand their financial status. Bank of America was the funding agency for the Center.
- Extensive consulting work with local and national non-profit organizations.

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Relevant Industry Experience

Management and Research Consultant

MIKA Management Consulting ● 2005-present

Provide research and data analysis services for business leaders seeking to resolve critical behavioral and human resource issues.

Management Consultant

Weyerhaeuser Center for Christian Faith and Learning ● 2003-2004

Worked with church leaders to conduct on-site research and develop training in strategic management. Program included assessing management practices, effective decision-making, and various areas of HR including motivating and training volunteers.

Assistant Product Manager

EPSON America, Inc. ● 1997

Worked closely with management and international counterparts in streamlining organizational processes including; corporate communication regarding product bundling with Hewlett-Packard, customer service issues, and developing relationships with new internet startups.

Consulting Recruiter

Assistance in Marketing (AiM) ● 1996-1997

Performed analysis of organizational procedures for recruitment of clients and research participants. Highly involved in the eventual development of new corporate wide policies for client relations. Skills utilized included problem resolution, persuasion and negotiation, and assessing client and organizational feedback.

Communications Advisor

Pullman Memorial Hospital ● 1996

Assisted in the organization of community and media relations campaigns, internal and external communications, and the promotion of health and medical workshops. Also worked with desktop publishing, community outreach, audio/visual presentations, and writing, editing & layout of press releases.

Refereed Publications

Tidwell, M. V., Southard, S., Mooney, M. (2010). Assessing the role of personality traits in student performance in traditional, hybrid, and online classes. *International Journal of Education Research*, 5(2).

Tidwell, M. V., Liang, Y., Reiser, S. (2008). Testing how cognitive abilities influence deception detection within business interactions. *International Journal of Business and Public Administration*, 5(1).

Tidwell, M. V. (2007). Assessing how intelligence influences socialization within complex job environments. *The International Journal of Management Theory and Practice*, 8(1).

Tidwell, M. V. (2005). A social identity model of prosocial behavior within nonprofit organizations. *Nonprofit Management & Leadership*, 15(4).

Tidwell, M. V., Sias, P. (2005). Personality and information-seeking: Understanding how traits influence information-seeking behaviors. *Journal of Business Communication*, 42(1).

Conference Proceedings

- Tidwell, M.V., Richardson, S., Mooney, M. (2009). Assessing the role of individual differences in student performance in online classes? Proceedings of the International Academy of Business and Public Administration Disciplines.
- Tidwell, M. V., Terrell, M. (2007). An empirical investigation into the relationship between strategic leadership at HBCUs and student retention. Proceedings of the International Academy of Business and Public Administration Disciplines.
- Tidwell, M. V. (2007). Exploring the role of cognitive aptitude in deception detection: An analysis of the global business environment. Proceedings of the International Academy of Business and Public Administration Disciplines.
- May, G. L., Tidwell, M. V. (2007). Assurance of learning: Implementing a uniform assessment process across multiple sections of a Managerial Communication course (pp. 1-12). Proceedings of the Association for Business Communication.
- Tidwell, M. V. (2005). Investigating the role of multiple intelligences in newcomer socialization. Association of Management/International Association of Management.

Presentations of Refereed Papers

- Tidwell, M. V., Blum, M. (2006). Assessing the role of intelligence in negotiation interactions: Testing the Intelligent Actor Theory. Presented at The International Academy of Business and Public Administration Disciplines. Dallas, Texas.
- Tidwell, M. V., Liang, Y., Reiser, S. (2006). You can fool some of the people some of the time. Presented at The International Academy of Business and Public Administration Disciplines. Dallas, Texas.
- Tidwell, M. V. (2005). Investigating the role of multiple intelligences in newcomer socialization. Presented at Association of Management/International Association of Management. Virginia.
- Tidwell, M. V. (2004). A social identity model of prosocial behaviors within nonprofit organizations. Presented at Academy of Management Annual Conference. New Orleans, Louisiana.
- Tidwell, M. V. (2004). Where two or three are gathered: Assessing the relationship between small group communication and the socialization of congregational newcomers. Presented at Association for Business Communication Annual Convention. Cambridge, Massachusetts.
- Tidwell, M. V., Sias, P. (2003). Toward an empirical understanding of the trait-information seeking relationship. Presented at Academy of Management Annual Conference. Seattle, Washington.
- Tidwell, M. V. (2002). When the rookie won't talk: Assessing the impact of communication apprehension on newcomer information seeking. Presented at Association for Business Communication Annual Convention. Cincinnati, Ohio.
- Tidwell, M. V. (2002). An examination of the effects of newcomer information seeking on leadership development. Presented at Academy of Management–Midwest. Indianapolis, Indiana.

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Non-refereed Presentations

- Tidwell, M. V. (2005). HR for small business: Avoiding the landmines. Presented at University of Missouri Extension and Missouri Small Business Development Centers. Kirksville, Missouri.
- Tidwell, M. V. (2004). Evidence of the Icarus Paradox in corporate America: Enron's corporate culture, their greatest strength and their greatest weakness. Presented at George Fox University. Portland, Oregon.
- Tidwell, M. V. (2002). Using audience analysis techniques to improve managerial success. Presented at California State University-Fullerton. Fullerton, California.
- Tidwell, M. V. (2002). Assessing the impact of personality on organizational communication. Presented at Northeastern University. Boston, Mass.
- Tidwell, M. V. (2001). Toward a better understanding of the communication-leadership relationship in the 21st century. Presented at Providence College School of Business. Providence, Rhode Island.
- Tidwell, M. V. (2001). From deception and dishonesty to dialogue and discourse: Improving organizational communication from the top down. Presented at Southern Connecticut State University. New Haven, Connecticut.

Professional Service

- 2013-16 SPARK-Business Development Committee
- 2015 AACSB Peer Review Team-Louisiana State University-Lafayette
- 2013 AACSB Peer Review Team-Minnesota State University-Mankato
- 2012 TechQuest PA-Board of Advisors
- 2011 AACSB Peer Review Team-University of Michigan-Dearborn
- 2011 Susquehanna Valley Chamber of Commerce Higher Education Commission
- 2010 Fayette County Chamber of Commerce Strategic Planning Board
- 2010 Track Chair-BASANNA International Conference
- 2010 Discussant-International Academy of Business and Public Administration Disciplines
- 2009 Discussant-International Academy of Business and Public Administration Disciplines
- 2007 Discussant-International Academy of Business and Public Administration Disciplines
- 2006 Committee Chair-USASIA Business Forum
- 2005 Session Chair-National Communication Association

Competitive Awards and Grants

- 2016 Housing and Urban Development-Community Compass Technical Assistance and Capacity Building Grant (public-private partnership with Corporate F.A.C.T.S.)-\$250,000
- 2016 Small Business Administration Grant for the Eastern Michigan University Small Business Development Center-\$484,500
- 2016 Fifth Third Bank Grant for Small Business Development Initiatives-\$25,000
- 2015 Michigan Economic Development Corporation-Supply Chain Management Programming (written by Dr. Shiri Vivek)-\$8000
- 2015 Small Business Administration Grant for the Eastern Michigan University Small Business Development Center-\$484,500
- 2015 Michigan Economic Development Corporation-Center for Digital Engagement (written by Dr. Bud Gibson)-\$107,000
- 2015 New Economy Initiative-Small Business Development Center (written by Dir. Richard

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- King)-\$90,000
- 2015 Skillman Foundation-Center for Advancing Social Enterprise-\$6000
- 2014 Small Business Administration Grant for the Eastern Michigan University Small Business Development Center-\$475,000
- 2013 Small Business Administration Grant for the Eastern Michigan University Small Business Development Center-\$475,048
- 2012 Small Business Administration Grant for the Eastern Michigan University Small Business Development Center-\$602,000
- 2009 Bank of America Grant-Center for Research on Economic Sustainability and Trends-\$50,000
- 2007 Jim Wood Speakers Series Gift-School of Business, Clayton State University-\$25,000
- 2006 Educator of the Year Nominee-Truman State University
- 2006 Golden Apple Professor of the Year Award Winner-Truman State University
- 2005 Research Grant for Division of Business and Accountancy-Truman State University-\$1500
- 2004 Research Grant for Division of Business and Accountancy-Truman State University-\$1500
- 2003 Weyerhaeuser Center for Christian Faith and Learning Summer Research Fellowship Recipient-\$4000
- 2000 Katie Whitworth Scholarship for Outstanding Teaching-\$500

Advisory Roles

- 2010 Faculty Advisor-CSUtv (Clayton State University TV station)
- 2006 Faculty Advisor-National Association of Black Accountants (Truman State Univ.)
- 2006 Faculty Advisor-Alpha Phi Alpha Fraternity

Representative Committees and Service

- 2013-16 Eastern Michigan University-University Investments Committee
- 2012-16 Eastern Michigan University-Provost's Advisory Council
- 2015-16 Eastern Michigan University-Technology Council
- 2013 Eastern Michigan University-Athletic Director Search Committee
- 2012 Bloomsburg University-President's Advisory Council
- 2012 Bloomsburg University-Brand Management Committee
- 2012 Bloomsburg University-Enrollment Management Committee
- 2012 Bloomsburg University-Deans' Council
- 2012 Bloomsburg University-Director of Library Search (Chair)
- 2012 Bloomsburg University-Director of Assessment and Planning Search (Chair)
- 2010 Clayton State University-University Planning & Budget Committee
- 2010 Clayton State University-University Strategic Planning Committee
- 2010 Clayton State University-MBA Steering Committee (Chair)
- 2010 Clayton State University-Faculty Council (Graduate School)
- 2010 Clayton State University-Freshman Experience Team
- 2009 Clayton State University-Faculty of the Year Award (Chair)
- 2009 Clayton State University-Faculty Development Team (Chair)
- 2006 Truman State University-Student Recruitment and Retention Committee

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- 2006 Truman State University-Faculty Development Committee
- 2006 Truman State University-Student Scholarship Committee
- 2004 Whitworth University-GECCO-Committee to reform general education requirements
- 2002 University of Kentucky-Department Budget Committee

Candidate #2: Dr. Terry Allison

Terry L. Allison

EDUCATION

Doctor of Philosophy, Literature, University of California, San Diego
Master of Arts, Comparative Literature, University of California, San Diego
Master of Library and Information Science, University of California, Berkeley
Bachelor of Arts with honors, Economics and Political Science, University of California, Berkeley

Languages: fluent French; good German, Dutch; some Spanish, Italian, Hungarian

EMPLOYMENT

Indiana University South Bend, Chancellor, 2013-

CHALLENGES: Lead an institution with pockets of strengths towards greater success, focusing on student recruitment and retention, matching new academic programs to community needs, and providing more consistent and common solutions across the campus and IU as a whole. Major focus on community engagement, regional economic development, building towards and fulfilling a major capital campaign.

RESULTS: Focus on planning and student success. Improving retention, increasing profile of incoming students, launching retention programs, achieved 7% budget cut through inclusive process. Increased gifts to the university leading towards its largest capital campaign, announced September 2015.

Strategic Planning and Budgeting

- Charged the Campus Directions Committee to draft a strategic plan through 2020; implementing plan
- Created an Academic Master Plan Committee, completed a plan, several new programs launched
- Closed a \$6 million budget gap over two years through budget and spending reductions and revenue stabilization; took leadership among regional chancellors in creating a needs statement for a \$5 million IU funding request to the Indiana Assembly for regional campuses
- Completed comprehensive space analysis; initiating multiple renovation projects totaling over \$20 million
- Initiated an image survey and followed up with major marketing campaign, including first TV ads; applications and admits up over 10%

Student Success

- Created a new Titan Success Center to focus on retention and graduation; retention up nearly 5%
- Implemented IU financial literacy model, reducing student debt by 25% in two years
- Restructured institutional aid from single-year to four-year awards, increased out-of-state awards
- Admits of honors students increased 17%, 18 year olds, 14%, students of color, 16% in two years
- Set new records in student residence hall occupation for fall 2014 and fall 2015 (now full)
- Created and implemented an Athletics plan; adding four new teams for 2015/16, others in 2016/17-

Institutional Development

- Restructured several offices, providing innovative solutions to reflect budget reduction
- Hired new Executive Vice Chancellor of Academic and Student Affairs and other key posts
- Member of IU Regional Campus Cabinet; develop collaborative opportunities for regional campuses
- Established a "Chancellor's Professorship", increased funding for undergraduate research, study abroad, honors program
- Brought the North Central Indiana Small Business Development Center to campus
- Provided Vision 20/20 funding for assessment projects
- Supported student initiative to create a campus food pantry

Garnering External Resources and Community Relationship Building; Professional Activities

- Kresge Foundation grant (PI) for IU South Bend, Kokomo, and Northwest campuses, **\$450,000**
- In initial years of office increased overall gifts to the university by more than **50%**
- In second year, secured largest gift in IU South Bend history, **\$6.85 million** for a college naming
- Engaged in extensive planning for 2020 campaign of **\$35 million**; currently ahead of schedule
- Riley Children's Hospital Regional Committee, South Bend Symphony Orchestra Board, Steering Committee of Northern Indiana Regional Cities Initiative, submission of two campus proposals (Regional Development authority awarded a grant of **\$42 million**)
- LBTQ Presidents in Higher Education program planning committee for 1st-2nd national conferences; elected Secretary/Treasurer for 2015/17
- Mentor for ACE Fellow, Dr. Jonathan Bush (Western Michigan University) 2015/16
- AASCU New Presidents Advisory Committee, 2013-14, Economic Development Committee, 2015-

Scholarship and Creative Activity

- Published one book chapter
- Led three panels on "The Search Process" for LGBTQ Leaders in Higher Education conference; will moderate American Council of Education discussion on LGBTQ leadership (March 2016)
- Published several op-eds
- Produced a week-long workshop for a new musical; wrote lyrics and music for the new work; awarded **\$49,959** New Frontiers in Arts and Humanities grant from Indiana University for the musical

Governors, State University, Illinois, Provost and Vice President of Academic Affairs, 2010-2013 ; tenured Professor of English in the Division of Humanities and Social Sciences

CHALLENGES: Lead academic transformation of an adult-serving, largely evening university into a fully comprehensive public regional university. Focus on quality while growing enrollment. Model effective governance and help to improve Faculty Senate. Reorganize for success and growth.

RESULTS: Charting a path for academic growth and implementing innovative programs; leading four colleges, Library, Information Technology Services, Digital Learning and Media Design, Continuing Education, and Student Academic and Support Services

Strategic Planning and Budgeting

- Chaired the committee to create the university's first five-year academic master plan, linking future hiring and budget to projected program growth
- Co-Chair (with the Executive VP), Planning and Budget Advisory Committee
- Member of Cabinet; with President and Executive Vice President serve on three-person executive leadership team overseeing planning and implementation of lower division programming, housing, and marketing plans
- Initiated Institutional Effectiveness Committee, the university's quality improvement effort
- Serve on Executive Management Team of Datatel Colleague implementation

Academic Program Growth and Vision

- Presented a white paper on academic quality and growth (2010) and a second on implementation of lower division (2011) to the Board of Trustees leading to Academic Master Plan and lower division plans. GSU recognized as a transformative institution by American Council of Education in 2015
- Initiate and serve on Committee for Assessment of Student Learning Outcomes and lead faculty and staff through HLC's Assessment Academy
- Initiate General Education Committee and participate as a non-voting member

- Work with Illinois Board of Higher Education to launch lower division initiative and new programs in Anthropology and Sociology (BA), Community Health (BHS), Entrepreneurship (BA), Information Technology (BS), Interdisciplinary Leadership (EdD), School Psychology (MA/EdS), Mathematics (MS), and Urban Education (MAT)
- Work with faculty to prepare new programs to present to the Board of Trustees: Economics (BA), Geographic Information Systems (minor), History (BA), Media Studies (BA), Performing Arts (minor), Political Science (BA)
- Lead Academic Affairs and Student Academic Support Services in implementation of GSU's innovative Dual Degree Program to increase community college transfer and degree completion
- Create a University Global Affairs Committee; campus leadership to expand international student recruitment and to send GSU students abroad
- Restructure the College of Arts & Sciences to build visual and performing arts programs

Institutional Development

- Represented senior administration in re-accreditation of Education, Nursing, Occupational Therapy, Physical Therapy, and Public Administration programs. Began accreditation effort for Art and Film (NASAD); worked closely with Dean to launch initiative for AACSB accreditation for Business and Economics programs
- Staff a centralized Office of Sponsored Programs and Research and professionalize OSPR services; managed revision of GSU's intellectual property regulations and first patent applications
- Work with faculty steering committee to establish a Center for Faculty Scholarship and Teaching
- Completed searches for Dean of the College of Arts and Sciences, Director of Institutional Research and Effectiveness, Associate Provost, and Director, Center for Performing Arts
- Currently leading searches for Dean, Health and Human Services, Vice Provost for Library and Information Services/CIO, and Dean of Students
- Collaborate with Faculty Senate President to improve governance structure
- Work with Interim Assistant Dean of Students to launch a Phi Kappa Phi chapter and a Veteran's Steering Committee; work on the Civic Learning and Democratic Engagement regional initiative of AAC&U

Garnering External Resources and Forming Community Partnerships

- Co-Principal Investigator of \$875,000 Kresge Foundation Grant (funded, 2012-2014); Initiated Title IIIA proposal (2010, unfunded); co-wrote Title IIIA proposal (2012, \$1.92 million—scored 101.17 with a cut-off of 102.0, not funded; and Department of State, Bureau of Educational and Cultural Affairs proposal (2012, \$129,000, not funded)
- Co-Chair Honorary Degree Committee, 2011-
- Serve on the GSU Center for Performing Arts Board of Directors, 2010-
- Appointed by Mayor of Flossmoor to the Village of Flossmoor Arts Commission, 2011-2013
- Cook County/Foundations Economic Development Working Group, 2011-2012
- Serve on the Chicagoland Alliance for Degree Completion, Complete the Degree, Chicago, and South Metropolitan Higher Education Consortium, including its Reverse Transfer Initiative
- Successfully nominated ACE Fellow, Sandra Mayfield; continued International Council of Fine Arts Deans mentoring of Sonya Baker, Murray State University

California State University, Los Angeles, Dean, College of Arts and Letters; tenured Professor of English, 2006-2010

CHALLENGES: Address long-standing enrollment, facilities, personnel, and academic quality issues in a College with 3900 annualized FTES and 130 Tenure-track faculty in departments of Art, Communication Studies (including TV/Film), English, Liberal Studies, Modern Languages, Music, Philosophy, Theatre Arts/Dance with budget of \$20 million

RESULTS: Established a clear path to success through innovative leadership

Strategic Planning and Budgeting

- Created a "juried competition" process for departmental planning, achieving bottom up buy-in to college priorities, a strategic plan and a multi-year faculty/staff hiring plan
- Shifted existing funding to create new full-time adjunct faculty and permanent staff positions through more efficient use of resources
- Chair the Academic Affairs budget working group which reformulated the Academic Affairs budget of approximately \$120 million; helped Provost in making budget development a more shared, open process; implemented Delaware Study.
- Worked closely with Chairs to develop their budgetary and planning skills

Academic Program Growth and Vision

- Provided extensive administrative support for a new MFA in Television, Film, and Theatre, meeting with industry, artists, government officials to foster program growth
- Supported Korean language and culture Strategic Language Initiative, establishing new partnerships with Korean higher education institutions; co-PI on a \$492,564 Korea Foundation grant proposal for 2009/10-2011/12 (not funded); selected as a 2009 US-Korea International Educators Program Fulbright Scholar (June 2009)
- Hired two new Chairs (Music, Theatre Arts and Dance) through national searches
- Served as Acting Chair, Theatre Arts and Dance, 2007/08
- Hired sixteen faculty for 2009/10
- Built programs (e.g., Choral Music, Fashion, Korean) through strategic hiring of Full-Time Temporary positions leading to tenure-track hires in the following year
- Oversee CSULA's participation in the CSU Entertainment Industry Initiative: a new internship program; hardware/software bulk purchase; extended industry connections; created new animation lab and industry partnership; met with other CSU Deans and Chancellor's Office staff to further the initiative
- Changed faculty leadership of student newspaper; worked with faculty to develop a plan for a converged newsroom environment leading to web resource, Cool State LA
- Over three years grew enrollment over 10% with a steady state budget

Institutional Development

- Served on the search committee for Dean, Natural and Social Sciences
- Served on the WASC re-accreditation team, University Space Committee, Enrollment Management Steering Committee, General Education Working Group
- Initiated the "It's All About You" campaign; served on Semester Conversion planning team
- Served on university Strategic Planning Steering Committee for 2008/13 plan
- Served on Southern California Conference for Undergraduate Research Committee
- Revitalized marketing of Arts and Letters performances, exhibitions, and programs through expanded web, publicity, outreach, and marketing including hiring new staff
- Initiated through personal donation a new College of Arts and Letters Development Fund; met with alumni, friends, emeriti, industry partners to advance giving

California State University, San Marcos, 1991-2006

Professor and Director, Women's Studies Program, 2005-2006 (Co-director, 1994-96)

Interim Associate Vice President, Enrollment Management Services, 2005

Interim Vice President, Finance & Administrative Services, Chief Financial Officer, 2004-05

University Planning Officer, 2002-2005

Assistant to the President, 1999-2002 (also Presidential Fellow, Spring 1999)

Collections Coordinator (tenured Associate Librarian, Librarian) and Women's Studies/English Lecturer 1991-1999

CHALLENGES: Assist the University to transition from start-up to an established campus (1999-)

RESULTS: Assumed increasing leadership and line responsibility for finance, planning, administration, and assessment; began to seek and garner external funding.

Leadership of Budget, Finance and Administrative Functions

- Member of President's Cabinet/Executive Council (1999-2005)
- Interim Vice President (2004-05); Line responsibility for management of Finance & Administrative Services (165 staff), including Human Resources and Campus Enterprises, Finance and Business Services, and Facilities Development and Management Services. Manage senior professional and support staff
- Interim Associate Vice President for Enrollment Management (2005) to manage crisis and transition in enrollment management
- Developed and implemented a multi-year budget at a time of great constraints; improved Budget Office analytical capacity, co-authored budgetary studies, implemented more transparent budget reporting and discussion
- Hired permanent and temporary senior administrators; implemented downsizing plan
- Refinanced \$28 million student housing bond; presented plan for \$60 million building
- With President and Provost, meet as Senior Management Team; developed initiatives to improve communication, leadership, organization, strategic direction, campus culture.
- Key advisor to three presidents (one interim)
- Board member of the university's Foundation, San Marcos University Corporation, and Associated Students, Inc.; member of University Council (community group)
- Executive sponsor of the Common Management Systems project (PeopleSoft) for Cal State San Marcos; Chair of the Space Committee during major renovation and moving projects; member of Physical Master Plan Committee
- Chair campus policing task force, implementing a best practices review (2005)
- Led review and made recommendations about campus administrative organization (2005)
- Completed Harvard University MLE program (2001), National College and University Business Officer "New Business Officers" training (2004) and several components of the California State University Construction training program (2004)

Garnering External Resources and Forming Community Partnerships

- Coordinated effort to bring a higher education center to Temecula, 30 miles from campus
- Led the effort to develop a "comprehensive university plan", then used the plan to submit the university's first Department of Education Title IIIA proposal. Secured a \$1.645 million grant to develop a College of Health and Human Services
- Conceived, designed, and successfully sought foundation support for the Quinceañera Project to fund 15-year old Latinas with scholarships to attend Cal State San Marcos (\$100,000 over five years, pilot project)
- Participated in planning a \$7.7 million grant for a Center for Children & Families on campus; part of planning team to design facility once grant was awarded
- Member of San Marcos Creek Specific Planning Task Force; part of university team to the San Marcos Chamber of Commerce

Linking Planning to Budgeting, Assessment and Improvement

- Led a successful campus and community visioning process, defining values, mission, and vision (1999)
- Created a new planning, assessment, and budgeting consultation structure; chaired the University Planning Council
- Led the effort to develop a 2000-2003 strategic plan (action plans fulfilled) and a 2004-2009 plan for a College of Health and Human Services
- Developed a five-year budget plan and communicated widely to campus constituents
- Serve as Accreditation Liaison Officer, formed accreditation self-study structure; coordinated submission of substantive change proposal for the first joint doctoral program. Lead author/editor of the Institutional Capacity and Preparatory Review document

Teaching and Leadership of Academic Programs

- Chair of Women's Studies program (2005/06), leading initiative to revise program to Gender and Sexuality Studies. Co-chaired the program (1994-96)
- Served on Film Studies minor planning committee, initiated design and planning for an Information Sciences degree
- Chaired the Academic Program and Planning Committee
- Taught over 20 sections in American Studies, Literature, and Women's Studies
- Co-taught or team taught courses; developed performance outcome measures

Implemented New Initiatives and Honors

- Led a team to develop and implement a campus policy and procedures online database
- Drafted university policy for President's Cabinet (including administrative review, appointment, and salary adjustment policies)
- Chaired the Honorary Doctorate Committee (4 years)
- Developed and implemented two new faculty awards, one for Research and one for Innovation in Teaching
- Led Executive Council team to develop an Employee of the Year Award

CHALLENGE: Help to build a new state university (From 0 to 8000 students)

RESULTS: Moved from library to campus leadership

Library development and leadership of a start-up enterprise

- Planned, budgeted, acquired and managed multi-media collection (200,000 volume equivalent) for a new university library, tripling industry standard for acquisition efficiency; managed 5-10 staff of library assistants and student workers; coordinated bibliographic work of 4-8 library faculty.
- Became a California and U.S. depository and passed depository inspection.
- Implemented automated library system acquisitions and collections components; integrated with other systems (OCLC, accounting systems).
- Provided leadership as senior coordinator and only tenured library faculty member.
- Paid library consultant to Menlo College and National Hispanic University.
- Supervised three Master's student interns in collections and archival management.

Faculty Leadership at a new institution

- Chaired the Academic Senate (1993/94); chaired Budget and Long-range Planning, Retention, Tenure, and Promotion, and Professional Leave committees.
- Chaired search for interim, then permanent Vice Presidents for Academic Affairs
- Served as President and Vice President of the local faculty union.
- Provided statewide leadership as one of 55 State Senators representing 20,000 faculty members in the California State University system (1994/96).
- Served on task force to develop the "Achieving Excellence through Diversity" program.

Establish and apply criteria for faculty promotion, tenure, and salary review

- Served as lead author of Library's peer review document; Chaired a task force to revise university tenure and promotion document
- Served on the Performance Salary Step Increase Committee to design peer review of performance
- Evaluated library faculty for tenure and promotion as Chair of Peer Review Committee; evaluated university faculty for tenure, promotion, sabbaticals, grants, including Chair and member of the University Retention, Tenure, and Promotion Committee and member and Chair of the Professional Leave Committee

Promote global mission of the new university

- Served as Consultant (6 months) for partner university library (Marne-la-Vallée, France), 1997 and as Mentor to visiting American Library Association Fellow from Iceland, 1996
- Taught American literature and civilization at our partner university, l'Université de Marne-la-Vallée (2001/02)
- Visited partners and potential partners in France and Spain; assisted visiting graduate student and professor from France

University of California, San Diego, 1986-1991

Assistant Head of Reference and Research Services, 1989-1991

New York Public Library, The Research Libraries, 1983-1986

Technical Services Librarian, including Head, Serials Acquisitions (Librarian)

University of California, Berkeley, 1977-1983

Library Assistant I, II, III & IV, Periodicals & Newspaper/Microcopy

ADDITIONAL DETAILS OF TEACHING, SCHOLARSHIP, SERVICE TEACHING

Women's Studies 301, "Gender and Race," 1992-2006 (8 times)

English 375, "Gender, Text and Culture," 1993

English 380F, "Studies in Film: Fiction into Film," 1994

Women's Studies 401 E, "Sexuality in Western Civilization," 1996

General Education: Lifelong Learning, Information Literacy, 1998

Literature 410, "Topics in Literature: Gay and Lesbian Literature," 1999

Literature 410, "Topics in Literature: The French Novel in Translation," 2000

Women's Studies 450, "Gender and Cinema," 2001-2006 (3 times)

American Literature, The Short Story, 2001 (Université de Marne-la-Vallée)

American Civilization, Second and Third Year Level, 2001-2002 (Université de Marne-la-Vallée)

Introduction to Higher Education (4-unit freshman class), 2008

RESEARCH AND CREATIVE WORKS

Books

-Allison, Terry L. *CSU Haiku*. Pasadena, CA: Tajmika Press, 2011.

-*States of Rage: Emotional Eruption, Violence, and Social Change* (Renee R. Curry and Terry L. Allison, eds.). New York: New York University Press, 1996.

Book Chapters, Journal Articles, Creative works

-Allison, Terry L., "The Pink Flamingo: a gay aquatic spectacle." *Routledge Handbook of Sport, Gender, and Sexuality*. Hargreaves, Jennifer and Eric Anderson eds. 328-336. London: Routledge, 2014

Allison, Terry L., "WH20, I Love You " *Love, West Hollywood: Reflections of Los Angeles*. Freeman, Chris and James J. Berg eds. Boston: Alyson, 2008.

-Allison, Terry L., "Text and Texture," a section of "Pipes and Drums: Responses to *Black Watch*." *Contemporary Theatre Review* 18.2 (May 2008) 272-279.

-Curry, Renée R. and Terry L. Allison. *States of Rage: Emotional Eruption, Violence, and Social Change*.

New York: Routledge, 1996.

- Allison, Terry L. and Renee R. Curry. "All Anger and Understanding: Kureishi, Culture, and Contemporary Constructions of Rage." 146-166. *States of Rage*
- Allison, Terry L. and Renee R. Curry. "An Invitation to Rage." 1-11. *States of Rage*.
- Allison, Terry L. and Renee R. Curry. "Frame Breaking and Code Breaking in Woody Allen's Relationship Films." 121-136. *Perspectives on Woody Allen*. New York: G.K. Hall, 1996.
- Allison, Terry L. and Marion T. Reid. "The Professionalization of Acquisitions and Collection Development." Recruiting, Educating and Training Librarians for Collection Development (Peggy Johnson and Sheila S. Intner, eds.). Westport, CT: Greenwood Press, 1994. 19-34.
- Allison, Terry L., "I Love Me, I Love Me Not: Schizophrenic Behavior Among Acquisitions/Collection Development Librarians." Library Acquisitions: Practice and Theory 20.1 (1996) 103-116.
- Allison, Terry L. "Towards a Shared Enterprise: U.S. and Western European Preservation Programs," Collection Management v. 15 (1992); also published in Euro-librarianship: Shared Resources, Shared Responsibilities. (Asunta Pisani, ed.) New York: Haworth, 1992.

Reviews and Encyclopedia Articles

- "Who's the Enemy?" Lambda Book Review 6.7 (Feb 1998), 20-21. Review of Yale French Studies 91, "Genet: In the Language of the Enemy."
- "Across the Pond: A Look at Three French Novels" Lambda Book Review 6.1 (Aug 1997), 8,
- "Jean Genet," "Guy Hocquenghem," "Alan Hollinghurst," and "Jeannette Winterson." Gay and Lesbian Literature (Sharon Malinowski, ed.). Detroit: St. James Press, 1994. (cited, "Best Reference Books, 1994," Library Journal)

Research and Creative Work in Progress

- MEGA!* (a musical play; first act workshop reading, Los Angeles, July 2015); awarded \$49,959 New Frontiers in Arts and Humanities grant, Jan 2016, from Indiana University
- "The Pink Flamingo" (\$5000 funded book project, 2006-)
- "Lynching Allegories and Borrowed Racial History: Visualizing Gaybashing"

CONFERENCE PRESENTATIONS

- American Council of Education session on LGBTQ leadership, moderator (March 2016)
- "Out and Open in the Search Process." Three panels at LGBTQ Leaders in Higher Education conference (2015)
- "Starting from Scratch (Almost): Using LEAP to Build a Comprehensive General Education Program." American Association of Colleges and Universities Annual Conference (co-presenter, 2013)
- "Constructing a Writing Assessment Plan for a Multi-Institution Consortium," Conference of the Scholarship of Teaching and Learning, Banff, (2012)
- "Success by Dual Degrees: a new model for community college/university transfer." National Institute for the Study of Transfer Students Annual Conference, Ft. Worth (Jan 2012) (with Linda Uzureau and Mary B. Reaves)
- "The Pink Flamingo: A History," (with Caroline Symons) International Gay and Lesbian Aquatic Championships, Honolulu, July 2011
- "A Funny and Nice and Stupid Event," Gender Matters Conference, University Park, IL, April 2011.
- "A Funny and Nice and Stupid Event," North American Society for Sports History (with Caroline Symons), May 2010
- Organized and chaired a Cal State San Marcos noon panel discussion, Franco/British/US Relations, 2003
- "Lynching Allegories and Borrowed Racial History: Visualizing Queer Bashing," American Comparative Literature Association Annual Conference, 2003. Also chaired a three-day panel, "Liminal Bodies."
- "Corporate Education and the Liberal Arts," Colloquium on Mass Higher Education in the U.S., Université de

Mame-la-Vallée, 2002

- "The Good Gay Citizen," Second International Conference on Sexuality Research, Manchester, UK, 1999
- "Multiple Masculinities or the Same Old Hetero Thing? A comparative examination of gay male masculinities," Beyond Boundaries, First International Conference on Sexuality Research, Amsterdam, 1997
- "Pleasures of the Pageant: Miss America and the Performance of Femininity," Popular Culture Association, 1996; Panel Chair, "The Pageantry of Gender"
- "Poetics of the Personals: a Cross-Cultural Analysis of Gay Male Personal Advertisements," Pacific Basin International Popular Culture Conference, 1996
- "I Love Me, I Love Me Not: Schizophrenic Behavior Among Acquisitions/Collection Development Librarians," Feather River Institute 1995
- "Canon Shots: Border Skirmishes in Post-War U.S. Gay Male Fictions"; Rocky Mountain MLA, 1994
- "Beyond *Daddy's Roommate*: the Evolving Market in Children's Literature"; Organized panel at American Library Association Conference, 1994
- "Dangerous Masculine, Dangerous Feminine: the Site of Woody Allen" (with Renee R. Curry); Popular Culture Association Conference, 1994
- "I Read You Loud and Queer: the New Demand for Gay and Lesbian Literature"; organized and chaired panel at American Library Association Conference, 1993
- "RAGE! across the disciplines," conference introduction, 1993 (co-organized and ran this international conference with Renee R. Curry)
- "All Anger and Understanding: Rage in the Work of Hanif Kureishi" (with Renee R. Curry); Twentieth Century Literature Conference, Louisville, 1993
- "When Sex is the Question: Who Asks, Who Answers?" Keynote Speaker: Estelle Freedman; Organized and moderated this pre-conference of the American Library Association, 1992
- "AIDS Obituaries: Editing Gay Lives," Fourth Sager Symposium, Swarthmore College, 1992
- "Toward a Shared Enterprise: U.S. and Western European Preservation Programs," Western European Specialists Section (of American Library Association) Conference, Florence, Italy, 1988

INVITED PAPERS

- "Creer l'homme d'information: la formation bibliographique a CSU San Marcos," for a regional colloquium of instructional librarians, Paris, 1997
- "Tasting Theory," Third Annual Conference of California Academic and Research Libraries, San Francisco, 1995
- "The Absent Queer: Gays and Lesbians in the films of Woody Allen," in the series, "The Queer Gaze: Lesbians & Gay Men in Culture and History," San Diego State University, 1994
- "Contemporary Gay and Lesbian Literature," Arts & Lecture Series, CSU San Marcos, 1994
- "Cooperative Collection Development in United States Libraries," First European Convention for Libraries and Communications, Paris, 1990

GRANT PROPOSALS

- Kresge Foundation, PI, Dual Degree Program for IU Regional Campuses, **funded \$450,000** (2014)
- Kresge Foundation, co-PI with Linda Uzureau, The Dual Degree Program, **funded \$875,000** (2012-14)
- Title IIIA, Launching Lower Division at Governors State University (2012 and 2013 proposals), not funded
- Title IIIA, Writing in the Major, \$1.6 million (2010, not funded); Title IIIA, A Cohort Based, Writing Intensive General Education Program, \$1.92 million (2012, not funded); U.S. Department of State, Bureau of Educational and Cultural Affairs, GSU Undergraduates to Guangzhou, \$129,000 (2012, not funded)
- Initiated CSULA-CSUN cooperative Title V planning for first-year composition grant
- Fulbright US-Korea International Education Administrators Program (**selected**)
- National Endowment for the Arts, \$50,000 stimulus package grant (2009; not funded)
- Korea Foundation, Tenure Track Position, \$492,564, co-PI (2008; not funded)
- Faculty Research Grants: **funded, \$5000**, Cal State San Marcos, "Pink Flamingo Relay" (2006)

- Department of Education Title IIIA Strengthening Institutions Planning Grant (wrote proposal), **funded \$1.645 million** (2005-2009)
- Sallie Mae Fund, five-year commitment exceeding **\$100,000, funded**, for the Quinceañera Project to North County Latinas Association (2004-2008)
- Sabbatical leave research support, "Poetics of the Personals," **funded \$3,000** (1997)
- University of California, San Diego, Department of Literature, Graduate Travel Grant, Amsterdam, 1995, **funded** for "Poetics of the Personals"
- Lottery Grant, **funded \$6137**, for "Access to Federal Information and Statistics," with Kit Herlihy (1995)
- California State University, San Marcos, Curriculum Improvement, **funded, \$3500** (shared), Women's Studies 390, "Feminist Research and Methodology"
- California State University, San Marcos, Affirmative Action Grant and Multicultural Center Grant **funded \$3000** (with Dr. Renee Curry to host "RAGE! across the Disciplines Conference," June 1993)
- Librarians' Association of the University of California, San Diego, Research grant **funded, \$3000** for "Towards a shared enterprise" (1988)

ACADEMIC, PROFESSIONAL, VOLUNTARY SERVICE

- Regional Cities Northern Indiana steering committee, 2015-
- South Bend Symphony Orchestra, Board member, 2014-
- AASCU New Presidents' Academy Advisory Committee, 2014-2015
- LGBTQ Presidents in Higher Education, 2013- ; Conference Planning Committee, 2014- ; Secretary/Treasurer, 2015-
- Riley Children's Hospital Foundation, South Bend Region Committee, 2014-
- Village of Flossmoor, Illinois, Public Arts Commission, 2011-2013
- Cook County/Foundations Economic Development Working Group, 2011
- Complete the Degree College Leadership Council (Chicago), 2011-2013
- South Metropolitan Higher Education Consortium, 2010-2013
- Phi Kappa Phi, 2008-
- Pennsylvania State University, Commonwealth Campuses, Promotion/Tenure external review, 2008
- City of San Marcos Creek Specific Planning Task Force, 2005-2006
- San Marcos Chamber of Commerce, 2005-2006
- Western Association of Schools and Colleges, Senior Commission, Policies and Decisions Committee, 2000
- California Faculty Association, San Marcos Chapter, President, 1995/96; VP, 1994/95
- Federation of Gay Games, Board of Directors, 1990-1996; Co-Chair of Archives Committee, 1991-1995; Corresponding Secretary, 1995-1996
- American Library Association (ALA), RASD, Standards and Guidelines Committee, member, 1990-92
- ALA, Western European Studies Section, Research and Planning Committee, member, 1989-91; Nominations Committee, 1993
- ALA, Gay and Lesbian Task Force, Program Planning Committee, member, 1990-94; chair 1992-94
- ALA, Publisher Vendor/Library Relations Committee, intern, 1986-88
- Librarians Association of the University of California, San Diego, Vice Chair, Chair/ Elect, 1989/90; Chair 1990/91

CAL STATE LA COMMITTEES

- Academic Affairs Budget Working Group (Chair), 2006-2010
- Academic Affairs Management Group, 2006-2010
- Semester Conversion Planning Committee, 2008-2010
- Enrollment Management Steering Committee, 2006-2009
- Master's of Fine Arts in Television, Film, and Theatre Steering Committee, 2007/08
- Space Planning Committee, 2007-2010

- WASC Working Group, 2007-2009
- Strategic Planning Steering Committee, 2006-2008
- Southern California Conference on Undergraduate Research Host Committee, 2006/07

CSU SAN MARCOS AND CSU SYSTEMWIDE COMMITTEES

- Center for Children and Families Planning Committee, 2004-2006
- Educational Effectiveness Council, Chair, 2002-04, member 2004-2006
- Physical Master Plan Committee, 2004-2006
- San Marcos University Corporation, 2004-2006 ; Treasurer, 2004-05
- Women's Studies Curriculum Task Force, Chair, 2005/06
- Academic Master Plan Subcommittee, Co-Chair, 1993/94
- Academic Planning and Policy Committee, 1991/93; Chair, Race, Class, Gender subcommittee, 1991/92; Chair of full committee, 1992/93
- Academic Senator; elected 1991-93; Executive Committee, 1992-96, 1998/99
- Chair of the Academic Senate, 1993/94
- African American Advisory Council, ex officio member, 1999-2004
- Alternative Lifestyles, then Lesbian Student Organization, Faculty Advisor, 1992-95
- Budget and Long-range Planning Committee, Member, 1994-96, Chair, 1998/99; Administrator ex officio member, 2003-
- Excellence Through Diversity Task Force & Committee, 1992-95
- Faculty Affairs Committee, Subcommittee for Retention, Tenure, and Promotion Document, 1998-2000
- Faculty Awards Committee, Chair or member, 1999-2004
- Honorary Degree Committee, Chair, 1999-2004
- Institutional Capacity Council, Chair 2002, member, 2003-2004
- Hispanic Advisory Council, ex officio, 2003-2004
- Indirect Cost Recovery Task Force, 1994
- Library and Information Services Peer Review Committee, Chair, 1991-94
- Organizational Assessment Team, Chair, 2005
- Outstanding Professor Award Committee, 1994
- Parking Advisory Committee, 2002/03
- Physical Education Building Committee, 1992
- President's Cabinet (now Executive Council), 1999-2005
- Professional Leave Committee, 1993-96, 1998/99; Chair, 1994/95
- Performance Pay (PSSI) Implementation Committee, 1995
- Retention, Tenure, and Promotion Committee, 1995/96; Chair, 1997-98
- Search Committees (Library): Chair, Multicultural Outreach Librarian, Business Librarian, 1994/95; Member, Systems Librarian, 1998; Chair, Business Librarian, 1998
- Search Committees (University): Chair, Interim Vice President for Academic Affairs, 1995; Chair, Vice President for Academic Affairs 1995/96; member, Director of Institutional Research, 1998; staff, Vice President for Finance and Administrative Services, 2000; staff, Provost/Vice President for Academic Affairs, 2000/01
- Space Committee, member, 1999-2001, Chair, 2004-05
- Statewide Senator, 1994/96; Faculty Trustee Nominating Committee, 1994/95; Vice Chair, Teacher Education, K-12 Relations Committee, 1995/96
- Strategic Planning for Advancement, 1994
- Task Force on Campus Policing, Chair, 2005
- University Budget Committee, 2002- ; Vice Chair, 2004-05
- University Council, ex officio, 1999-2005
- University Foundation, Board of Directors, Finance Committee, 2004/05
- University Global Affairs Committee, 1994/95; 1999/2000
- University Planning Council, Chair, 2003-2004
- University Strategic Planning Committee, 1993-1995; Chair, 1999-2001

- Vice President for Academic Affairs Periodic Review Committee, Chair, 1999/00 WASC Self-Study Steering Committee and Chair, "Building Capacity" Task Group, 1998-2000
- Women's Studies Committee, 1991-98; Steering Committee, 1995-1997

Candidate #3: Dr. Linda Schott

**Presidential
Experience**

University of Maine at Presque Isle (2012-present)

Major Achievements:

- . Guided the campus through the development of a new vision for the University: to design with each student a personalized, technologically innovative education and to prepare each graduate for a professional career, global contributions, and life-long learning.
- . Utilized the new vision to develop a new mission, statement of institutional values, and strategic plan, approved by the University of Maine System Board of Trustees, May 2014
- . Educated the campus community about personalized education and successfully engaged faculty in needed pedagogical transformation and curricular redesign
- . Secured two grants from the Davis Education Foundation, one to support campus transformation and another to promote collaboration with another regional university
- . Secured donation from MMG Insurance to furnish and equip a professional development and training facility
- . Secured donation from University Credit Union for new campus exterior signage
- . Reinvigorated enrollment management by hiring an external consultant and an enrollment marketing firm; increased credit hour enrollment by 5.7% from Fall 2015 to Fall 2016 and Fall-to-Fall retention by 6% from Fall 2013 to Fall 2015
- . Initiated a new program to prepare students for careers and to engage with regional employers in the development of work-related educational experiences
- . Expanded partnership with the Bohua Education Group in China
- . Established “early college” program with Maine School of Science and Mathematics, enabling high school students to earn up to 64 college credits at a greatly reduced cost
- . Initiated a campaign to re-engage alumni utilizing the school mascot, the snowy owl: **“Where Have Your Wings Taken You?”**
- . Lead the 10-year self-study process, receiving re-accreditation from the New England Association of Schools and Colleges in November 2014
- . Campus awarded the Maine State Merit Award for education innovation by the New England Board of Higher Education, March 2016
- . Lead UMPI’s successful application for membership in the Competency-Based Education Network, funded by the Lumina Foundation

“As a leader Linda is open, honest, takes ownership, has the right vision and work habits, is a good communicator—everything that you would want in a president.”

– Trustee, University of Maine System

- . Selected to represent Maine on the New England Secondary School Consortium
- . Selected to serve on the Board of Directors of the Competency-Based Education Network

Primary Responsibilities:

- . Promote the reputation of the University and its liberal arts and professional programs within the University of Maine System, the State of Maine, and the New England region
- . Increase donor support by building a culture of philanthropy
- . Increase the financial sustainability of the University through increased student enrollment and retention and greater efficiencies in business processes
- . Enhance student and employee success by providing a collegial, safe, and appealing environment in which to study and work
- . Work collaboratively with the leadership of the University of Maine System, the presidents of the other six universities in the System, and the Board of Trustees of the University of Maine System
- . Engage with regional employers and civic leaders to increase the well-being of the region's citizens and to provide employment opportunities for UMPI graduates
- . Collaborate with the UMPI Board of Visitors, the UMPI Foundation Board, and the UMPI Alumni Board to enhance the University's reputation and well-being

Public Advocacy for the University:

- . Co-Presenter, Educate Maine annual conference, Portland ME, December 2013



Press Conference, Bangor ME, February 2014

- . Panel Presentation with Great Schools Partnership and Maine RSU 2, Achieve, Washington, DC, May 2014

- . Panel Presentation, WICHE Cooperative for Educational Technologies, Designing Alternative Pathways to Credentials, Salt Lake City UT, May 2014

- . Keynote Address, Maine Department of Education 103rd Annual Commissioner's Conference for Superintendents, Point Lookout ME, June 2014

- . Keynote Address, Polytechnic Summit, Wentworth Institute of Technology, Boston MA, June 2014

- . Breakfast Address, Maine CPCU Society, Presque Isle ME, June 2014

- . Luncheon Speaker, *Mass Customized Learning: A Summit*, Portland ME, July 2014



Plenary Session Panel Participant, 2014 Academic Affairs Summer Council, AASCU, Fort Lauderdale FL, July 2014

- . Panel Participant, *Personalized Education Changes Everything!*, Maine School Management Association conference, Augusta ME, October 2014



Polytechnic Summit, Boston MA

LINK  Panel Participant, *Beyond Competency: What CBE Means for Critical Skills, Liberal Education and the Future of Authentic Assessment*, New England Board of Higher Education, Boston MA, October 2014.

LINK  Keynote Address, *Personalized Learning Changes Everything!* University Professional and Continuing Education Association New England 2014 Regional Conference, Manchester, VT, October 2014

. Panel Participant, *Proficiency-Based Education Comes to UMPI*, Maine Principals Association conference, Portland ME, November 2014

. Keynote Address, *Proficiency-Based Education Goes to College!* Maine Educational Opportunity Association annual meeting, Orono ME, January 2015

. Panel Participant, *Getting to 60%: An Innovative Strategy for Dramatically Increasing Student Success and Persistence*, Association of American Colleges and Universities annual meeting, Washington DC, January 2015

. Presentation to School Board and Community Members, Hodgdon ME, February 2015

. Panel Participant, *What if College Were Proficiency-Based Too?* Maine Councilors Association annual meeting, Rockland ME, April 2015

. Presentation to Maine Better Transportation Association, Presque Isle ME, August 2015

. Presentation to Northern Maine Educational Collaborative, Presque Isle ME, August 2015

. Presentation to *Teacher In-Service*, RSU 29, Houlton ME, August 2015

. Presentation to *Teacher in-Service*, Wisdom Middle-High School, St. Agatha ME, October 2015

“President Schott is skilled at transformational change. She has a gift for conveying the vision and direction of the campus.”

External Presidential Evaluator, 2015

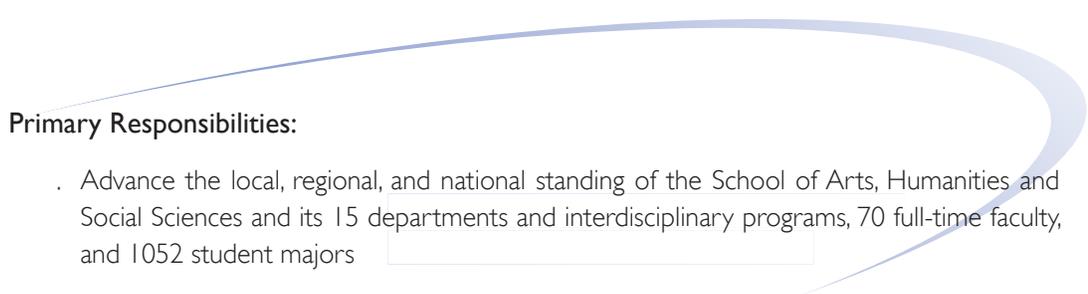
Previous Professional Experience

Dean, School of Arts, Humanities, and Social Sciences, Fort Lewis College, Durango, Colorado (2008-2012)

Major Achievements:

- . Developed a vision for the School: To create a more aesthetic, humane and just world, one student at a time
- . Organized fundraising initiatives in the Departments of English, History, Music, Political Science, Southwest Studies, and Theatre
- . Initiated and funded internal grant program to enhance scholarly and creative activity, academic programming, and student recruitment and retention
- . Created and implemented a retention initiative in collaboration with the FLC Professional Associates, a community advisory group
- . Enhanced School and departmental marketing activities
- . Initiated the development of a new degree program in “emerging media”
- . Furthered the development of interdisciplinary programs

Reason for Leaving: Assumed role as President, UMPI



Primary Responsibilities:

- . Advance the local, regional, and national standing of the School of Arts, Humanities and Social Sciences and its 15 departments and interdisciplinary programs, 70 full-time faculty, and 1052 student majors
- . Recruit, retain and develop high quality faculty and students
- . Promote the School with external constituents, donors, and alumni
- . Manage the School's budget and staff
- . Oversee assessments and accreditation reviews
- . Promote, coordinate, and oversee curricular development

Associate Dean, College of Arts and Sciences, Eastern Michigan University, Ypsilanti, Michigan (2006-2008)

Major Achievements:

- . Cultivated major donor for College and secured first donations
- . Worked with Dean to manage annual budget reductions of 2.5-5% without decreasing programming or student services
- . Advanced teacher education programs based in the College of Arts and Sciences toward re-accreditation by the National Council for Accreditation of Teacher Education
- . Converted curriculum development and review process from paper to electronic

Reason for Leaving: Assumed role as Dean, Fort Lewis College

Primary Responsibilities:

- . Assisted with the leadership, development, and evaluation of 380 tenured and tenure track faculty, 18 departments, 110 major programs, and 97 minor programs
- . Assisted with management of a budget of \$53.6 million
- . Oversaw all course and program development and revision, College of Arts and Sciences
- . Coordinated work for re-accreditation of teacher education programs in Social Studies, English, Math, the Sciences, the Fine Arts, and Foreign Languages and TESOL by the National Council for Accreditation of Teacher Education
- . Assisted with donor cultivation, alumni outreach, and community relations
- . Provided temporary leadership to Department of History and Women's and Gender Studies Program (necessitated by budget reductions)
- . Handled student grievances to ensure fair process and review



**Interim Department Head, Department of History and Philosophy,
Eastern Michigan University** (2006-2007 while also serving as Associate Dean)

Major Achievements:

- . Maintained departmental operations during two-week faculty strike and ensuing months of controversy
- . Assisted departmental faculty as they worked through departmental differences and transitioned to new leadership
- . Recruited and hired new tenure-track faculty member
- . Guided department through two fiscal year budget reductions of 2.5-5%

Primary Responsibilities:

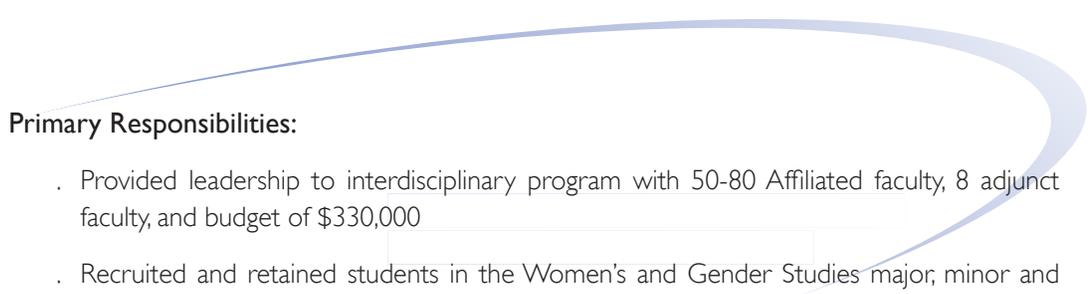
- . Provided transitional leadership to fractured department with 30 tenured and tenure-track faculty, 3 full-time lecturers, 10-12 adjunct lecturers, 2 professional staff members and budget of \$3.3 million
- . Oversaw faculty recruitment, development and evaluation
- . Cultivated new leadership for department and facilitated transition

Reason for Leaving: One-year temporary appointment while serving as Associate Dean

**Director, Women's and Gender Studies Program, Eastern Michigan
University, Ypsilanti, Michigan** (2003-2006, interim 2007-2008 while also serving as Associate Dean)

Major Achievements:

- . Realized annual enrollments increases in WGST classes of 25-35%, highest in College
- . Increased the number of WGST majors from 15 to 40 in 3 years
- . Increased number of Affiliated faculty from 50 to 80 in 3 years
- . Established first Community Advisory Board for Program
- . Successfully advocated for first tenure-track faculty position for the Program
- . Successfully raised funds to create first endowed student scholarship in WGST Program
- . Coordinated and authored 5 year program review in 2005



Primary Responsibilities:

- . Provided leadership to interdisciplinary program with 50-80 Affiliated faculty, 8 adjunct faculty, and budget of \$330,000
- . Recruited and retained students in the Women's and Gender Studies major, minor and graduate program
- . Coordinated curricular offerings with other departments
- . Advanced WGST program on campus and in community
- . Collaborated with other campus diversity departments and programs to enhance institutional diversity

Reason for Leaving: Promotion to Associate Dean

Founding Director, Center for the Study of Women and Gender, the University of Texas at San Antonio (1993-2001)

Major Achievements:

- . Increased staffing from one part-time graduate assistant to staff of 7
- . Increased annual budget from \$5000 to \$50,000
- . Attained almost \$1 million in grant funding
- . Established first Community Advisory Board
- . Coordinated research and production of video "Getting Where We've Got to Be: Women in the Texas Legislature"

Primary Responsibilities:

- . Developed a research and public programming center to serve the campus and regional community
- . Increased faculty and community involvement in Center
- . Sought and attained external funding for Center projects

Reason for Leaving: University reorganization; left to assume role of Director, Women's Studies Program, Eastern Michigan University

Director, American Studies Program, the University of Texas at San Antonio (1989-1993)

Major Achievements:

- . Tripled the number of majors in four years
- . Organized student club to promote student involvement and retention

Reason for Leaving: Promotion to Director, Center for the Study of Women and Gender

Primary Responsibilities:

- . Oversaw curricular development and scheduling of faculty
- . Advised all American Studies majors
- . Increased enrollment by students and participation by faculty

Education

Ph.D.: History and Humanities, Stanford University, 1986

M.A.: History, Stanford University, 1982

B.A.: History, German, Baylor University, summa cum laude, 1979

Professional Education:

AASCU New Presidents' Academy, Lake Geneva, Wisconsin, July 30-August 3, 2012

Institute for Management and Leadership in Education, Harvard Graduate School of Education, 2009

Faculty Positions

2008-2012 Professor of History and Gender and Women's Studies, Fort Lewis College

2001-2008 Professor of History and Women's Studies, Eastern Michigan University

1989-2003 Assistant and Associate Professor of History and American Studies, the University of Texas at San Antonio

1986-1989 Assistant Professor of History, Texas Lutheran University

1985-1986 Assistant Professor of History, Southwest Texas State University (now Texas State University)

1984-1985 Seminar Instructor, Humanities Program, Stanford University

Publications

"Education, Benevolence, and Pan Americanism: Florence Terry Griswold and the Pan American Round Table, 1916-1941" (book manuscript, in progress)

Reconstructing Women's Thoughts: The Women's International League for Peace and Freedom before World War II. Stanford University Press, 1997.

"'My Mother Was a Mover': African-American Seminole Women in Brackettville, Texas, 1914-1964," coauthored with B. Ann Rodgers, in Sue Armitage and Elizabeth Jameson, *Writing the Range: Class, Culture in the Women's West* (University of Oklahoma Press, 1997): 585-599

"'Middle-of-the-Road Pacifists': Carrie Chapman Catt and the National Committee on the Cause and Cure of War," *Peace and Change* (January 1996): 1-21

"Engendered Philosophical Perspectives: Jane Addams and William James on Alternatives to War," *Journal of the History of Ideas* (April 1993): 241-254

"The Woman's Peace Party and The Moral Basis for Women's Pacifism," *Frontiers* VIII, No. 2 (Spring 1985): 19-24

Selected Academic Presentations

"Academically Adrift," The Institute on Teaching and Mentoring, sponsored by the Compact for Faculty Diversity, October 2011.

"Sorting Out Structural Issues and Interdisciplinary Programs," Council of Colleges of Arts and Sciences Deans Conference, November 2009

"Girls and Women in Conversation," round-table participant, National Women's Studies Association, June 2006.

"'Make it Your Own and Forget It Was Offered by a Woman': The Complications of a Gendered Approach to Foreign Policy," Women's and Gender Historians of the Midwest, June 2006.

"Pan Americanism and Anti-Europeanism: Florence Terry Griswold and the Pan American Round Table, 1916-1941," Society for Historians of American Foreign Relations, June 2001.

"Youth Embracing Service: A Case Study," Association for Research on Nonprofit Organizations and Voluntary Action, November 2000.

"Florence Terry Griswold: Creating Pan Americanism among Women in Texas," Texas State Historical Association, March 2000.

Selected Community Lectures

The University of Maine System Bond Question for 2013 General Election, Presque Isle and Caribou, Maine Rotary Clubs, Presque Isle Kiwanis Club, October and November 2013

What Does Jewelry Have to Do With Love? presented at Sorrel Sky Gallery, February 10, 2012, Durango, Colorado

The Art (and Science) of Love, presented at Sorrel Sky Gallery, February 10, 2011 and at Durango Mountain Resort, February 14, 2011, Durango, Colorado

The Ages and Stages of Love, presented in the Lifelong Learning Series, February 2010, Fort Lewis College, Durango, Colorado and October 2010, Pagosa Springs, Colorado.

Courses Taught

Introduction to Women's Studies	Modern American Culture
Freshman Seminar on Women's and Gender Studies	The History of the United States since the Great Depression
United States History before the Civil War	Intellectual and Cultural History of the U.S., 1880-1920
United States History after the Civil War	Exploring the Arts and Sciences
History of Women in the United States (undergraduate and graduate)	Global Perspectives
Basic Issues in American Culture	History of United States Foreign Policy since 1860
War and Peace in the United States	Oral History Seminar
Women and American Culture	Women in the United States since 1920 (graduate)
American Intellectual History	Voluntary Associations in the U.S. (graduate)

**Additional
Academic
Leadership and
Service
(by category)**

Fundraising and Development:

- | | |
|--------------|--|
| 2012-present | Ex-officio member, University of Maine at Presque Isle Foundation |
| 2011 | Organized "Tables of Content," Community-based Fundraiser, Fort Lewis College |
| 2009-2011 | Co-Chair, Centennial Planning Committee, Fort Lewis College |
| 2006-2008 | Member, College of Arts and Science Resource Development Board, Eastern Michigan University (20 community members and alumni who assisted with fundraising and event planning) |
| 2005 | Organized Community Advisory Board for Women's and Gender Studies Program, Eastern Michigan University (10 community members and alumni who assisted with fundraising and program development) |
| 2003-2008 | Initiated and secured funds to endow a scholarship in honor of distinguished faculty in Women's and Gender Studies Program, Eastern Michigan University |
| 1997 | Organized Community Advisory Board for Center for the Study of Women and Gender, University of Texas at San Antonio |

Funded Grants:

- | | |
|-----------|---|
| 2013 | Institutional Lead, Proficiency-Based Education at UMPI, Davis Educational Foundation |
| 2001 | Project Director, "San Antonio History Website," National Endowment for the Humanities |
| 2001-2002 | Principal Investigator, "Education, Benevolence, and Pan Americanism: Florence Terry Griswold and the Pan American Round Table, 1916-1941," National Endowment for the Humanities |
| 2000 | Project Advisor, Summer Institute for Leadership and Stewardship, San Antonio Area Foundation |
| 1999-2001 | Project Director, Nonprofit Management Education, David and Lucille Packard Foundation |
| 1998-2001 | Project Director, Bridging Our Communities: From Entry to Professionalization, W.K. Kellogg Foundation |
| 1998-2000 | Project Advisor, Archives for Research on Women and Gender, National Historic Publications and Records Commission |
| 1994-1996 | Project Director, "Getting Where We've Got to Be: Women in the Texas Legislature," (video production), Southwestern Bell Corporation |
| 1994 | Project Director, "Women and Latin American Trade," (conference), U.S. Department of Labor, |
| 1993 | Project Director, "I am Annie Mae," Texas Commission on the Arts |



Faculty Development and Evaluation:

2012-present	Review of all faculty applications for tenure and promotion as well as required annual evaluations
2008-2012	Ex officio member, Faculty Development Grants Committee, Fort Lewis College
2007-2008	Representative of Dean's Office, College Research and Sabbatical Leaves Committee, Eastern Michigan University
2006-2007	Reviewer and evaluator, College-level, faculty applications for promotion and tenure; reviewer and evaluator, department level, faculty applications for promotion and tenure as well as for internal research grants in the Department of History and Philosophy
2006-2007	Administrative oversight, faculty search in Middle Eastern history, Department of History and Philosophy
2005-2006	Administrative oversight, faculty search in Women's and Gender Studies and Sociology (first tenure-track position in WGST Program)
2000-2001	Member, College Implementation Committee (to develop policies and procedures for new College of Liberal and Fine Arts), University of Texas at San Antonio; Chair, Subcommittee on Merit Evaluation, (to develop criteria for evaluating faculty in newly formed college)
1997-2000	Member, Faculty Development Leaves Award Committee, University of Texas at San Antonio (to judge sabbatical applications)
1997	Member, University Life Awards Committee, University of Texas at San Antonio (to recognize faculty and staff for contributions to the University)
1997	Chair, Ad hoc Committee on Personnel Issues, University of Texas at San Antonio (to review leave policies for faculty)
1996-1998	Member, Division of Behavioral and Cultural Sciences, Merit Advisory Committee, University of Texas at San Antonio (to evaluate annual performance of faculty)
1995-2003	Member, Division of Behavioral and Cultural Sciences, Faculty Review Advisory Committee, University of Texas at San Antonio (to evaluate faculty for tenure and promotion)

Program Development:

2012-Present	Member and Co-Chair, Adult Baccalaureate Completion/Distance Education Committee, University of Maine System
2008-2012	Administrative oversight, all course and program development and revision, School of Arts, Humanities, and Social Sciences, Fort Lewis College
2006-2008	Administrative oversight, all course and program development and revision, College of Arts and Sciences, Eastern Michigan University
2006	Coordinator, retreat for Women's and Gender Studies Program, Eastern Michigan University (to revise undergraduate curriculum)

- 2004 Coordinator, retreat for Women's and Gender Studies Program, Eastern Michigan University (to develop short-term and long-term goals and plan for Program)
- 1997 Chair, Learning Community on Race, Class, and Gender in United States, University of Texas at San Antonio (pioneered first learning community at this university; organized coordinated classes on this theme; oversaw weekly meetings by faculty and students)
- 1992-1995 Member, University Core Curriculum Committee, University of Texas at San Antonio (to vet courses for new general education curriculum)
- 1993 Member, Core Curriculum Revision Committee, University of Texas at San Antonio (to revise general education curriculum)

Support for Diversity:

- 2014-present Co-Chair, University of Maine System Diversity Steering Committee
- 2008-2012 Ex officio member, Committee on Status of Women Faculty, Fort Lewis College
- 2003-2008 Member, University Diversity Council, Eastern Michigan University; Chair, Strategic Planning Subcommittee, 2004 (co-authored Strategic Plan for University Diversity Council)
- 2003-2008 Member, Women's Commission, Eastern Michigan University; Member, Josephine Nevins Keal Faculty Development Award Selection Sub-Committee, 2003-2006 (reviewed faculty applications and selected winners of this award for women faculty)
- 2003-2006 Organizer, Women's History Month, Eastern Michigan University
2007-2008 (coordinated approximately 20 events annually during the month of March in celebration of women's accomplishments)
- 1997-2000 Member, University Affirmative Action and Diversity Committee; Chair, Family Leave Subcommittee of University Affirmative Action and Diversity Committee (to develop family-friendly policies), University of Texas at San Antonio
- 1998-1999 Member, Professional Development Group (to develop recommendations for advancing women and people of color within university administration), University of Texas at San Antonio
- 1998-1999 Member, Ad hoc Faculty Senate Committee on Women's Issues (to identify and respond to faculty concerns related to women's advancement and family leave issues), University of Texas at San Antonio
- 1994-1996 Member, Committee on the Advancement of Women, University of Texas System (to recommend ways to promote the advancement of women in the University of Texas System); member, Sub-committee on tenure and promotion policies.
- 1992-1994 Member, Committee to Develop Women's and Gender Studies Minor, University of Texas at San Antonio (resulted in the establishment of minor)

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- 2001 Chair, Women's History Week Organizing Committee, University of Texas at San Antonio (organized 20-30 events each year to celebrate women's diversity and accomplishments)
 - 1993 Member, Women's History Week Organizing Committee, University of Texas at San Antonio

Faculty Governance:

- 2003-2008 Administrative member, College Advisory Council, College of Arts and Sciences, Eastern Michigan University (to provide oversight on course and program development and budget issues for the College)
- 2003-2005 Representative of the "Arts" disciplines on the Sciences sub-committee of College Advisory Council, Eastern Michigan University (to review course and program development related to the Sciences)
- 1994-1997 Member, Faculty Senate (faculty governance body), University of Texas at San Antonio
- 1994-1997 Member, University Assembly (faculty and administrator governance body), University of Texas at San Antonio
- 1997 Member, Ad hoc Committee on Faculty Senate Bylaws Revision, University of Texas at San Antonio
- 1996-1997 Member, Faculty Senate Nominating Committee, University of Texas at San Antonio
- 1989-2001 Member, Texas Faculty Association (membership organization to promote and protect faculty rights at Texas universities)

Strategic Planning:

- 2013-present Campus Leader, development of new vision, mission, statement of institutional values, and strategic plan; plan implementation process, UMPI
- 2011 Member, Strategic Planning Group, Fort Lewis College
- 2004 Co-author, Strategic Plan for University Diversity Council, Eastern Michigan University (wrote a plan that outlined activities to promote diversity in all University divisions)
- 1998-1999 Chair, Strategic Planning Committee, College of Social and Behavioral Sciences, University of Texas at San Antonio (to evaluate and rank strategic initiatives submitted by departments)
- 1997-1998 Member, Division of Behavioral and Cultural Sciences, Academic Plan Committee (to develop strategic plans for interdisciplinary unit including History, American Studies, Women's and Gender Studies, Psychology, and Anthropology), University of Texas at San Antonio
- 1990 Member, Division of Behavioral and Cultural Sciences, Goals Committee (to develop goals for interdisciplinary unit including History, American Studies, Psychology, and Anthropology), University of Texas at San Antonio

Accreditation, Assessment, and Program Review:

- 2012-2014 Campus Leader, preparation of self-study report, accreditation team visit, and final presentation to NEASC Commission on Institutions of Higher Education, resulting in renewed 10 year accreditation
- 2008-2012 Final oversight, Program Reviews in Native American and Indigenous Studies, Gender and Women's Studies, Theatre, Political Science, Philosophy, English, Music, and the Honors Program, Fort Lewis College
- 2007-2008 Member, Continuous Improvement Operations Council, Eastern Michigan University (to ensure reaccreditation through the Academic Quality Improvement Process of the Higher Learning Commission)
- 2006-2007 Coordinator, work for NCATE reaccreditation of teacher education programs in the College of Arts and Sciences, Eastern Michigan University (assisted faculty in Social Studies, English, Mathematics, the Sciences, the Fine Arts, and Foreign Languages and TESOL)
- 2004-2005 Author, 5 Year Program Review for Women's and Gender Studies Program, Eastern Michigan University
- 1998-2000 Member, Learner-Centered Community Re-accreditation Committee, University of Texas at San Antonio (to develop thematic criteria for evaluation by Southern Association of Colleges and Schools; authored general principles used for thematic re-accreditation)

Other University Service: Available Upon Request

Honors and Awards

- 2011 Honoree, Eastern Michigan University Women's Commission (given to an outstanding woman who has made a positive impact on the status of women at the University)
- 2001 Faculty Development Leave (sabbatical), University of Texas at San Antonio
- 2001 Inductee, Women's Hall of Fame, San Antonio, Texas
- 1998-2001 North American Board Representative, Vice President, and President, Peace History Society (international scholarly organization)
- 1998 Inductee, San Antonio 100 (100 outstanding women leaders in San Antonio)
- 1998 Headliner Award for Best Communicator in the Field of Higher Education, San Antonio Chapter of Women in Communications, Incorporated
- 1998 Executive Board, Peace and Change: A Journal of Peace Research
- 1996 Selected for Leadership Texas (100 outstanding women leaders in Texas)
- 1991 Faculty Research Award, University of Texas at San Antonio
- 1984 Research Fellowships, Stanford University
- 1983 David M. Potter Prize, History Department, Stanford University
- 1979 Outstanding History Major, Baylor University
- 1979 Phi Beta Kappa