Abbey Zink, Ph.D.

EDUCATION

Ph.D. in English, Northern Illinois University, DeKalb, IL, 2001. M.A. in English, Marshall University, Huntington, WV, 1995. B.A. in Journalism (*cum laude*), Marshall University, Huntington, WV, 1989.

LEADERSHIP TRAINING

AASCU Academy for New Provosts, 2021-22.

Leadership Pittsburgh, 2021-22. Yearlong leadership program.

2018-19 Academy for Innovative Higher Education Leadership. Yearlong leadership/professional development program offered through Georgetown University and Arizona State University.

Executive Leadership Academy, 2017-18. Yearlong leadership program offered through AASCU, the American Academic Leadership Institute (AALI), and The Council of Independent Colleges. Mentor: Dr. Dana G. Hoyt, President, Sam Houston State University.

Becoming a Provost Academy, 2016-2017. Yearlong leadership program offered through AASCU and AALI.

81st ACE National Women's Leadership Forum, Arlington, VA, 19-21 June 2013.

"Development for Deans and Academic Leaders," Council for Advancement and Support Education (CASE) training workshop, Chicago, IL, 24-26 Oct. 2012.

PROFESSIONAL EXPERIENCE: LEADERSHIP

Slippery Rock University of Pennsylvania (SRU)

- 8,424 students (6,921 undergraduate; 1,503 graduate) in Fall 2021
- Carnegie Classifications
 - o Master's Colleges and Universities: Larger Programs
 - o Community Engaged University
- 400 full-time faculty
- More than 150 academic majors and 40 graduate degrees and certificates
- Rankings
 - Best National Colleges and Universities (WSJ/Times Higher Education College Rankings)
 - o Best Regional Universities North (U.S. News and World Report)
 - o Great Colleges to Work For National
 - o Best in the Northeast (Princeton Review)
 - o College of Distinction (national, public, and Pennsylvania)
 - o Best Public Colleges in Pennsylvania for Getting a Job (Zippia)
 - o Military Friendly School

Provost and Vice President for Academic Affairs, 2020-22

- Served as Chief Academic Officer with oversight over the Division of Academic Affairs
- Areas of responsibility include:
 - o 5 academic colleges and honors program
 - o Bailey Library
 - o Center for Teaching and Learning (CTL)
 - o Office of Community Engaged Learning (OCEL)
 - Butler SUCCEED (community development and outreach center in nearby Butler City)
 - Office of Grants, Research, and Sponsored Programs
 - o Office of Assessment and Accreditation
 - o Information Administrative Technology Services (IT)
- Accreditations: MSCHE (regional); AACSB: AAAHC; ABET; ACOTE; ACS; CAPTE; ARC-PA; CAAHEP; CAAHIM, CCNE; COSMA; CSWE; IACS; NASAD; NASD; NASM; NAST; NCATE (with CAEP in progress); and NAAEE

Selected Accomplishments include:

- Created the College of Health Professions and the College of Engineering and Science to highlight SRU's significant role in meeting workforce needs in the greater Pittsburgh region
- Launched university-wide strategic planning initiative
- Implemented joint-degree program with Quanzhou University of Information Engineering in China
- Hosted several successful accreditation visits, including the following: Middle States Commission on Higher Education (10-year affirmation), AACSB (initial), and CAHIIM (initial)
- Served on SRU's COVID Response Team and led the university's academic response
- Increased faculty professional development opportunities in the areas of online teaching and inclusive excellence
- Created Rock Learning Now (an online learning resource for students)
- Planned the Fall 2021 launch of Butler SUCCEED—a community engagement and economic development resource center in nearby Butler City
- Advanced several DEI initiatives, including hiring SRU's first Frederick Douglass Institute Scholar and adding a diversity requirement to the Rock Studies gen-ed program with full implementation in Fall 2022
- Completed several large renovation projects in academic facilities

Sam Houston State University (SHSU)

- 21,655 students (increase of 1.66% over Fall 2018)
- Carnegie Classifications
 - o Doctoral: High Research Activity
 - o Community Engaged University
- Diverse student body: 23% Hispanic; 17% African-American (2020)
- More than 50% of students are first generation

Dean, College of Humanities and Social Sciences, 2014-2020

- 26 degree programs: 13 B.A./B.S., 9 M.A./M.S., 1 MFA, 1 MPA, 1 SSP, and 1 Ph.D.
- 2,294 declared undergraduate majors in Fall 2019 (increase of 6.01% over Fall 2018); 4,000 FTE undergraduates when including all SHSU students who take courses in CHSS
- 401 graduate students (increase of 7.51% over Fall 2018)

- 210 FTE faculty
- Annual budget: \$17+ million
- 7 academic departments: Communication Studies, English, History, Political Science, Psychology and Philosophy, Sociology, and World Languages and Cultures
- 5 academic units: Texas Review Press, Psychological Services Center, Center for Rural Studies, Center for the (study) of Disasters and Emergency Management (CDEM), and McNair Scholars Program
- 3 accredited programs: Clinical Psychology doctorate (APA), School Psychology M.A. (NASP), and Spanish education (ACTFL/NCATE)
- Doctoral program in Clinical Psychology is nationally ranked and one of only 7 accredited programs with forensic emphasis
- Online graduate programs in Communication Studies, History Political Science, Public Administration, Sociology, and Technical Communication
- Editorial home of Hawthorne Review, Inquiry, Intertexts, The Journal of Finnish Studies, and The Texas Review.
- One of 4 campuses in U.S. with partnership with the National Book Awards (in support of MFA in Creative Writing, Editing and Publishing)
- Advisory Board comprised of 17 members that include alumni, faculty, staff, and community leaders

Selected Accomplishments

- Diversity and Inclusion
 - Achieved significant gains in diversifying tenure-track faculty over a three-year period
 - Established the CHSS Diversity and Inclusion Committee and led efforts to increase programming and awareness across campus. This faculty-led committee was one of the first such committees in Academic Affairs as well as on campus.
 - O Partnered with Student Affairs to create the "Diversity Read" program in which faculty, staff, and students get together to discuss a common text outside class. The College of Education and the Newton Gresham Library have since become partners in this growing program.
 - Created Diversity Fellowship program to provide opportunities for students to gain important leadership and communication skills while working closely with the faculty co-chairs of the CHSS Diversity and Inclusion Committee
 - Co-sponsored "Inclusive Teaching Techniques" faculty development workshop with the College of Health Sciences in Fall 2018
 - Supported CHSS faculty and students to attend conferences related to diversity and inclusion

Curriculum

- Transitioned Bachelor of General Studies completion degree from the College of Science and Engineering Technology to CHSS
- o New degrees, minors, and certificates
 - Online M.A. in Technical Communication (approved for Fall 2019 launch)
 - B.A. in French
 - B.S. in Liberal Studies (replaced BGS degree)
 - Ethics minor
 - Public Administration minor
 - Latin American and Latinx Studies minor

- Interdisciplinary minor in Applied Ethics and Critical Thinking (promoted as THNK) that expands upon highly successful Ethics, Western Civilization, and American Traditions (EWCAT) program
- Graduate certificate in Community Development
- Gerontology minor
- Graduate certificates in English, History, and Sociology (in progress) geared toward high school AP and dual-enrollment teachers
- o M.A. in Political Science transitioned to online only
- Substantive revisions to the M.A. in English, M.A. in Sociology, and the MFA in Creative Writing, Editing, and Publishing

Undergraduate Initiatives

- Developed SPUR (Supporting Promising Undergraduate Research) program in CHSS with \$50,000 (\$35,000 from CHSS and \$15,000 from CHSS departments) to foster faculty-student research collaborations and to support student travel to make conference presentations
- Launched undergraduate research journal (*The Measure*) and secured permanent funding to support journal
- Worked collaboratively with Career Services to gain a dedicated counselor for CHSS majors
- Created first CHSS Living-Learning Community and co-taught the UNIV 1301 course
- Created "maker space" with industry-level publication/design equipment and a podcast booth to support technical writing students
- o Launched CHSS Ambassadors program for top students
- Secured \$25,000 annually in university funding to support Ethics, Western Civilization, and American Traditions (EWCAT) program
- Developed first-year learning community (two cohorts) for CHSS students (pending approval for Fall 2019 launch)
- Worked with fellow deans at Lone Star College-Montgomery (LSC-M) to establish regular fall and spring meetings between CHSS chairs/faculty with their counterparts at LSC-M

• Community Engagement and Alumni Relations

- Minor in Community Leadership developed collaboratively with community leaders, the Sociology Department, and the Center for Community Engagement
- Expanded annual Wall of Honor ceremony to recognize outstanding faculty and alumni in partnership with the CHSS Alumni Advisory Board
- Restructured vacant administrative associate position in CHSS to focus on community relations, recruitment/retention activities, and social media (with launch of CHSS Facebook and LinkedIn pages)

Administrative

- Led effort to align faculty and staff hiring within CHSS with university policies/procedures and best practices and made significant progress in diversifying the faculty
- Increased transparency of merit and budgeting processes within CHSS
- Led creation of first CHSS rubrics for use in evaluating two categories ("chair evaluation of teaching" and "service") of annual reviews through workgroups and open faculty forums (in process)
- o Recruited/hired more than 30 tenure-track faculty over a three-year period
- o Increased staff development support for administrative associates across CHSS

- Graduate Initiatives
 - Increased funding (scholarships and stipends) for Clinical Psychology doctoral students
 - Added several graduate assistant lines to support classroom instruction as well as to provide editorial training
 - o Supported graduate student travel for conference presentations
 - O Gained approval for interdisciplinary Center for the (study) of Disasters and Emergency Management (CDEM)
- International Initiatives
 - Offered study abroad programs in the following: Canada/Quebec (French), Costa Rica (Spanish), England (drama), Mexico (history), Spain (Spanish), and Taiwan (political science)
 - o Established partnerships with several institutions in Taiwan
 - o Hosted multiple Fulbright Scholars in Arabic
 - o Launched Model U.N. program

Texas A&M University-Kingsville (TAMUK)

- 7,794 students (6,176 undergraduates and 1,618 graduate students) in Fall 2013
 - o 7.7% increase over Fall 2012
- Hispanic-Serving Institution (HSI)
- Carnegie Classification: Doctoral: High Research Activity
- Ranked 56th nationally by Washington Monthly in 2012

Dean, College of Arts and Sciences, 2012-2014

- 3,124 students (2,943 undergraduate and 178 graduate) in Fall 2013
 - o 2% increase over Fall 2012
- Semester Credit Hours (Fall 2013): 55,491 (61% of university total of 90,955)
- 10 academic departments: Art, Communication and Theatre (A.C.T.); Biological and Health Sciences; Chemistry; Clinical Health Sciences; History, Political Science, and Philosophy; Language and Literature; Mathematics; Music; Physics and Geosciences; and Psychology and Sociology
- 2 academic units: National Natural Toxins Research Center (NNTRC) and John E. Conner Museum
- 4 accredited programs: Chemistry (ACS), Music (NASM), Social Work (CSWE), and Communication Sciences and Disorders (CAA)
- Communication Sciences and Disorders program ranked 4th nationally for total minority and 2nd nationally for Hispanic undergraduate degrees awarded and 2nd nationally for Hispanic graduate and 5th nationally for total minority degrees awarded (*Diverse: Issues in Higher Education*)
- NIH-funded (NNTRC) is home to the largest collection of vipers (about 500) in the United States and one of the largest collections in the world. NNTRC researchers are exploring the use of toxins in treatments of cancer and hypertension.
- Editorial home of *Journal of South Texas* (in partnership with the South Texas Historical Association)
- Tenure-track faculty: 135 (Fall 2013)
- Total FTE direct reports (including lecturers, support staff, and clerical positions): 170 (Fall 2013)
- Annual budget: \$11.4 million (including salaries)

- Advanced several curriculum initiatives
 - New degree programs approved
 - B.A. in Criminal Justice
 - M.S. in Criminology
 - M.M. in Music Performance
 - o New degree programs initiated and since approved
 - M.S. in Statistical Analytics, Computing and Modeling
 - M.A. in Cultural Studies
 - O Substantial curriculum revisions/additions
 - B.S.W. (Social Work) to align with new accreditation standards
 - Chemistry
 - Minor in GIS
 - o Revised A&S minors to 18-20 hours to decrease time to graduation
 - O Completed 2+2 agreements with several regional community colleges
 - Increased dual enrollment (number of students and participating high schools), co-hosted first Dual Enrollment Day with Center for Student Success, launched orientation for Dual Enrollment faculty (on- and off-campus), and provided release time for faculty leads in English, Math, and History to support dual-enrollment instruction
- Created new Department of Clinical Health Sciences (effective 1 Aug. 2013) to house CSDO and Social Work programs.
- Faculty recruitment
 - o In 2013-14, recruited 16 tenure-track faculty members, including a new chair for the Department of Psychology and Sociology.
 - O In 2012-13, recruited 12 tenure-track faculty members, a new director for the Conner Museum, co-directors for the NNTRC, and three full-time lecturers.
- Negotiated and drafted MOU to partner with LULAC Council #1 Foundation to create the Tejano Civil Rights Museum in Heritage Park in Corpus Christi, TX. The museum opened in May 2014.
- Reconfigured one of two Assistant Dean positions to focus specifically on areas in need of attention: graduate programs, program development, and grants/external funding.
- Provided experiential learning opportunities in nearly every department. Highlights include students (primarily history majors) using GIS technology to map the Kingsville historic district, geosciences students attending multiple field camps across Texas to gain hands-on field experience in preparation for careers in the oil and natural gas industries, and communication students gaining professional experience as part of the expanded Javelina Broadcast Network (JBN).
- Worked with AVP for Research to create/develop research groups in Biomedical Sciences, Social and Behavioral Research, Biotechnology, and Sustainable Energy
- Offered study abroad/service learning opportunities in several countries, including Austria, Belize, Bhutan, Germany, Japan, and Peru.
- Transitioned developmental writing and reading courses from the Center for Student Success to Department of Language and Literature
- Restarted Writing Across Curriculum (WAC) initiative and provided release time for the faculty lead
- Secured more than \$1 million in construction funds (HEAF) for the following projects: complete upgrade of technology in Fore Hall; completion of roof over kiln area; renovation of organic chemistry labs; and upgrades (ADA compliance, replace windows, refresh interiors) of two classroom buildings

- Redesigned A&S web site and added Facebook page
- Served on Kingsville Symphony Orchestra board of directors
- Served as secretary of Texas Association of Deans of Liberal Arts and Sciences (TADLAS)

Western Connecticut State University, Danbury, CT

Interim Dean, School of Arts and Sciences, 2010-2012.

The School of Arts and Sciences includes:

- 2,479 FTE undergraduates (including 457 education majors) and 118 graduate students
- 13 academic departments: Biological and Environmental Sciences; Chemistry; Communication; Computer Science; English; History and Non-Western Cultures; Mathematics; Physics, Astronomy, and Meteorology; Philosophy; Psychology; Social Sciences; World Languages; and Writing, Linguistics, and Creative Process.
- 1 academic unit: Weather Center
- 114 full-time faculty
- About 70% of all semester credit hours offered at Western
- Nearly all employees are represented by collective bargaining units
- Budget: In excess of \$15 million (including salaries)

- Added 14 tenure-track positions through conversion of temporary one-year special appointment lines to tenure-track
 - In 2010-11, converted three temporary one-year special appointments back to tenure-track positions during hiring freeze in the high need areas of Chemistry, Math Education, and Spanish Education
- Advanced several curriculum initiatives:
 - Revision of B.S. in Meteorology to align with American Meteorological Society (AMS) and National Weather Service (NWS) standards
 - Revision of B.A. in Earth and Planetary Science to strengthen program
 - Pilot of learning community for first-year students called the Explorers Program
 - Pre-candidacy visit for ACEJMC accreditation for Media
 Production program in Communication Department (Spring 2012)
- Recruited Macricostas Visiting Endowed Chair of Hellenic and Modern Greek Studies for Spring 2012 and Spring 2013
- Increased transparency of budgets and budgeting process
- Initiated and led contingency planning in A&S for cuts in state appropriations of 10-15% for FY 12
- Established partnership with Charter Communications to provide experiential learning opportunities for Media Production students for "Election Eleven" coverage on public access channel
- Worked with University Computing to upgrade Media Production lab and secured much-needed equipment to allow students to broadcast from the field

- Continued to oversee the "Building a Bridge" partnership with the Danbury and Bethel public school systems and worked with Institutional Advancement to secure private funding for the Bridge program
 - Cited in WCSU's recognition on the 2013 and 2014 President's Higher Education Community Service Honor Roll
- Chaired Ad Hoc Graduate Study Committee and drafted initial report of recommendations for future of graduate studies
- Launched the "A&S at WCSU" blog to highlight faculty, student, and staff achievements across A&S
- Worked with colleagues in Professional Studies on revision of education curricula to meet expected new state regulations

Assistant Dean, School of Arts and Sciences, 2007-2010

(Note: The Office of the Dean of Arts and Sciences consisted of the Dean and the Assistant Dean.)

Selected Accomplishments

- Moved A&S to common schedule, so that students could build better schedules and the university could make better use of existing classroom space
- Led successful effort to revamp scheduling to meet 3% annual growth while staying within contractual adjunct ratio of 20%
- Assisted Dean with faculty evaluations
- Managed \$3.2 million adjunct budget
- Led the successful A&S effort to attain NCATE accreditation in partnership with the School of Professional Studies. Four of five secondary programs in A&S earned SPA recognition as well.
- Mentored at-risk students through special intervention program through Dean's office with high success rate
- Led effort to create student-centered orientation

A&S Coordinator, "Building a Bridge to Improve Student Success: A Collaborative Project Between WCSU and Area Public Schools," 2007-2010.

- Expanded program into the middle schools and the sciences
- Created successful proposal for \$100,000 in federal funding to launch "Camp College" initiative for at-risk middle school students
- Worked with Institutional Advancement to secure private funds to support program
- Secured special state legislative appropriation to administer program in high schools and middle schools
- Launched the "Junior Weather People" initiative
- Created job opportunities for Western students as tutors and assistants
- Advised other colleges and universities interested in starting similar programs
- Featured in Aligned by Design: Models and Lessons for Linking K-12 and Higher Education to Measure and Achieve Postsecondary Readiness (May 2009) published by College Ready New England (as part of the New England Board of Higher Education and funded by Nellie Mae)

Chair, Dept. of Writing, Linguistics, and Creative Process, 2007.

Selected Accomplishments

- Developed first course schedules for new Writing Dept.
- Hired adjuncts and recruited Graduate Assistants
- Created first marketing materials to promote new department

Coordinator of the Professional Writing Program, 2005-2007. Selected Accomplishments

- Led successful effort to create the new Dept. of Writing, Linguistics, and Creative Process (offers B.A., M.A. and MFA degrees) and shepherded the creation of this new department through governance
- Created innovative new curriculum for writing majors that models the undergraduate program after the MFA with core requirements geared toward helping majors prepare for jobs as writers and editors
- Supervised internships and worked to create new experiential learning opportunities for students
- Advised professional writing majors
- Recruited students by creating promotional materials and attending open houses and orientation
- Assisted English Dept. chair in scheduling and staffing Professional Writing sections

Writing Coordinator, "Building a Bridge to Improve Student Success: A Collaborative Project Between WCSU and Area High Schools," 2004-2007.

Selected Accomplishments

- Established close working relationship between Writing/English faculty at the university and the high schools
- Coordinated junior- and senior-level writing placement testing at the high schools and reported results
- Led summer curriculum workshops for high school and university Writing/English faculty
- Made presentations about Writing portion of "Bridge" program in Connecticut and at national conferences
- Coordinated professional development activities on campus for high school teachers and recruited university faculty to assist

Director of the Writing Lab, 2003-2007.

- Increased student use of Writing Lab to about 450 student visits per semester
- Supervised about 15-20 graduate students and undergraduate tutors per semester
- Created job and internship opportunities for undergraduates
- Developed strong relationships with faculty across the across the curriculum and started a sourcebook of writing tips and sample assignments across the disciplines
- Created the "Louise Kolb Excellence in Tutoring Award" to honor a long-time community volunteer and to recognize the important work that tutors perform

Director of the Tutoring Resource Center, 2005-2007. Selected Accomplishments

- Transformed the Study Skills Lab into the Tutoring Resource Center shifting emphasis away from remediation and highlighting tutoring services in all subjects across the university
- Created job opportunities for undergraduates to work as tutors and assistants
- Supervised 2 University Assistants and about 30 undergraduate tutors per semester
- Developed relationships with faculty and staff across campus to provide services for students and to recruit student tutors

Coordinator of Composition, 2003-2005.

Selected Accomplishments

- Improved accuracy of writing placement by changing from a multiple-choice computer exam to a holistically scored essay developed by WCSU faculty
- Trained and supervised holistic scoring team comprised of full-time faculty, adjuncts, and graduate students
- Evaluated adjuncts as member of Department Evaluation Committee (DEC)
- Launched "Adjunct Appreciation Day"

Journalism

Editor, *The State Journal*, Charleston, WV, July 1992- May 1996 Selected Accomplishments

- Increased number of issues per year from 12 to 24
- Introduced themed issues to deepen coverage
- Increased full-time reporting staff
- Recruited journalists/correspondents across the state to broaden coverage
- Updated publication design to be more reader-friendly
- Added coverage of Legislature

PROFESSIONAL EXPERIENCE: TEACHING & RELATED

Slippery Rock University

• Professor of English (with tenure)

Sam Houston State University

• Professor of English (with tenure)

Texas A&M University-Kingsville

• Professor of English (with tenure)

Western Connecticut State University

- Was eligible to apply for Full Professor in Fall 2010, but unable to do so while serving as Interim Dean (considered management/confidential under our collective bargaining agreement).
- **Associate Professor**, 2006-2012. (Promoted early; tenured as of Fall 2007.)
- Assistant Professor, 2001-2006.
- Courses delivered: WRT 101 (The Habit of Writing), ENG 106W (Introduction to Fiction: Writing Intensive), ENG 160 (Literature I), ENG 222 (Gender Roles in Literature), ENG 225 (Speculative Fiction), WRT 270W (Basic News Writing), WRT 271W (Human Interest Writing), WRT 272 (Campus Writers' Workshop), ENG 324 (British, Irish, and Postcolonial Literature), WRT 333W (Editorial Environment), WRT

335W (Fact-Based Opinion Writing), WRT 339W (Creative Essay), ENG 337 (Literature of War), ENG 437 (Topics in Literature by Women), WRT 446 (Topics in Professional Writing: Blogs), WRT 465 (Thesis Project), WRT 490 (Internship), ENG 518 (Topics in Creative Non-fiction Writing), ENG 568 (American Literature after 1920), WRT 539 (Genre, History, Criticism), and WRT/ENG 585/586 (Teaching Apprenticeship/Practicum), and ENG 592 (Thesis).

Northern Illinois University, 1996-2000.

Teaching Assistant. Worked as Undergraduate Advisor in English Dept. during 1998-99 academic year.

Adjunct Teaching

Adjunct Professor, Waubonsee Community College, Sugar Grove, IL, Fall 1999. Adjunct Professor, Elgin Community College, Elgin, IL, Fall 1999. Adjunct Professor, West Virginia State College (now West Virginia State University), 1995-1996.

GRANTS & EXTERNAL FUNDING (as a PI)

Building a Bridge to Improve Student Success. \$10,000. People's United Bank Foundation.

Building a Bridge to Improve Student Success. \$310,000. Praxair.

Expanded "Building a Bridge to Improve Student Success" – At-Risk Youth Project, \$100,000, Earmark, Rep. Chris Murphy. Dec. 10, 2009. U.S. Department of Justice. House report 111-149, Commerce, Justice, Science, and Related Agencies, Appropriations Bill 2010. Received Fall 2010.

Building a Bridge to Improve Student Success. \$150,000. Connecticut State Department of Higher Education, Legislative Public Act, 07-03JSS. Funding given to us to continue our successful work with the high schools in mathematics, writing and the sciences.

Young Writers Camp (with Lynne Paris-Purtle). \$13,590. Temporary Assistance for Needy Families (TANF) grant. Summer 2010.

Building a Bridge to Improve Student Success. \$20,000. Pitney Bowes.

Building a Bridge to Improve Student Success. \$1,500. Unilever.

Building a Bridge to Improve Student Success: \$31,804.47, Connecticut State Department of Higher Education, Legislative Public Act, 07-03JSS (WCSU allotment for Fall 2009).

2007 Summer Curriculum-Related Activity grant (with Lionel Bascom) to create a technology-enhanced WRT 098.

2007 Faculty Development Funds grant to attend the Association of Writers and Writing Programs (AWP) conference in Atlanta, GA, 28 Feb.-3 March 2007.

2006-2007 CSU-AAUP Research Grant, "Mary Roberts Rinehart and World War I." 2005-06 President Initiative's Fund Grant (with Drs. John Briggs and Brian Clements) for "Student Writers' Conference."

2004 Summer Curriculum-Related Activity grant (with Drs. Ron Drozdenko, Robin Flanagan, Patricia O'Neill and Veronica Kenausis, M.L.S.) to write the final report for the General Education Task Force.

2003 Faculty Development Funds grant to attend the Council of Writing Program Administrators conference and Assessment Institute in Grand Rapids, MI, 10-13 July 2003.

2003-2004 CSU-AAUP Research Grant, "The 'Stunt Girls': Women Investigative Journalists in New York City, 1885-1900."

2002-2003 Student-Faculty Collaborative Research Grant (with Amanda Currier and Ashley Farrow), "Recovering the Work of the 'Stunt Girls."

2002-2003 CSU-AAUP Research Grant, "Girl Power at the Turn into the Twentieth Century: The Stunt Girl and Her Legacy."

SELECTED HONORS, AWARDS, & FELLOWSHIPS

2000 Woodrow Wilson Dissertation Grant in Women's Studies, Woodrow Wilson National Fellowship Foundation.

Dissertation Completion Fellowship, Graduate School, Northern Illinois University, 2000-2001.

Fellowship for Study at Oxford University, Department of English, Northern Illinois University, Summer 1999.

Dow Jones Newspaper Fund Internship and Scholarship, Summer 1988. Interned at the *Atlanta Journal-Constitution* as a copy editor on the national desk.

SELECTED PROFESSIONAL SERVICE

Professional Organizations

Council of Colleges of Arts and Sciences (CCAS)

Treasurer, 2018-2020

Member, Board for Directors, 2016-2020

Board liaison to Liberal Arts Institutions

Incoming co-chair of Communications Committee

Member, Advocacy Committee

Member, Strategic Plan focus group (Spring 2015)

Member, Standing Committee on Comprehensive Institutions, 2011-2015.

Member, Standing Committee on Gender Issues, 2014-15.

Texas Association of Deans of Liberal Arts and Sciences (TADLAS)

Secretary, 2013-14.

Interim Board member, Fall 2012-Spring 2013.

Member, Fall 2012-present.

Texas Women in Higher Education (TWHE)

Institutional representative for TAMUK, Spring 2013-Spring 2014.

Slippery Rock University

President's Cabinet (2020-2022) Provost's Council (2020-2022) COVID Response Team (2020-2022) PASSHE Chief Academic Officers (2020-2022)

• One of 4 leads (2021-22)

Sam Houston State University

Council of Academic Deans (CAD), 2014-2020.

Academic Affairs Council (AAC), 2014-2020.

Academic Affairs Leadership Team (AALT), 2015-2020.

Co-chair, Search Committee for Dean of College of Criminal Justice, Spring 2015.

Co-chair, Ad Hoc Committee to Review Tenure and Promotion Policy, Spring 2015.

Reimagining the First Year (RFY), 2016-17.

Co-Chair, Ad Hoc Curriculum Process Review Committee, Spring 2017.

SACSCOC Compliance Certification Committee

Texas A&M University-Kingsville

Chair, QEP Implementation Committee. Topic: Improving Student Writing. Spring 2014

Academic Deans Council (ADC)

Foundations of Excellence: Academic Affairs (chair), 2012-13

Time-to-Degree Task Force (Fall 2013)

Title V Steering Committee

Title IX Compliance Task Force

Quality Enhancement Program (QEP) Committee

University Space Committee

State of Connecticut

Connecticut Dept. of Higher Education (DHE) Advisory Committee on Accreditation (ACA), Fall 2008-Summer 2012.

- The 12-member ACA reviewed licensure and accreditation applications and new degree proposals from both public and private 2- and 4-year institutions (in and outside Connecticut) and made recommendations to the Board of Regents (previously the Board of Governors) of Higher Education and the State Board of Education as applicable.
- Member of DHE Evaluation team for the B.S. in Radiologic Technology Program at St. Vincent's College in Bridgeport, CT, 14 Nov. 2011.
- Member of DHE Evaluation team for the Doctor of Nursing Practice (DNP) degree program at Fairfield University in Fairfield, CT, 14 Dec. 2009.
- Member of DHE Evaluation team for the Doctor of Nursing Practice (DNP) degree program at Sacred Heart University in Fairfield, CT, 10 July 2009.
- Member of DHE Evaluation Team for Reaccreditation of Paier College of Art, Hamden, CT, 23 March 2009.

Connecticut State University System (CSUS)

Team member for Access to Success Initiative

Work Group for Closing the Achievement Gap within CSUS and the State

Chair, CSUS Writing Placement and Proficiency Committee, Fall 2008-Fall 2009.

WCSU representative on the planning committee for the Campus Connections: A Four-Campus Assessment Conference, 2003-2004, 2005-2006, and 2006-2007.

CSUS Composition Directors Council, 2003-2004.

Western Connecticut State University

University

Selected Committees

EPAC (Extended President's Advisory Council)

Deans' Council

Co-Chair, Women's Center of Greater Danbury at Western

Advisory Board

Graduate Council

One Book, One Community

Diversity

General Education

Orientation

Educational Access and Achievement Program (EAP)

Assessment

Other

Search Committee for Vice President for Finance and Administration

School of Arts and Sciences

Selected Committees

Advising and Orientation

Assessment

Program Review

Departmental

Western Connecticut State University

Selected Committees

Professional Writing

Composition

Assessment

Undergraduate Committee

Department Evaluation Committee (DEC) in role as Composition

Coordinator

Other

Co-advisor of *The Echo*, Western's student newspaper, 2005-2007.

Co-advisor of WCSU's chapter of Sigma Tau Delta (International English Honor Society), 2003-2005.

Co-advisor of The English Society, a student group open to those interested in English, 2003-2005.

Northern Illinois University

Selected Committees

Writing Assessment Team
First-Year Composition Committee
Graduate student representative, Graduate Studies Committee
Co-director, Midwestern Conference on Film, Language, and Literature
Officer, English Graduate Student Association

COMMUNITY

Board of Directors, Butler Region of the United Way of Southwestern Pennsylvania

Member, Slippery Rock (PA) Rotary, 2021-22

Member, Huntsville (TX) Rotary, 2014-2020

Board of Directors, Kingsville (TX) Symphony Orchestra, 2012-2014.

Vice President – 2013-14.

Member, Kingsville Rotary (TX), 2013-2014.

Board of Directors, Women's Center of Greater Danbury (CT), 2006-2010.

PUBLICATIONS

Books

Co-author (with Mary Suzanne Schriber), "Introduction: Elizabeth L. Banks and Her Campaigns of Curiosity." Reissue of Elizabeth L. Banks' Campaigns of Curiosity: The Journalistic Adventures of an American Girl in London (1894). U of Wisconsin P, 2003.

Reviewed in March/April 2004 issue of the *Columbia Journalism Review*. Reviewed in December 2004 issue of *Journalism and Mass Communication Quarterly*.

Journal Articles (Refereed)

Co-author (with Paula Maida), "Building a Bridge to Improve Student Success: A Collaborative Project between Western Connecticut State University and Area High Schools." *Research and Teaching in Developmental Education* (RTDE) 22.2 (Spring 2006).

"Is Blood Thicker than Artistry? Nativist Modernism and Eugene Gant's Initiation into Blood Politics in Look Homeward, Angel." The Thomas Wolfe Review 25.1-2 (2001).

"The Lady was a Dame: Gender Performance and the Role of Cleopatra in Productions of *Antony and Cleopatra* at the RSC and Globe during Summer 1999," *Shakespeare Bulletin*, Winter 2000.

Reviews and Entries for Reference Works

Review (invited) of Jeffrey R. Di Leo's Higher Education Under Late Capitalism: Identity, Conduct, and the Neoliberal Condition (Palgrave 2017), Intertexts (forthcoming)

Review (invited) of Jean Marie Lutes' Front-Page Girls: Women Journalists in American Culture and Fiction, 1880-1930. (Ithaca: Cornell UP, 2006), Legacy (Fall 2008).

Review of Giovanna Dell'Orto's *Giving Meanings to the World: The First U.S. Foreign Correspondents,* 1838-1859 (Westport, CT: Greenwood P, 2002), *American Journalism,* Summer 2003.

Review of Jane Nidiffer and Carolyn Terry Bashaw's Women Administrators in Higher Education: Historical and Contemporary Perspectives (Albany, NY: SUNY UP, 2001), Vanguard, Feb.-March 2003.

Entry on Silvia Dubois for an edition of the DLB on American Women Prose Writers, 1820-1870 (vol. 239; 2001).

Selected Journalism

"Book Corner" columnist for *Jill* supplement to *Danbury News-Times*, February 2005-2007.

Served as Editor of *The State Journal* from 1992-1996. (For details, please see "Leadership: Professional Experience" section.)

Reporting and/or copy editing experience at the *Atlanta Journal-Constitution*, the *Charleston Daily Mail* (WV), *The Herald-Dispatch* (Huntington, WV), and *The State Journal* (WV), 1987-1992.

Freelance writer with publications in numerous national and regional publications, including New Business Opportunities, Crain's Chicago Business, Self-Employed America, Private Practice, Executive Female, Wonderful West Virginia, Kane County Chronicle (IL), The (Danbury) News-Times (CT), Goldenseal (WV), and Huntington Quarterly (WV).

SELECTED PROFESSIONAL PAPERS & PRESENTATIONS

Invited (Keynote)

"Balance as a Success Factor." Who's Who Recognition Dinner. Sam Houston State University. 23 March 2016.

"Building a Bridge to Improve Student Success." Keynote speaker with Dr. Patricia Cosentino. "Bridging the Expectation Gap: College Readiness Summit" hosted by the Southwest Regional Center/Ohio College Tech/Prep on the Sinclair Community College campus. Akron, OH. 8 June 2012.

"Bridges: Public Policy and the K-16 Partnership." Keynote speaker. 31st Annual WestConn Society Luncheon. 28 March 2012. Danbury, CT.

"Building a Bridge to Improve Student Success." Keynote speaker with Dr. Patricia Cosentino. "Building Bridges to College: College Readiness Summit" hosted by the East Central Regional Center/Ohio College Tech/Prep on the Northeast Ohio Medical University campus. Rootstown, OH. 8 March 2012.

Invited

"Making the Case for the Humanities, Fine Arts, and Social Sciences" (with Dr. Ronald Shields, Dean of the College of Fine Arts and Mass Communication at SHSU), Texas Association of Deans of Liberal Arts and Sciences (TADLAS) annual conference, Sam Houston State University, Huntsville, TX. 5 Feb. 2015.

"Higher Education and Regional Economic Growth." Development Trends Committee meeting of the North Houston Association. Houston, TX. 28 Aug. 2014.

"Local Partnerships: 'Building a Bridge to Improve Student Success." "Connecticut College and Career Readiness" regional workshops hosted by the P20 Council on 26 Oct. 2011 at Housatonic Community College, 27 Oct. 2011 at Naugatuck Valley Community College, and 28 Oct. 2011 at Manchester Community College.

"Building a Bridge to Improve Student Success Initiative" (with Drs. Linda Rinker and Linda Vaden-Goad). Innovation Lab: The College Ready New England Annual Conference (sponsored by the New England Board of Higher Education). Boston, MA. 27 March 2009.

International

"One Type of Partnership Serving 'Our' Students: Working with Public School Districts to Create Pathways for Student Success" as part of "Next Generation Universities: The Path to Reinvention" panel at the 2011 Annual Meeting of the Council of Colleges of Arts and Sciences (CCAS). Montreal, Quebec, Canada. 4 Nov. 2011.

National

"Community-Based Curriculum: An Innovative Approach to Creating an Undergraduate Degree" (with Drs. Joyce McCauley and Lee Miller), 2018 AASCU Winter Academic Affairs Meeting. San Antonio. 8-10 Feb. 2018.

"Using Your 'Bully Pulpit' to Advance Diversity and Inclusion Efforts," 2017 Annual Meeting of the Council of Colleges of Arts and Sciences (CCAS). Denver. 1-4 Nov. 2017.

"Making the Case for the Arts and Sciences with Social Media." 2016 Annual Meeting of the Council of Colleges of Arts and Sciences (CCAS). San Diego. 2-5 Nov. 2016.

"The College of Arts and Sciences Works with the VP for Research" panel at the 2013 Annual Meeting of the Council of Colleges of Arts and Sciences (CCAS). Jacksonville, FL. 8 Nov. 2013.

"Creating a Successful K-16 Partnership: What We've Learned from Working Collaboratively on the 'Building a Bridge to Improve Student Success' Project' (with Dr. Linda Vaden-Goad). American Association of Colleges and Universities (AAC&U) conference. Washington, D.C. 21 Jan. 2010.

"Bridging the College-Readiness Expectations Gap by Working Together" (with Dr. Linda Vaden-Goad and Deputy Superintendent William Glass of Danbury (CT) Public Schools). 20th annual Education Trust conference. Arlington, VA. 13 Nov. 2009.

"Mary Roberts Rinehart and *Dangerous Days.*" Society for the Study of American Women Writers (SSAWW) conference. Philadelphia. 23 Oct. 2009. Also chaired panel, "News Worthy: Women Writers and the News Media."

"A Department of Our Own." Panel with Brian Clements, David Harvey, Eric Nelson and Philip Gerard. Association of Writers and Writing Programs (AWP) conference. New York City. 2 Feb. 2008.

"Regional Action to Improve Student Success in High School" (with Drs. Linda Rinker and Linda Vaden-Goad). Education Trust/NASH conference. Minneapolis, MN. 30 July 2007.

Organized "Women Writing the Great War" panel for the Society for the Study of American Women Writers (SSAWW) convention in Philadelphia in November 2006. Chaired panel and presented "Mary Roberts Rinehart and the 'Altar of Freedom."

"Building Bridges with High Schools through Campus Exchanges," 2006 College Learning and Teaching Conference, Orlando, FL, January 2006.

- "Building a Bridge to Improve Student Success: A Collaborative Project Between WCSU and Area High Schools: English Component," 2005 College Teaching and Learning Conference, Orlando, FL, January 2005.
- "Building a Bridge: Working with Feeder High Schools to Improve Writing Proficiency," 2004 Council of Writing Program Administrators conference, University of Delaware, July 2004.
- "Creating an T for News: Elizabeth Banks and Her Campaigns of Curiosity," American Journalism Historians Association conference, October 2000.
- "Flesh Made Power: Mrs. Manson Mingott's 'Monstrous' Influence in *The Age of Innocence*." American Literature Association conference, 2000.
- "Gender Performance and Definition in Elizabeth L. Bank's Campaigns of Curiosity: Journalistic Adventures of an American Girl in London," American Literature Association conference, 1999.
- "A Tomb of One's Own: The Female Gothic and Sarah Rogers Haight's Night in the Necropolis," Writing the Journey conference, 1999.

Regional

- "Community Engagement 2.0: Developing Curriculum through Community Partnerships" (with Drs. Lee M. Miller and Joyce McCauley and former Huntsville Mayor Mack Woodward). 2016 Gulf-South Summit on Service Learning and Civic Engagement in Higher Education. Savannah, GA. 15 April 2016.
- "Mary Roberts Rinehart as Humorist during World War I," American Studies Association of Texas (ASAT) annual conference, Sam Houston State University, Huntsville, TX, 14 Nov. 2014.
- "Traveling with Elizabeth L. Banks," "Writing the Journey/Readings and Reflections" panel, 2005 CSU Writing Conference: Craft and Process, Central Connecticut State University, New Britain, CT, 30 April 2005.
- "Fuller and Clarke: Reading Summer on the Lakes as a Collaborative Text," Global New England: The Meaning of Region in the Nation and World conference sponsored by the New England American Studies Association (NEASA), 17 April 2004.
- "The Label Makes the Difference: The Short Story, the Journalistic Sketch, and Critical Perceptions of Alice Dunbar-Nelson's Career," Northeast Modern Language Association (NEMLA) conference, March 2003.
- "Authorizing the Immigrant Experience: Exploring Gish Jen's *Typical American* in a Writing-Intensive Literature Course," Conversations about Composition: 2nd Annual Conference on the Teaching of Writing in Connecticut, September 2002.
- "Ghosts in the Machine: The Horrors of Industrialization and Elizabeth Stuart Phelps's *The Silent Partner*," M/MLA, 1999.
- "From Chang to Chang-Kee to Changowitz: Gish Jen's American Journey in *Typical American* and *Mona in the Promised Land*," M/MLA, 1998.

"The Portrayal of Women in Popular Fiction during World War II: *The Saturday Evening Post*, 1943," World War II: Crusade and Legacy conference, Marshall University, 1995.

THESES

Director, Evelyn Bachar, "Girl of Shadow, Woman of Light" (creative nonfiction), 2012.

Director, Michelle Walsh, "Wellspring" (fiction), 2011.

Second reader, Harry Rinker, "Antiques and Collectibles in the 21st Century: The First Decade" (nonfiction), 2009.

Director, Asucena Gonzalez, "Painted Legends in the Blood" (fiction), 2009.

Director, Lisa McCormick, "A View from the Boom" (creative nonfiction), 2007.

Director, Debra Keiser, "The Grad Student's Guide to Life, Liberty and the Pursuit of Happiness" (creative nonfiction), 2006.

Director, Michelle Scarpone, "Bridges" (creative nonfiction), 2006.

Second reader, Janelle Mason, "The Hemingway Superwomen: The Role of Hemingway's Atypical Heroine," 2005.

Second reader, Christine Bailey, "Fiction Versus Memoir: Kathryn Harrison's Fictional Journey to the Truth of Her Memoir *The Kiss*," 2004.

Second reader, Jill Collin, "Series of Short-Short Stories," 2003.

Second reader, Kathleen Duff-Wilson, "Language Change: A Case Study in Business English," 2003.

PROFESSIONAL DEVELOPMENT

"Aligning Strategic Priorities with Financial Resources in Higher Education" (multiweek webinar offered through the Harvard Graduate School of Education) (Spring 2022).

ACE Creating Sustainable Business Models for the Post-Pandemic Campus (multiweek webinar), March-April 2021.

2019 AACU Annual Meeting, Atlanta, 23-26 January 2019.

2018 SACSCOC annual meeting, New Orleans, 8-11 Dec. 2018.

52nd Annual Council of Colleges of Arts and Sciences (CCAS) conference, Chicago, 14-17 Nov. 2018.

2018 College Business Management Institute (CBMI) hosted by SACUBO at the University of Kentucky, Lexington, KY, 29 July-3Aug. 2018.

39th Annual Stetson University Conference on Law and Higher Education. Clearwater, FL. 1-5 Feb. 2018.

"Strengthening Leadership by Addressing Bias," pre-conference workshop. 2017 Annual Council of Colleges of Arts and Sciences (CCAS) conference, Denver, 1 Nov. 2017.

NACUBO Planning and Budgeting Forum, San Diego, CA, 11-12 Sept. 2017.

2017 NASPA Annual Conference, San Antonio, TX, 11-15 March 2017.

51st Annual Council of Colleges of Arts and Sciences (CCAS) conference, San Diego, CA, 2-5 Nov. 2016.

30th Annual Hispanic Association of Colleges and Universities (HACU) conference, San Antonio, TX, 8-11 Nov. 2016.

NACUBO Planning and Budgeting Forum, Philadelphia, PA, 19-20 Sept. 2016.

2016 Academic Affairs Summer Meeting, AASCU, Denver, CO, 21-23 July 2016.

2016 Academic Affairs Winter Meeting, AASCU, Austin, TX, 4-6 Feb. 2016.

50th Annual Council of Colleges of Arts and Sciences (CCAS) conference, Washington, DC, 4-7 Nov. 2015.

2015 AACU Global Learning in College conference, Fort Lauderdale, FL, 8-10 Oct. 2015.

2015 Texas Women in Higher Education (TWHE) Annual Conference, Galveston, 29-31 March 2015.

2015 Annual Meeting, Texas Association of Deans of Arts and Sciences (TADLAS), Sam Houston State University, Huntsville, TX, 4-6 Feb. 2013.

2014 SACSCOC annual meeting, Nashville, TN, 6-9 Dec. 2014.

49th Annual Council of Colleges of Arts and Sciences (CCAS) conference, San Antonio, TX, 5-8 Nov. 2014.

"Title IX Training School," Association of Title IX Administrators, Texas A&M University, College Station, TX, 2-3 April 2014.

"Deans and the Law: What You Should Know," post-conference workshop, 478h Annual Council of Colleges of Arts and Sciences (CCAS) conference, Jacksonville, FL, 9 Nov. 2013.

48th Annual Council of Colleges of Arts and Sciences (CCAS) conference, Jacksonville, FL, 6-9 Nov. 2013.

2013 Texas A&M Chancellor's Summit on Teacher Education, Austin, 29 Sept. 1 Oct. 2013.

2013 Texas Women in Higher Education (TWHE) Annual Conference, San Antonio, 18-19 April 2013.

32nd Annual Conference on the First-Year Experience hosted by the National Resource Center on the First Year Experience and Students in Transition, Orlando, FL, 23-26 Feb. 2013.

"Best Practice in the First College Year: Defining What Works and Why," an all-day preconference workshop led by Drs. John N. Gardner and Betsy Barefoot of the John N. Gardner Institute for Undergraduate Excellence," 32nd Annual Conference on the First-Year Experience, Orlando, FL, 22 Feb.2013.

2013 Annual Meeting, Texas Association of Deans of Arts and Sciences (TADLAS), Sam Houston State University, Huntsville, TX, 7-8 Feb. 2013.

"Academic and Student Affairs Leaders' Institute: Partnerships for Promising Practices in Student Success," John N. Gardner Institute for Undergraduate Excellence," Asheville, NC, 29-30 Nov. 2012.

"Conflict Management for Deans," pre-conference workshop, 47th Annual Council of Colleges of Arts and Sciences (CCAS) conference, Seattle, 31 Oct. 2012.

47th Annual Council of Colleges of Arts and Sciences (CCAS) conference, Seattle, 31 Oct.-3 Nov. 2012.

"Removing the Thorns from STEM: A Dean's guide to Improving STEM learning & Promoting Civic Engagement," post-conference workshop, 47th Annual Council of Colleges of Arts and Sciences (CCAS) conference, Seattle WA, 3 Nov. 2012.

2012 Texas A&M Chancellor's Summit on Teacher Education, Austin, 30 Sept.-2 Oct. 2012.

"General Education and Assessment: New Contexts, New Cultures," an AAC&U Working Conference, New Orleans, 23-25 Feb. 2012.

46th Annual Council of Colleges of Arts and Sciences (CCAS) conference, Montreal, 2-5 Nov. Nov. 2011.

"Educational Disparity and Minority Youth" symposium hosted by Quinnipiac School of Law and Yale Law School, Quinnipiac University, 16 Sept. 2011.

"Ascending from Base Camp: Delivering Outcomes for All Students," Access to Success Initiative, Washington, D.C., 20-21 Jan. 2011.

45th Annual Meeting of the Council of Colleges of Arts and Sciences (CCAS), New Orleans, 10-13 Nov. 2010.

NEASC Self-Study Workshop, Southbridge, MA, 14-15 Oct. 2010.

NEASC CIHE Regional Meeting on Standards for Accreditation, Lincoln College of New England, Hartford, CT, 8 Oct. 2010.

19th Annual Education Trust National Conference, "It's Up to Us: Going the Distance to Close Gaps and Raise Achievement for All," Arlington, VA. 13-15 Nov. 2008.

"Campus Connections 2008: A Four-Campus Assessment Conference," Southern Connecticut State University, 18 April 2008.

NSF Regional Grants Conference (Hosted by U of Rhode Island). Providence, RI. 7-8 April 2008.

Spring 2008 Project Compass Learning Committee Meeting (as member of WestConn team for Project IMPACT). Hosted by the Nellie Mae Foundation and NERCHE (New England Resource Center for Higher Education). Nashua, NH. 15-16 Feb. 2007.

National Council for Accreditation of Teacher Education (NCATE) Annual Conference, Arlington, VA, 27-30 Sept. 2007.

1st Annual Redesign Alliance Conference (hosted by the National Center for Academic Transformation (NCAT)). Orlando, FL. 18-20 March 2007.

2007 Association of Writers and Writing Programs (AWP) Conference, Atlanta, GA, 28 Feb.-3 March 2007.

2006 Spring National College Media Convention (sponsored by the College Media Advisers professional organization), New York City, March 2006.

"Campus Connections 2006: A Four-Campus Assessment Conference," Central Connecticut State University, 28 April 2006.

"Practical Assessment: Entrance, Placement, and Transfer." Council of Writing Program Administrators Assessment Institute, University of Delaware, 15 July 2004.

"Campus Connections 2004: A Four-Campus Assessment Conference," Southern Connecticut State University, 30 April 2004.

"Evolving Assessment Strategies," NEASC conference co-sponsored with Dartmouth College, Dartmouth College, Hanover, NH, 11 April 2003.

"Better by Design: Building Programs, Strengthening Bridges," Council of Writing Program Administrators conference and Assessment Institute, Grand Rapids, MI, 10-13 July 2003.

2003 Connecticut Lobbying Conference, Hartford, CT, 28 Oct. 2003.

MEMBERSHIPS

American Association for State Colleges and Universities (AASCU) Modern Language Association (MLA) NASPA (affiliate member)

REFERENCES

Available upon request