

CURRICULUM VITAE

Carl R. Lovitt

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ADMINISTRATIVE EXPERIENCE

PROVOST & VICE PRESIDENT FOR ACADEMIC AFFAIRS

Central Connecticut State University, 2006-present

Provide leadership of Academic Affairs at a master's comprehensive university, with a student enrollment of 10,000 undergraduates and 2,500 graduates and over 400 full-time and 400 part-time faculty members

PRINCIPAL RESPONSIBILITIES

- Oversee Administration of Four Academic Schools and a Graduate School, Offering 64 Undergraduate and 33 Graduate Degree Programs
- Administer \$62 Million Budget
- Coordinate Hiring of Faculty and Academic Affairs Personnel
- Oversee Faculty Evaluation and Promotion and Tenure
- Oversee Faculty Development
- Oversee Academic Support Services:
 - Academic Advising
 - Admissions
 - Articulations and Transfers
 - Career Services
 - Community Engagement
 - Financial Aid
 - Grants and Funded Research
 - Institutional Research and Assessment
 - Learning Center
 - Library
 - Pre-collegiate Programs
 - Registrar
- Oversee Center for International Education and Area Studies Centers
- Coordinate Assessment of Academic Programs and Services

NOTEWORTHY ACCOMPLISHMENTS

- Increased graduation rate from 40% to 57%
- Increased minority enrollment from 17% to 31% and improved minority student graduation rates by 11% for African-American students and by 17% for Latino students

(Administrative Experience, continued)

- Established a culture of fund-raising in Academic Affairs that helped triple the university's endowment from \$18 million to \$66 million
- Oversaw reorganization of Academic Schools to create state's first STEM School
- Managed successful decennial reaccreditation of CCSU by the New England Association of Schools and Colleges (NEASC)
- Obtained \$280,000 award to CCSU as a member of the "First in the World" Mid-Atlantic Consortium
- Co-chaired 10-year Master Plan Committee
- Oversaw and approved design for construction of \$38 million academic building
- Established a Center for Advising and Career Exploration to advise all first-time students, and established advising centers in each academic school
- Established the Office of Institutional Research and Assessment, which secured Faculty Senate approval of a university assessment policy, a program review policy, and a standing Academic Assessment Committee
- Established Office of Community Engagement to administer a university-wide emphasis on community and civic engagement in which over 3,000 students, faculty, and staff participate annually
- Oversaw successful application for classification of CCSU as Carnegie Community Engagement University (approved January 2011)
- Established Office of College Readiness, which administers federal TRiO grant program, partnerships with local school districts, and summer Bridges program.
- Oversaw successful accreditation of School of Business by AACSB
- Oversaw revision and expansion of First-year Experience program to serve all first-time, first-semester students
- Initiated and oversaw redesign of academic course scheduling, which doubled the number of seats available each semester
- Established the Enrollment Management Committee to coordinate a university-wide approach to recruitment, admissions, and retention
- Oversaw approval of the Doctorate of Nurse Anesthesia Practice, including lobbying the State Legislature to authorize the CSUs to offer doctorates of practice
- Oversaw successful approval of new baccalaureate degrees in civil engineering, journalism, manufacturing management, network technology, and nursing, as well as a Master of Arts in Teaching, Master of Business Administration, MS in Accounting, and MS in STEM education
- Initiated and oversaw implementation of the American Council on Education's "Internationalization Laboratory" that significantly expanded study abroad
- Established "Innovation Fund" to support experimental approaches to improve student recruitment, retention, and graduation
- Established Task Forces to recommend strategies for improving minority student success, ensuring the quality of online instruction, and career planning for students
- Instituted year-long orientation program for new faculty
- Promoted expansion of online course delivery and established hybrid-learning and "flipped classroom" initiatives

(Administrative Experience, continued)

CHIEF ACADEMIC OFFICER,

Penn State University, Berks-Lehigh Valley College, 2000-2006

Provide leadership of Academic Affairs at a two-campus, baccalaureate degree-granting college in the Penn State System, with a student enrollment of 3,200 and 136 full-time faculty

PRINCIPAL RESPONSIBILITIES

- Oversee Undergraduate Curriculum
- Initiate and Administer Degree Program Development
- Supervise Administration of Academic Programs
- Coordinate Hiring of New Faculty
- Oversee Faculty Evaluation and Promotion and Tenure
- Manage Academic Affairs Budget
- Administer Faculty Development Programs
- Coordinate Assessment of Academic Programs and Services
- Oversee Academic Support Services

NOTEWORTHY ACCOMPLISHMENTS

- Instituted curricular revisions and ongoing assessment of academic programs based on student learning outcomes
- Established a college-wide Learning Communities Initiative
- Instituted a comprehensive faculty development program including a workshop series, a faculty mentoring program, teaching symposia, and a course in college teaching for new faculty
- Organized faculty retreats focusing on becoming a student-centered institution, on student retention, on using technology to enhance student learning, and on engaging students beyond the classroom
- Standardized and oversaw budgeting of Academic Affairs office and degree programs at two campuses
- Initiated and oversaw successful approval of baccalaureate degrees in Professional Writing, Global Studies, American Studies, Nanoscience, and Elementary Education
- Coordinated successful national searches for 60 full-time faculty in three divisions
- Instituted Post-Tenure Review
- Coordinated accreditation of associate and baccalaureate degree programs in occupational therapy and engineering technology and initiated AACSB accreditation of the business degree
- Instituted mentoring and professional development for adjunct faculty
- Promoted e-learning throughout the college, including hiring of instructional designers, establishing a Center for Learning Technologies, and developing hybrid courses
- Initiated Common Reading Program for First-year Students
- Organized and hosted regional conference on Recruitment and Retention of Returning Adult Students
- Implemented project to promote Retention of First-year Commuter Students

(Administrative Experience, continued)

**DIRECTOR, Roy and Marnie Pearce Center for Professional Communication,
Clemson University, 1989-2000**

Founding Director of a \$3.5-million endowed interdisciplinary center to promote the integration of communication activities across the curriculum. For the Pearce Center's Communication across the Curriculum program, Clemson University was honored by *Princeton Review* as the "Public College of the Year" (*The Best College for You*, July 2000).

PRINCIPAL RESPONSIBILITIES

- Coordinate University-Wide Communication across the Curriculum Program
- Promote Innovative Pedagogies
- Administer University-Wide Writing Intensive (W) Course Requirement
- Oversee Assessment of University Writing Programs
- Organize Partnerships with Community and Business Organizations
- Sponsor Collaboration with Public Schools

NOTEWORTHY ACCOMPLISHMENTS

- Founded and directed a program that was honored by the *Princeton Review* in 2000 as the foremost program of its kind at a public institution in the nation
- Instituted and organized annual "Celebrating Teaching" Colloquium for the College of Architecture, Arts, and Humanities
- Established the Corporate Advisory Board. Negotiated gift of Multimedia Authoring Laboratory from IBM and Microsoft
- Developed successful proposal for an endowed chair in Professional Communication
- Served as founding co-director of the National Writing Across the Curriculum Conference, which is still held every two years at a different institutional location
- Served as founding director of the Clemson University Writing and Thinking Workshop for High School Students, which was part of the National Network of Writing and Thinking Workshops, administered at Bard College
- Organized a regional conference of the Kellogg Commission on the Future of State and Land Grant Universities
- Established and directed the Clemson Institute for International Professional Communication
- Initiated "Learning to Succeed in the Workplace" program to acclimate students to workplace cultures
- Chaired University Assessment Committee

**ACTING DIRECTOR and EDITOR, English Programs and the Association of Departments
of English, Modern Language Association, New York, NY, 1985-86**

Edited quarterly professional publication; supervised national surveys of professional trends in English studies; planned and administered seminars for English department administrators; sponsored national convention sessions on professional issues.

(Administrative Experience, continued)

**ASSISTANT DIRECTOR AND MANAGING EDITOR, English and Foreign Language Programs,
Modern Language Association, 1982-1985**

Managed publication of quarterly national journals for English and foreign language department administrators; organized summer seminars; organized convention sessions; coordinated national surveys

PRESIDENT AND EDITOR-IN-CHIEF, Coda Press, Inc., Madison, WI, 1976-82

Founded a typesetting, graphic arts, and publishing company. Coordinated new business development; managed a staff of ten typesetters and graphic artists; reviewed and edited manuscripts for publication.

**TEACHING
EXPERIENCE**

PROFESSOR OF ENGLISH, Penn State Berks-Lehigh Valley College, 2000-2006

PROFESSOR, Department of English, Clemson University, 1999-2000

ASSOCIATE PROFESSOR, Department of English, Clemson University, 1986-1999

LECTURER, School of Continuing Education, New York University, 1983-85

COURSES TAUGHT

First Year Seminar on "Critical Reading"
First Year Seminar on "Analyzing Literature"
Freshman Composition (English 101 and English 102)
Contemporary British and American Literature (English 209)
Business Writing (English 304)
Writing and International Trade (English 316)
18th- and 19th-Century English Novel (English 418/618)
Literary Criticism (English 435/635)
Advanced Business and Technical Writing (English 490/690)
Modern British Novel: Theory and Practice (Graduate Seminar)
The 19th-Century British Novel (Graduate Seminar)
Intercultural Communication (Senior Capstone)
Writing for International Audiences (Graduate Seminar)
Professional Writing (Graduate Seminar)

EDUCATION

PHD—UNIVERSITY OF WISCONSIN, MADISON, DECEMBER 1981

Major: Comparative Literature

Areas of concentration: Prose Fiction, Critical Theory, French

Honors: Knapp Dissertation Fellowship

LICENCE (MA EQUIVALENT)—UNIVERSITÉ DE PARIS III, JUNE 1972

Major: French; *Minor:* Comparative Literature

BA—WASHINGTON UNIVERSITY, ST. LOUIS, MAY 1970

Major: French; *Minor:* English

CONTINUING EDUCATION

CERTIFICATE—ENGAGEMENT ACADEMY FOR UNIVERSITY LEADERS, VIRGINIA TECH UNIVERSITY, JUNE 2008

CERTIFICATE—INSTITUTE FOR MANAGEMENT AND LEADERSHIP IN EDUCATION, HARVARD INSTITUTES FOR HIGHER EDUCATION, JUNE 2003

PUBLICATIONS

BOOK

Exploring the Rhetoric of International Professional Communication: An Agenda for Teachers and Researchers. Edited with an Introduction by Carl R. Lovitt, with Dixie Goswami, Amityville, NY: Baywood, 1999.

ARTICLES & BOOK CHAPTERS

"The Tipping Point for Flipping Classrooms," *Connecticut Reading Association Journal*, March 2013.

"Faculty Development," *The Resource Handbook for Academic Deans* (2nd Ed.) Samuel M. Hines, Editor. American Conference of Academic Deans (2007), 93-97.

"Literature Requirements in the Curricula of Writing Degrees and Concentrations: Examining a Shifting Institutional Relationship," *WPA: Writing Program Administration* 29.1-2 (fall 2005): 11-29.

"Notes toward a 'Reflective Instrumentalism' (with Kathleen Blake Yancey et al.), *Innovative Approaches to Teaching Technical Communication*, Logan, UT: Utah State UP, 2004.

"Helping Student Writers Get Things Done: Teaching Genre in the First-Year Composition Course" (with Art Young). *Profession '97*. New York: MLA, 1997, 113-25.

"Using Journals to Redefine Public and Private Domains in the Literature Classroom," *When Writing Teachers Teach Literature*, Portsmouth, NH: Boynton/Cook, 1995, 230-44.

"Portfolios in the Disciplines: Sharing Knowledge in the Contact Zone" (with Art Young), *New Directions in Portfolio Assessment*, Boynton/Cook, 1994, 334-46.

(Publications, continued)

- "Defoe's 'Almost Invisible Hand': Narrative Logic as a Structuring Principle in *Moll Flanders*," *Eighteenth-Century Fiction*, VI, 1 (October 1993), 1-28.
"The Rhetoric of Murderers' Confessional Narratives: The Model of Pierre Rivière's Memoir," *The Journal of Narrative Technique*, XXII, 1 (Winter 1992), 23-34.
"Controlling Discourse in Detective Fiction, or Caring Very Much Who Killed Roger Ackroyd," *The Cunning Craft: Original Essays in Detective Fiction and Contemporary Literary Theory, Essays in Literature* Book Series, Macomb: Western Illinois University, 1990, 68-85.
"Locus Solus: Literary Solitaire," *Sub-Stance* 10, 95-109.

OP-ED ARTICLES (SELECTION)

- "University-City Collaborations," *New Britain Herald*, May 2013.
"Educating Students for Careers," *New Britain Herald*, January 2014.
"Overcoming the Attainment Gap," *New Britain Herald*, January 2011.
"Preparing Students for College," *New Britain Herald*, September 2010.
"Contributing to Workforce Development," *New Britain Herald*, February 2009.
"Emphasizing Interdisciplinary Learning," *New Britain Herald*, November 2008.
"Educating Global Citizens," *New Britain Herald*, July 2008.
"Helping Students Graduate," *New Britain Herald*, June 2008.
"Engaging with the Community," *New Britain Herald*, February 2008.

TRANSLATIONS

Book

Michel Pierssens, *The Power of Babel*. London: Routledge & Kegan Paul, 1980.

Articles

- Henri Atlan, "Metaphysical Postulates and Methods of Research," *Sub-Stance* 40, 43-47.
Jean Largeault, "Observations on Determinism and Order," *Sub-Stance* 40, 72-77.
Georges Bataille, "The Psychological Structure of Fascism" (with John Brenkman), *New German Critique* 16 (Winter 1979), 64-87.
Julia Kristeva, "Polylogue," *Contemporary Literature* XIX, 3 (1978), 336-50.
Maurice Roche, "Funereal Cantata," *Triquarterly* 38 (Winter 1977), 84-94.
Philippe Sollers, "from *Paradis*," *Triquarterly* 38 (Winter 1977), 101-06.

Collaborative Translations

- Georges Bataille, *Visions of Excess, Selected Writings, 1927-39*. Edited by Allan Stoekl. Minneapolis: Univ. of Minnesota Press, 1985.
Sydney Lévy, *The Play of the Text: Max Jacob's Le cornet à dés*. Madison: Univ. of Wisconsin Press, 1981.

**REFEREED
PRESENTATIONS**

- "Provosts' Perspective on Internationalization," AIEA, Washington, DC, February 2012.
- "A Web-based Platform for Increasing International Education," American Association of State Colleges and Universities Summer Meeting, Chicago, July 2010.
- "Institutionalizing Community Engagement at Central Connecticut State University," American Association of State Colleges and Universities Winter Meeting, Savannah, February 2009.
- "The Role of Literature in Writing Programs: Analysis of a Shifting Institutional Relationship," CCCC Convention, New York, March 2003.
- "Building an Institutional Culture Centered on Student Learning," EAUF/AAUA Conference, Paris, France, October 2002.
- "A Comprehensive Plan to Ensure the Vitality of a Communication Across the Curriculum (CAC) Program," Invited Keynote Panelist, Sixth National Writing Across the Curriculum Conference, Rice University, March 2002.
- "Creating Environments that Promote Student Learning," Departmental Administrators' Organization Conference, Big-10 Committee on Interinstitutional Collaboration, Chicago, March 2001.
- "A Comprehensive Model for Interdisciplinary Research in International Professional Communication," Association for Business Communication Conference, Los Angeles, November 1999.
- "Teaching Students to Write: A Rhetorical Approach to Writing in the Disciplines," 4th National Writing Across the Curriculum Conference, Ithaca, New York, June 1999.
- "Using Writing to Enhance Student Learning in the Disciplines," Keynote Address, Communication Skills Conference, Albany State University, Albany, Georgia, February 1999.
- "Improving Student Writing and Learning: A Rhetorical Approach to Writing Across the Curriculum," Writing Program Administrators' Conference, Tucson, July 1998.
- "Using Reports to Teach Rhetoric in the First-Year Composition Course," CCCC Convention, Phoenix, March 1997.
- "The Dominance of the Cultural Analysis Paradigm in International Professional Communication," CCCC Convention, Milwaukee, March 1996.
- "Teaching International Professional Communication: A Critical Review of Current Practices," Association for Business Communication Conference, Orlando, FL, November 1995.
- "The Politics of Compromise: Assessing Writing Across Disciplinary Boundaries," CCCC Convention, Nashville, March 1994.
- "Portfolios Across the Curriculum: Integrating and Evaluating Student Writing in the Disciplines," CCCC Convention, San Diego, March 1993.
- "Evaluating College Curricula in Writing," Modern Language Association Convention, New York, December 1992.
- "The Assessment Team: A Collaborative Model for Improving and Assessing the Communication Skills of Students," Southern Association for Institutional Research Conference, Myrtle Beach, October 1992.
- "Program Evaluation as a Team Effort: The Clemson University Research Team," CCCC Convention, Cincinnati, March 1992.

(Refereed Presentations, continued)

- "The Implications for Writing Programs of Increased Involvement in Outreach," CPTSC Convention, Charlotte, October 1993.
- "Designing Writing Assignments for Accounting Courses," Annual Meeting of the South Carolina Association of Accounting Instructors, Clemson, February 1992.
- "Teaching Business Communication as a Liberal Arts Course" (with Martin J. Jacobi), SAMLA Convention, Atlanta, November 1991.
- "Humanistic Approaches to the Teaching of Professional Writing Courses" (with Martin J. Jacobi), CCCC Convention, Boston, March 1991.
- "Teaching the Humanities in Professional Writing Courses: Report on a National Survey" (with Martin J. Jacobi), Interface '90 (14th Annual Humanities and Technology Conference), Marietta, GA, October 1990.
- "Communication as Learning and Problem Solving in the Engineering Curriculum" (with A. Wayne Bennett, Dan McAuliff, and Art Young), American Society of Engineering Education Convention, Toronto, June 1990.
- "The Current State of Teaching Practices in Professional Writing Courses" (with Martin J. Jacobi), College English Association Conference, Buffalo, March 1990.

INVITED LECTURES

- "Lecture versus Active Learning: Reframing the Conversation," Panelist, Closing Plenary, *The Teaching Professor* Conference, Washington, DC, May 2016.
- "The Case for STEAM," Keynote Address, Professional Development Conference, Montego Bay, Jamaica, January 2015.
- "Challenging the Engaged University to Educate Civic Agents," TEDxCCSU, November 19, 2014, <https://www.youtube.com/watch?v=0AdapQwRogQ>
- "Developing a Framework and a Process for Internationalization: Do You Know Where to Begin?" American Council on Education Webinar, June 2010.
- "Educating Students as Civic Agents," Invited Panelist, NERCHE Academic Affairs Think Tank, Salem State College, March 2010.
- Commencement Address, Sam Sharpe College, Montego Bay, Jamaica, January 2008.
- "The Role of Outcomes-based Assessment in Promoting Student Learning and Improving Academic Programs," Penn State Schuylkill, December 2004.
- "The Importance of Reflection in Service Learning," Service Learning Forum, Clemson University, October 1999.
- "Project-Based Learning as a Model for Teaching Professional Writing," Clemson University English Department Faculty Development Project, April 1994.
- "The Pearce Center and the Professional Communication Community," Society for Technical Communication Meeting, Spartanburg, SC, November 1992.

INVITED WORKSHOPS

- "Integrating Writing in First-Year Engineering and Science Courses," Rice University, February 2000.
- "Assessing Writing Programs," Pre-conference workshop, 4th National Writing Across the Curriculum Conference," Ithaca, NY, June 1999.
- "Writing Across the Curriculum," East Tennessee SU, June 1998.
- "Developing Writing Intensive Courses in the School of Nursing," Clemson University, May 1997.
- "Writing Across the Curriculum," Georgia Southwestern State University, February 1997.
- "Writing and Thinking for Secondary Students," J.L. Mann High School, August 1996.
- "Writing Across the Curriculum," Georgia State University, Atlanta, November 1995.
- "Writing in Psychology," South Carolina Psychological Association Conference, Columbia College, October 1995.
- "Editing Technical Reports," NSF Program for Mechanical Engineering Students, Clemson University, June 1995.
- "Effective Business Writing," Professional Development Workshop, Clemson University, October 1994.
- "Writing, Speaking, and Research Across the Curriculum," Anderson College, August, 1994.
- "Designing and Evaluating Writing Assignments in the Disciplines," South Carolina State University, August 1994.
- "Evaluating and Responding to Student Writing," Clemson CAC Workshop, January 1993.
- "Finance Department Communications Initiative Workshop," Lake Lanier, Georgia, August 1992.
- "Writing Across the Curriculum," University of South Carolina, Salkehatchie, April 1992.

FUND RAISING, GRANTS & RESEARCH AWARDS

- Directly involved in cultivation and stewardship of \$8 million gift from Carol A. Ammon, which resulted in naming the "Ammon School of Arts & Sciences"
- Directly involved in cultivation and stewardship of \$5 million gift from Anthony Bichum, which resulted in naming the "Bichum Engineering Laboratory"
- Directly involved in stewardship of Travelers' EDGE program, which provides \$550,000 in annual scholarships
- "Creating Research Opportunities for Students: The Mid-Atlantic Consortium," \$280,000 (over four years), First-in-the-World US Department of Education grant (awarded to Farmingdale State College, SUNY; CCSU is one of five partner institutions in consortium), 2015-19.
- "A First-year Initiative for At-Risk and Underrepresented Off-campus Students," \$9,500 Undergraduate Retention Fund, Penn State University (August 2005)
- "Preparing Students to Succeed in the Workplace," \$21,960 Innovation Fund (February 2000).
- "Building a Service Learning Community," \$35,000 Innovation Fund (July 1999).
- "Proposal to Assess Courses that Satisfy General Education 'Communication and Speaking Skills' Requirements: Phase II," \$11,700 Innovation Fund (July 1999).
- "Assessing General Education Requirements in Written and Oral Communication at Clemson University," \$11,000 Innovation Fund (October 1998).

(Fund Raising, Grants & Research Awards, continued)

- "Proposal to Upgrade the Multimedia Authoring Teaching and Research Facility," (with Tharon Howard), \$40,000 Instructional Enhancement Fund (July 1998).
- "A Multimedia Authoring and Research Interface Design Agreement with the IBM Corporation" (co-principal investigator with Tharon Howard), \$50,000 (March 1996).
- "Assessing Student Writing in General Education Courses," \$5,315 Innovation Fund Award (July 1994).
- "A Portfolio System to Assess Student Writing in Courses that Satisfy General Education Requirements," \$5,080 Innovation Fund Award (June 1993).
- "Proposal to Establish a Multimedia Authoring Teaching, Training, and Research Facility" (co-principal investigator, with Tharon Howard), \$115,000 Innovation Fund Award and Patent Fund Grant (August 1995).
- "Roy Pearce Class of 1941 Endowed Professorship in Professional Communication" (principal fund-raiser), \$250,000 Gift from R. Roy Pearce (August 1995).
- "Helping Students Develop Global Business Perspectives: Implementing an Interdisciplinary Teaching and Team Research Model" (with H.L. Goodall), \$6,677 Innovation Fund Award (July 1994).
- "NationsBank Finance Communications Initiative," \$5,000 to Support Pearce Center Consultants (September 1993).
- "NCR/Clemson University Usability Testing Facility," \$53,671 Grant from NCR Corporation Administered by the Pearce Center (September 1993).
- "National Textile Center Communication Consortium," \$3,000 Planning Meeting Grant (November 1992).
- "NationsBank Finance Communications Initiative," \$17,500 to Support 3 Pearce Center Consultants (September 1992).
- "Writing and Thinking Workshop for High School Students," Project Director, \$25,000 Grant from Mr. Bingham's Trust (November 1990).

SERVICE

COMMUNITY

- Co-Chair, "Building Hope Together" (New Britain Mayor's Initiative to End Homelessness), 2015-present.
- Rotary Club of New Britain-Berlin, 2008-present
President Elect, 2016-17
Board of Directors, 2014-present
- Board of Directors, CCARC, 2014-present
- Board of Directors, American Red Cross, Middlesex Central CT Chapter, 2008-2012.
- Executive Committee, Mayor's Workplan to End Homelessness, New Britain, 2009-15
- Hartford Consortium for Higher Education, 2006-2014
- Executive Committee, Connecticut Distance Learning Consortium, 2006-2014

(Service, continued)

SYSTEM

CSU Representative, Task Force Concerning Outcomes-Based Funding, CT General Assembly, 2015-16.
Chair, Search Committee for Chief Human Resources Officer, 2014.
Advisory Committee on Developmental Education, 2013-15
System Liaison for Collaboration with University of Connecticut, 2014-15
Search Committee for Senior Vice Chancellor, 2007-2008
e-Learning Leadership Team, 2007-2009
Community College Articulation Oversight Committee, 2007-2012
Administrative Council for Undergraduate Education, Penn State, 2000-2006

UNIVERSITY

CENTRAL CONNECTICUT STATE UNIVERSITY

Chair, Search Committee for Chief Information Officer, 2010
Co-Chair, Master Planning Committee, 2011-2013
Co-Chair, Retention and Graduation Council, 2006-present
Executive Committee, 2006-present
Chair, NEASC Self-Study Committee, 2006-2009; 2016-present
Chair, Provost's Council, 2007-present
University Planning and Budget Committee, 2006-present
Facilities Planning Committee, 2006-present

PENN STATE

Strategic Planning Council, 2004-05
Retention Council, 2003-2006
University Senate Committee on Intra-University Relations, 2002-03
Strategic Planning Vision & Mission Committee, 2000-01
Strategic Planning Programs & Services Committee, 2001
Academic Integrity Committee, 2000-2006
Teaching, Research, and Scholarship Committee, 2000-2006
Chair, Academic Affairs Committee, 2000-2006

CLEMSON

General Education Revision Task Force, 1998-2000
University Assessment Committee, 1995-2000 (*Chair*, 1999-2000)
Chair, General Education Assessment Subcommittee, 1997-98
Faculty Development Center Committee, 1997-2000
Professional Development Task Force, 1994-1995
Chair, Subcommittee on Faculty Development, 1994-1995
Chair, Writing Intensive Subcommittee, Undergraduate Curriculum Committee, 1994-2000
University Communications Task Force, 1993-1994
Chair, Ad Hoc General Education Subcommittee on Writing Intensive Requirement, 1993-2000
Co-chair, University Communication Across the Curriculum Advisory Committee, 1990-1997

**PROFESSIONAL
MEMBERSHIPS**

American Association of State Colleges and Universities, 2006-present
American Conference for Academic Deans, 2000-2006
American Association of Colleges and Universities, 2000-present
American Association for Higher Education, 2000-2005
Association for Business Communication
 International Communication Committee, 1997-99
Association of Teachers in Technical Writing
 Nominating Committee, 1998
 International Technical Communication Committee, 1997-1999
Conference on College Composition and Communication, 1990-2000
Council of Programs in Technical and Scientific Communication, 1990-2000
National Writing Across the Curriculum Conference Advisory Council, 1993-2000
South Atlantic Modern Language Association, 1986-1990
 Chair, Comparative Literature Section, 1989-90
Writing Program Administrators, 1990-2000