

Suzanne Blum Malley, Ph.D.

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Administrative Leadership Positions**Interim Senior Vice President and Provost**

Columbia College Chicago
December 15, 2018 – June 3, 2019

Columbia College Chicago is a private, nonprofit, college of 6,825 students, offering a distinctive curriculum with over 100 bachelor's and master's degree programs that blend arts and media creative practice with entrepreneurship in the context of a rigorous liberal arts education.

Chief Responsibilities

- Serve as chief academic officer and provide leadership for all areas of academic affairs
- Supervise three school deans and a dean of graduate studies, with 278 full-time and 648 part-time faculty, serving 6,825 students
- Oversee Global Education, Office of the Registrar, Transfer Initiatives and Academic Partnerships, and Academic Diversity, Equity, and Inclusion
- Supervise all direct reports to the Office of the Provost
- Review and decide tenure and promotion cases
- Serve on President's Cabinet and as staff on Board of Trustees committees: Academic Affairs, Financial Affairs, full board
- Partner with SVP and Chief Financial Officer to plan resource allocation for the next fiscal year and lead schools and departments through the annual budgeting process
- Continue responsibilities as Senior Associate Provost

Senior Associate Provost

Columbia College Chicago
July 2015 - ongoing

Chief Responsibilities

- Serve as the SVP and Provost's chief deputy, providing leadership in the areas of curricular development, academic program development, budget, and academic support services.
- Supervise the Associate Provost for Accreditation and Assessment, Associate Provost for Faculty Development and Research, Associate Provost for Academic Services, Director of the Library, Executive Director of the Museum of Contemporary Photography, and Assistant Provost for Continuing and Community Education

- Lead and provide oversight for programmatic coordination and support of the delivery and continual improvement of the academic programs for three schools, sixteen departments
- Manage and provide guidance through annual budgeting process for \$80 million academic affairs budget
- Oversee all academic assessment; facilitate the enhancement of academic program quality through documented analysis of student outcome assessments and program review assessment of study abroad programs.
- Design, establish, and maintain an efficient organizational structure and staffing profile that can effectively accomplish the goals and objectives of academic operations in the context of the college's mission and strategic plan

Key Accomplishments (for a more complete list, see accomplishments document appended to this CV).

- As key partner to the SVP/Provost, successfully managed the implementation of all initiatives for academic affairs in the Columbia College Chicago 2015-2020 strategic plan
- Guided collaborative development, approval, and implementation of new general education "Columbia Core" framework, launching Fall 2019
- Managed a comprehensive revision of all majors to ensure intentional paths to degree, currency of programs, and connections to industry/career partners for our students
- Led review of faculty qualifications to ensure accuracy of our faculty qualifications records and appropriate documentation in response to the 2017 Higher Learning Commission (HLC) guidelines on faculty qualifications
- Planned and implemented restructuring of Office of the Provost with a focus on expertise, professionalization, and efficient organizational structure, offering savings of \$7.5 million over 5 years while increasing staffing and support for student-facing services
- Led, supported, and managed Associate Provost for Accreditation and Assessment, Associate Provost for Faculty Research and Development, Associate Provost for Academic Services, Director of Academic Diversity, Equity, and Inclusion, and Registrar in successfully implementing key strategic initiatives in their units:
 - program review and assessment of student learning outcomes,
 - development of the HLC Open Pathways institutional "Quality Initiative" proposal and report,
 - preparation for successful November 2019 HLC comprehensive reaccreditation site visit,
 - faculty development support policies and initiatives,
 - roll out of Canvas as new LMS with training of all faculty, full- and part-time, in one academic year
 - development of professional advising teams,
 - implementation of new faculty search process focusing on diversity, equity, and inclusion
 - implementation of curricular approval processes

- Guided implementation of significant budget reductions (roughly \$30 million) over five years in Academic Affairs while protecting academic quality and the student learning experience, working closely with the Provost, Deans, and AVP of Office of Budget, Planning and Analysis
- Guided deans in analyzing and using available levers to maximize efficiencies while protecting student learning experience (course scheduling, average class size, faculty workload)
- Worked closely with the Associate Dean for Career Development and Industry Relations to align our internship practices with federal credit hour guidelines and nationally recognized high-impact practices
- Served as point person for academic affairs in successful collective bargaining process with part-time faculty union
- Supported new Associate Provost for Transfer Initiatives and Academic Partnerships in process of building and reinvigorating transfer articulations with area community colleges and ensuring a welcoming environment for transfer students

Interim Dean, School of Liberal Arts and Sciences,
Columbia College Chicago
July 2014-July 2015

Chief Responsibilities and Key Accomplishments

- Managed faculty, staff, curriculum, and budgets of seven departments and the general education program
- Reviewed and decided tenure and promotion cases at the dean level
- Led reimagining and restructuring of a failing first-year experience seminar to create foundational “Big Chicago” Columbia Experience course, now the key first-semester experience in the new “Columbia Core” with dramatically improved student satisfaction and achievement of learning outcomes
- Established faculty development and learning outcomes assessment programs for “Big Chicago” first-semester experience courses, resulting in demonstrable achievement of learning outcomes

Interim Chairperson, Department of English
Columbia College Chicago
August 2002 – August 2003

Chief Responsibilities and Key Accomplishments

- Managed department with 22 tenure-stream and teaching-track faculty and more than 90 part-time faculty
- Reviewed and decided tenure and promotion and post-tenure review cases at the chair level

Select Academic Administration Conference Papers and Presentations

"Understanding Who Your Faculty Are by Analyzing Tested Experience." Higher Learning Commission (HLC) Annual Conference, Chicago, IL, April 2019

"Community Engagement in a Large Lecture Format Course for First-semester Students: Curriculum and Assessment." AAC&U 2019 *Creating a 21st Century General Education Conference*, San Francisco, CA, February 2019

"From Seminar to Large-Lecture: Transforming a Foundations Experience in General Education." AAC&U 2017 *General Education and Assessment: Design Thinking for Student Learning*, Phoenix, AZ, February 2017

"General Education Assessment: Reflections at the End of a Five-Year Cycle." *Consortium for Assessment & Planning Support (CAPS) International Convention*, University of Puerto Rico at Humacao, San Juan, Puerto Rico, July 2001.

Academic Appointments

Associate Professor, English Department

Columbia College Chicago

1995-present (tenure and promotion 2000)

- **Coordinator of Professional Writing**, Department of English, August 2013 – July 2014
- **Interim Writing Center Director**, Department of English, August 2006-August 2007
- **Director of English as an Additional Language**, Department of English, June 1995 – August 2013
- **General Education Assessment Coordinator**, Spring 1997 – Spring 2002

Full-time Faculty, ESL Coordinator

St. Augustine College

August 1993 – May 1995

Visiting Instructor of Spanish, Department of Modern Languages

Beloit College

August 1992 - July 1993,

Professor of English as a Second Language

Asociación Cultural Hispano-Norteamericana (ACHNA)

Madrid, Spain, 1990 – 1992

Education

- Ph.D., English: Rhetoric and Composition Studies, Northern Illinois University

- M.A., Spanish Applied Linguistics and Hispanic Literatures, University of Illinois at Urbana-Champaign
- B. A. Spanish, with concentrations in Cultural Anthropology and Business Administration, University of Illinois at Urbana-Champaign
 - University of Barcelona, Barcelona, Spain, year abroad

Publications in Press

Blum Malley, Suzanne, Alanna Frost, and Julia Kiernan, eds. *Translingual Pedagogical Perspectives: Engaging Domestic and International Students in the Composition Classroom*. University Press of Colorado, forthcoming Fall 2019 (under contract and complete manuscript submitted).

Blum Malley, Suzanne, Alanna Frost, and Julia Kiernan, eds. *Translingual Dispositions: The Affordances of Globalized Approaches to the Teaching of Writing*. WAC Clearinghouse, International Exchanges on the Study of Writing Series, forthcoming Fall 2019 (under contract and complete manuscript submitted).

Publications

Book Chapters

Blum Malley, Suzanne. "Ludic is the New Phatic: Making Connections in Global, Internet-mediated Learning Environments." *Thinking Locally, Composing Globally*. Eds. Rich Rice and Kirk St. Amant. Logan UT: Utah State University Press, April 2018.

Frost, Alanna, and Suzanne Blum Malley. "Multilingual Literacy Landscapes." *Stories that Speak to Us*. Eds. Scott Lloyd Dewitt, Cindy Selfe, & H. Lewis Ulman. Logan, UT: Computers and Composition Digital Press, March 2013.

Refereed Articles and Reviews

Brantner, Mark, Alanna Frost, and Suzanne Blum Malley. "The Translanguaging Conversation: A Dialogic Review." *Composition Studies* 44.1 (2016): 151-159.

Blum Malley, Suzanne. "The Global Translingual Literacies Project." *REx: The Research Exchange Index* 1.1 (2016).

Blum Malley, Suzanne, Corrine Calice, Ames Hawkins, Pegeen Reichert-Powell, Jonn Salovaara, and Ryan Trauman. "CIWIC/DMAC: An Ecology of Influence at Columbia College Chicago." *Computers and Composition Online - Spring 2015 Special Issue: CIWIC, DMAC, and Technology Professional Development*.
http://cconlinejournal.org/ciwic_dmac/malley-et-al/

Dorst, Jack, Joseph Erwin, Sarah Lemcke, Lia Miller and Isabella Ruta with Suzanne Blum Malley (instructor). "Maximus Waste: A Food Waste Mockumentary." *The Journal for Undergraduate Media Projects* 6.1 (2015). <https://jumpplus.net/issues/issue-6-1/maximum-waste-a-food-waste-mockumentary/>

Blum Malley, Suzanne. "Knowledge Practices of Academic Writing in Global Online Classrooms." In in **Меняющаяся коммуникация в меняющемся мире** 9. Proceedings: *Changing Communication in the Changing World* 9. Eds. I.S. Bessarabova, E.V. Gulyaeva, I.S. Nikitina, and N. I. Setkova. Volgograd, Russia: Ranepa, 2015

Blum Malley, Suzanne. "Ethnographic Inquiry as Integrative/Interdisciplinary Writing Pedagogy." in **Меняющаяся коммуникация в меняющемся мире** 2 Proceedings: *Changing Communication in the Changing World* 2. Eds. I.S. Bessarabova, E.V. Gulyaeva, I.S. Nikitina, and N. I. Setkova. Volgograd, Russia: Ranepa, 2008.

Blum Malley, Suzanne. "The Linguistically Diverse Composition Classroom." *Teaching Composition*. Eds. Chris Anson and Anne Harvey. McGraw-Hill Higher Ed, February 2007. <http://www.mhhe.com/socscience/english/tc/feb.html>

Blum Malley, Suzanne and Hawkins, Ames. "Ethnographic Writing Pedagogy." *Teaching Composition*: Eds. Chris Anson and Anne Harvey. McGraw-Hill Higher Ed, October 2006. http://www.mhhe.com/socscience/english/tc/blummalleyhawkins/blumANDhawkins_module.html

Blum Malley, Suzanne, Thoko Batyi, George Bailey, Rose Blouin, Amy Hawkins, Elize Naude, Brendan Riley, and John Ruiters "Personal Revolution, Pedagogical Realization, Political Revolution." *KAIROS* 10.2 (2006). <http://kairos.technorhetoric.net/10.2/>

Blum Malley, Suzanne. "Moo's, Blogs, and Quacks: Whose Digital Literacy is it Anyway?" *Essential Teacher*. June 2006.

Textbooks

Blum Malley, Suzanne and Hawkins, Ames. *Engaging Communities: Ethnographic Writing in the Composition Classroom*. A Creative Commons 3.0 licensed open-access, collaborative textbook. (web) <http://www.engagingcommunities.org> or (ebook) <https://itunes.apple.com/us/book/engaging-communities/id562336987?mt=11>

Blum Malley, Suzanne. *Instructor's Manual for FOCUS: Writing Paragraphs and Essays*, 2E. Prentice Hall, 1999

Select Conference Papers and Presentations

Invited Plenaries

"Knowledge Practices of Academic Writing in Global Online Classrooms," *Invited Keynote/Plenary Speaker: 9th Annual Changing Communication in a Changing World Linguistics and Intercultural Communication Conference*, Russian Presidential Academy of National Economy and Public Administration, Volgograd, Russia, February 4-6, 2015

"Making Big Room for Small Talk: Knowledge Practices of Academic Writing in Internet-mediated Learning Environments," *Invited Keynote/Plenary Speaker: Midwest Conference on Literature, Language, and Media*, Northern Illinois University, DeKalb, Illinois, March 28, 2014

Invited Presentations

"Sharing Cultures: Personal Revolution, Pedagogical Realization, Political Revolution," *Invited featured panel presentation* with Thoko Batyi, George Bailey, Rose Blouin, Amy Hawkins, Elize Naude, John Ruiters, *Computers and Writing*, Palo Alto, California, June 2005

"Framing the Academy: Multilingual and Multicultural Students in All Classrooms," *Invited presentation to the faculty at Nelson Mandela Metropolitan University*, Port Elizabeth, South Africa, March 2004

"Beyond the Hot Dog: Culture as an Integrative Tool," *Invited panel presentation* with Debra Parker and Christie Block, " *Midwest TESOL Annual Convention*, Milwaukee, Wisconsin, October 1997

Selected Refereed Papers and Workshops

"Cultivating Capacity for Translingual and Transmodal Research Methods." CCCC, Portland, Oregon, March 2017

"Intersections of Languages, Modalities, and Technologies in Writing Research." *International Society for the Advancement of Writing Research – Writing Research Across Borders*, Bogotá, Colombia, February 2017

"The Affordances and Constraints of Global Translingual Research: Methods." *The Thomas R. Watson Conference on Composition and Rhetoric*, University of Louisville, Louisville, Kentucky, October 2014

"From E-mail Exchanges to MOOCs: Evolutions and Convolutions in Peer-to-Peer Online Interaction." *Computers and Writing*, Washington State University, Pullman, WA, June 2014
<http://www.cwcon14.sbmalley.com/>

"Making Big Room for Small Talk: Tracing Social Connections and the Knowledge Practices of Academic Writing in a Global, Online Writing Classroom." CCCC, Indianapolis, Indiana, March 2014 http://prezi.com/69gc2jlj8kcz/?utm_campaign=share&utm_medium=copy

"The Global Translingual Literacy Narratives Project." *International Society of Writing*

Research Conference, Paris, France, February 2014.

"In the Classroom with the DALN: Composing Literacy Pedagogy." *Computers and Writing*, Frostburg, Maryland, June 2013 <http://www.cwcon2013.sbmalley.com/>

"Translanguaging in a Globally-networked Learning Environment." CCCC, Las Vegas, NV, March, 2013

"Negotiating Multiple Languages and Literacies in a Globally-networked Learning Environment." *Thomas R. Watson Conference on Composition and Rhetoric*, University of Louisville, Louisville, KY. October 2012

"Catalysts and Cataclysms: Personal, Institutional, Pedagogical Narratives of the Digital Text." *Computers and Writing*, North Carolina State University, Raleigh, NC, May 2012

"Rhetoric and Composition Pedagogy and Scholarship in the Context of Globalization: Emerging Globally Networked Learning Environments as New Gateways for Theory, Research, and Pedagogy." Workshop presented at CCCC, St. Louis, MO, March 2012

"Multilingual / Multimodal Literacy Narratives." *Computers and Writing*, University of Michigan, Ann Arbor, MI, May 2011 <http://cwcon.sbmalley.com/>

"Multilingual Literacy Landscapes." CCCC, Atlanta, GA, March 2011

"Ludic is the New Phatic – Laying the Groundwork for Sharing in a Globally-networked Learning Environment Paper." *International Writing Research Across Borders Conference II*, George Mason University, Fairfax, VA, February 2011

"Open-sourcing the TextBook/Box." *Computers and Writing*, Purdue University, West Lafayette, IN, May 2010 http://prezi.com/zd-icwxbwcdx/?utm_campaign=share&utm_medium=copy

"Virtual Ideas and Actual Anxieties -- What is Digital Literacy, Anyway? Reports from the Field," *Computers and Writing*, Purdue University, West Lafayette, IN, May 2010 http://prezi.com/mxpqlzgidfme/?utm_campaign=share&utm_medium=copy

"Why Would I Want to Do That? Game Design and the CCCC Community." Play/Write 2.0 Workshop, CCCC, Louisville, KY, March 2010 http://prezi.com/s7yfsiys6dou/?utm_campaign=share&utm_medium=copy

"Not Just Chatting: Ludic Discourse in Computer-Mediated Communication." CCCC, San Francisco, CA, March 2009

"Reflexivity, Representation, and Responsibility in Ethnographic Writing" CCCC, New Orleans, LA, April 2008

"Intellectual and Technological Hospitality in an Online, International, Collaborative Teaching and Research Project." *International Writing Research Across Borders Conference*, Santa Barbara, CA, February 2008

"Ethnographic Inquiry as Interdisciplinary Writing." *Association of Integrative Studies*, Tempe, AZ, September, 2007.

"Sharing Cultures: Creating Engaged, Global Citizens." with John Ruiters, George Bailey, and Rose Blouin, and Brendan Riley, *Midwest Modern Language Association*, Chicago, IL, November, 2006

"Authoring Shared Expectations for Student Portfolio Projects." with Rob Lagueux, *International Conference on the First-Year Experience*, Toronto, ON, Canada, July 2006

"Reshaping Access in the Global/Technological Curriculum." *Midwest Modern Language Association*, St. Louis, Missouri, November 2004

"Ethnotechno Pedagogies" workshop presented with Ames Hawkins, *Computers and Writing*, Honolulu, Hawaii, June 2004

"Ethnographic Writing in the Composition Classroom." *Thomas R. Watson Conference on Rhetoric and Composition*, Louisville, Kentucky, October 2002.

"Engaging Alternatives: Literacy across Contexts." *International Reading Association*, San Francisco, California, April, 2001

Service to the Profession

Positions/Roles

- Modern Language Studies Association (MLA), Literacy Studies Forum Executive Committee founding member (2015-2019), Secretary 2015-2016, Chair 2017-2018
- Chair of 2018 MLA Plenary Session "The Matter of Writing"
- Computers and Writing Graduate Research Network (GRN), Executive Committee Member, Travel Grant Committee, Coordinator of Ride2CW fundraiser (2010-2016), 2010-present
- Computers and Composition Distinguished Book Award, Judge, 2016
- Computers and Composition Digital Press, an imprint of Utah State University Press, Reviewer, 2014-present
- Computers and Writing 2014 Conference, Proposal Reviewer, Dec 2013-February, 2014
- Bedford-St. Martin's Press, Reviewer, Composition and Rhetoric, 2009-2011

- Master Teacher for University of Illinois at Chicago MA Applied Linguistics Program, Fall 2003- Fall 2012
- Chair of New Media (formerly Computer Research), permanent section of Midwest Modern Language Association, (term November 2004 – November 2005), Secretary of Computer Research Section (term November 2003 – November 2004)

Professional Affiliations

- Modern Language Association
- National Council of Teachers of English, College Composition and Communication
- Coalition of Feminist Scholars in the History of Rhetoric and Composition
- International Association of Teachers of English as a Second Language (TESOL)
- American Association of Applied Linguistics (AAAL)

Service to Columbia College Chicago

College-wide Leadership and Service

- Integrated First-year Experience (IFYE) Strategic Plan Implementation Committee, Chair and co-chair with joint IFYE-Core Implementation Committee (2015-2017)
- Columbia College Chicago Strategic Planning Steering Committee, member of 21st Century Curriculum Subcommittee, member of Strategic Plan Writing Committee (AY 2014-2015)
- Faculty Senate, Parliamentarian, and member of the Executive Committee (May 2013 – May 2014)
- International Student Task Force, co-Chair with Sheila Carter (November 2012 – August 2013)
- Academic Team Leader, BluePrint Prioritization, co-author “One Columbia” (September 2011--July 2012)
- First Year Seminar Teaching Academy - Founding Fellow (September 2004 – May 2013)
- Columbia 2010 Learning Implementation Committee (September 2004 –May 2010)
- Integrative Learning Task Force (September 2007- May 2008)
- Academic Affairs Committee, Chairperson (September 2004 – May 2006)
- Provost’s Task Force on Advising (June 2005-June 2006)
- Acting Chairperson, English Department (Sept. 2002 - June 2003)
- Chairperson, General Education Advisory Committee, (Spring 1997-Spring 2002)
- Strategic Planning Committee (Fall 1997 - Spring 1999, Fall 2000-Fall 2001)
- Student Assessment Committee (Fall 1997 – Fall 2000)
- Member of President's Blue Ribbon Committee on Open Admissions (September 1998 - September 2000)
- Executive Committee of the College Council (Spring 1996 -Spring 1999), and Secretary of the College Council (Feb. 1996- May 1997)
- Task Force to Evaluate Tools for College-wide Diagnostic Assessment (Spring 1997)
- Budget and Priorities Committee (Fall 96- Spring 98)

- Teaching and Learning Committee (Fall 96-Spring 97)

English Department Service

- English Department Senator, Faculty Senate (May 2013-May 2014)
- English Department Advisory Committee (2011-2012)
- Member of Tenure Committees for Diana Gorman, ASL- English Interpretation; Ames Hawkins, English; Faun Bernbach Evans Lucas, English; Faculty Evaluator for Pegeen Reichert Powell; Faculty Mentor for Hilary Sarat-St. Peter
- Sharing Cultures Project Coordinator 2004-2012, Member of Sharing Cultures Advisory Committee (2001-2004)– international project with South African and Russian universities
- English Department Administrative Committee (September 2011 – September 2012, September 2005 – September 2006)
- English Department First-year Writing Committee (September 2000 – May 2014)

Columbia College Chicago Awards and Fellowships

- Received Columbia College CiTE Innovation Fellowship Award, 2012-2013
- Received Columbia College Technology Fellowship Award, 2009-2010
- Sabbatical awarded AY 2008-2009
- Received Columbia College Technology Fellowship Award, Spring 2007
- Received Columbia College Faculty Development Grant, Spring 2004
- Sabbatical awarded Spring 2002

Courses Taught

- Composition Theory and Praxis (graduate)
- Writing and Rhetoric I (international, developmental, standard)
- Writing and Rhetoric II (international, developmental, standard)
- Writing New Media
- Writing, Language, and Culture Seminar -- Irreverent Rhetorics: Discourse in a Digital Age
- First-year Seminar Honors
- Oral Expression (speech)
- Latin American Art, Literature, and Music
- Culture and Communication (international)
- College Reading (international)

Abbreviated List of Key Initiatives and Accomplishments
Suzanne Blum Malley, Senior Associate Provost
Columbia College Chicago

Academic Operations and Project Management

- As key partner to the SVP/Provost, managed the implementation of all initiatives for academic affairs in the Columbia College Chicago 2015-2020 strategic plan, including:
 - A comprehensive revision of all majors and general education curricula to ensure intentional paths to degree and currency of programs
 - Continual guidance and reminders to deans, associate deans, and chairs of why and how we have engaged in changes to improve the quality of our students' educational experiences
- Successfully guided development, approval, and implementation of new general education "Columbia Core" framework
 - Brought two strategic plan implementation committees together (Integrated First-year Experience and Columbia Core) and managed the 2-year process of proposal development and sub-group activities
 - Co-authored the new "Columbia Core" framework proposal with the Dean of Liberal Arts and Sciences and the Assistant Provost for Academic Services
 - Managed public forum and online feedback from the college community
 - Revised the proposal and presented it to Academic Affairs Committee and Faculty Senate for approval (framework proposal unanimously approved by Faculty Senate in May 2017)
 - Served as operations point person as the new Core Committee was constituted and began work
 - Successfully oversaw curricular development and approval process for full launch of new Columbia Core in Fall 2019
 - Worked with Associate Provost of Faculty Development and Research to design and implement faculty development and pedagogy workshops for the new Core
- Led review of faculty qualifications to ensure accuracy of our faculty qualifications records and appropriate documentation in response to the 2017 Higher Learning Commission (HLC) guidelines on faculty qualifications
 - Established qualifications inventory and tested experience review process, guidelines, and hiring protocols
 - Reviewed 525 tested experience argument, highlighting cases that required close Provost review
 - Worked closely with Special Counsel for Labor Relations to develop communication and severance plans for part-time faculty for whom we did not have sufficient evidence of qualifications
 - Developed template qualifications language adapted for every new and revised course proposal

- Worked closely with the Associate Dean for Career Development and Industry Relations to align our internship practices with federal credit hour guidelines and nationally recognized high-impact practices
 - Led development and implementation of low-barrier-to-entry, internship online course (Professionalism, Creativity, and Marketable Skills) course for 2nd and 3rd year students
- Supported new Associate Provost for Transfer Initiatives and Academic Partnerships in process of building and reinvigorating transfer articulations with area community colleges and ensuring a welcoming environment for transfer students

Leadership and Management

- Led, supported, and managed Associate Provost for Accreditation and Assessment, Associate Provost for Faculty Research and Development, Associate Provost for Academic Services, Director of Academic Diversity, Equity, and Inclusion, and Registrar in successfully implementing key strategic initiatives in their units:
 - program review and assessment of student learning outcomes,
 - development of the HLC Open Pathways institutional “Quality Initiative” proposal and report,
 - preparation for successful November 2019 HLC comprehensive reaccreditation site visit,
 - faculty development support policies and initiatives,
 - roll out of Canvas as new LMS with training of all faculty, full- and part-time, in one academic year
 - development of professional advising teams,
 - implementation of new faculty search process focusing on diversity, equity, and inclusion
 - implementation of curricular approval processes
 - development of professional advising teams and implementation of student success analytics and advising software (EAB Student Success Navigate)
 - creation of Office of the Registrar and development and implementation of policies and processes for curriculum approval and federal compliance
- Designed and implemented leadership development seminars for new chairpersons and for department and school curriculum committees
- Worked with Dean of Media Arts and new Associate Dean for LA Programs to implement redesign of Semester in LA programs and restructuring of LA personnel
- Served as regular resource and point of contact on all academic operations to deans, associate deans, and offices of the registrar, special counsel for labor relations, business affairs, and facilities
- Chaired search committees for Dean of Fine and Performing Arts and Dean of Media Arts; managed internal search for Dean of Liberal Arts and Sciences

Resource Management

- Guided implementation of significant budget reductions in Academic Affairs, working closely with the Provost, Deans, and AVP of Office of Budget, Planning and Analysis

- Managed budget reductions of roughly \$30 million over 5 years across units in Academic Affairs while successfully prioritizing the protection of the student learning experience
- Led and implemented restructuring of offices of the deans and office of the provost, with a focus on maximizing efficiencies while maintaining high-levels of expertise and performance, offering savings of \$7.5 million over 5 years while increasing staffing and support for student-facing services
- Initiated and implemented centralized budgeting for office, classroom, and public computers, establishing a partnership with IT to maximize our purchase power and computer refresh schedule in Academic Affairs
- Refined and improved centralized faculty professional development funding process
- Worked with AVP of Office of Budget, Planning and Analysis to develop cost-of-instruction model for programs and department

