

C. MICHELLE PISKULICH

EDUCATION

Ph.D. 1992 State University of New York-Binghamton, Department of Political Science -Public Policy Analysis

Dissertation: *Toward a Comprehensive Model of Welfare Exits: Aid to Families with Dependent Children, Food Stamps and Medicaid*

M.A. 1984 University of Missouri-Columbia, Department of Political Science – Political Science

Thesis: *Obstacles to Policy Implementation: A Case Study of the Missouri Dioxin Episode*

B.J. 1981 University of Missouri-Columbia, School of Journalism News-Editorial and Public Relations

PROFESSIONAL EXPERIENCE

JANUARY 2021 – PRESENT SENIOR ASSOCIATE PROVOST

At this time I am helping our new Provost transition to her new role and as of April 27 resumed all my previous Senior Associate Provost duties.

JUNE 2020-JANUARY 4,2021 INTERIM EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS AND PROVOST

Direct Reports and Areas of Responsibility:

Deans (College of Arts and Sciences, School of Business Administration, School of Education and Human Services, School of Engineering and Computer Science, School of Health Sciences, School of Medicine, School of Nursing, University Libraries, Graduate School, Honors College), Director of the Eye Research Institute, Vice President of Research, Director of the Office of

Institutional Research and Assessment, Executive Director Macomb Outreach, Assistant Vice President for Academic Affairs (budget, administration, Global Engagement and Classroom Support and Instructional Services), Associate Provost for Student Success and Quality Assurance, Interim Associate Provost (leadership of the Center for Excellence in Teaching and Learning, eLearning and Instructional Support and Professional and Continuing Education) and a dotted line reporting relationship with the Assistant Vice President for Academic Human Resources.

Responsibilities: Provide leadership and direction for all academic affairs units, serve as a member of the President's cabinet and collaborate with colleague Vice President's, oversight of Global Engagement (International Students and Scholars, International Education, English as a Second Language, global partnerships), academic programs, student success, faculty affairs (the Center for Excellence in Teaching and Learning, all faculty relations including hiring, promotion and tenure), Bachelor of Integrative Studies, undergraduate education, eLearning, Professional and Continuing Education, academic events including commencement, Philanthropy Executive Leadership Team overseeing the capital campaign, academic governance including chairing the University Senate and Senate Steering Committee, academic space planning and allocation, budget planning and oversight, academic programs and quality assurance, research, community engagement, diversity, equity and inclusion. Budget of \$190,000,000.

Accomplishments: Led the Academic COVID19 response and a member of the VP group responsible for overall institutional decision making surrounding reopening planning, successfully completed a search for the new Dean of the Graduate School, welcomed and oriented new Dean of University Libraries, established biweekly meetings with AAUP leadership, weekly meetings with deans, virtual open forums with department chairs and program directors, faculty, staff and students to assure open and effective communication, collaborated with VP for Finance and VP Research in a successful effort to identify and purchase a building to support engineering research. Established the Center for Evolutionary Psychological Sciences. Helped complete the affiliation agreement between the Oakland University William Beaumont School of Medicine and the Beaumont Health System.

2009-2019 ASSOCIATE PROVOST; 2019-PRESENT SENIOR ASSOCIATE PROVOST

Direct Reports and Areas of Responsibility:

Office of Strategic Programs (2009-present), Center for Excellence in Teaching and Learning (2017-present), eLearning and Instructional Support (2017-present), Academic Human Resources (2012-2015), Student Financial Services June 2018-March 2019; Faculty Affairs, Governance (2011-present), Academic Space Planning 2009-present), Emergency Preparedness (2009-Present), Outreach, Strategic Enrollment (2007-present)

Strategic Programs (2009-August 2020, April 27, 2021-present)

Strategic Programs includes Professional and Continuing Education (PACE) and Summer Programs.

Professional and Continuing Education (PACE)

Responsibilities: Lead centralization of registration system, provide direction for unit in strategy, organization, policy development, programming, community engagement, marketing, and budget; supervise director. Staff of 3 full time and 4 part time employees (does not include instructors). Budget of \$1.5 million.

Accomplishments: Successfully hired first Director of Professional and Continuing Education; successfully centralized all back-of-the-house operations including registration, marketing assistance, course scheduling, policy; implementation and maintenance of Banner Flexible Registration; centralization of payments, certificate and CEU's; faculty hiring for central programs; student complaint management; budgeting, and accreditation; developed or reinvigorated central office programs; successful accreditation for the Paralegal Certified Financial Planning programs; national recognitions for Animal Assisted Therapy, RN-BSN Redesign, OUCares Preemployment Training and Certified Financial Planning; implemented on-demand course registration; increased programs, registrations and revenue each of the last 8 years. Central unit now recognized by university for leadership in alternative revenue generation and given responsibility to develop credit and noncredit custom programs responding to regional workforce development needs. Currently providing or developing custom programs for Stellantis, Continental, Lincoln and SL America and a consortium of lighting companies.

Summer

Responsibilities: Direct summer session collaborate with deans and associate deans on schedule, programs, and course cancellation; work with Student Affairs to promote campus activities for enrolled students; collaborate with Communications and Marketing on all marketing efforts including web page content and overall campaign. Total staff 1 .5 FTE 19 hour casual. Budget of \$7.3 million.

Accomplishments: Improved summer course scheduling by assuring students can take sequential courses and by resolving conflicts in class scheduling that prevent students enrolling for additional required credits; established marketing focus on getting ahead, exploration, catching up, focus on a difficult class; worked with Communications and Marketing to transition from a primarily print marketing effort to high quality digital marketing including email outreach, web-optimization, hyper local mobile etc.; changed timing of beginning of Summer marketing to allow student planning especially for study abroad; won recognition by the National Association of Summer Session for Summer homepage redesign based on best practices (2013).

Center for Excellence in Teaching and Learning (2017-August 2020, April 27, 2021 - present)

Responsibilities: Supervise director; provide leadership and guidance on faculty development training, chair training, new faculty orientation, part-time faculty orientation, chair orientation, the Faculty Handbook, overall center direction and budget. Staff of 3 including director plus 2 faculty fellows, one chair fellow and student worker. Budget \$450,000.

Accomplishments: During COVID-19 CETL refocused to assist faculty in altering course materials for online instruction. Developed completely online New Faculty Orientation. Pre-COVID-19: Refocused unit effort on teaching and learning by eliminating responsibility for a conference and reallocating savings to training activities; added training for department chairs by moving

large event planning to central academic event staff. Responded to university request to develop training on accessible course materials for faculty and supported faculty interest in open educational resources.

eLearning and Instructional Support (2017-August 2020, April 27, 2020 - present)

Responsibilities: Supervise director; provide leadership and guidance on faculty development, online policies, online learning management system (Moodle), other online support systems both hardware and software; strategic direction of unit, budget, and staffing. Total staff of 10 including director in addition to student employees. Budget exceeds \$1 million.

Accomplishments: During COVID-19 initial response oversaw successful unit transition to aiding faculty following pivot to online. Rapidly developed additional online instructional materials, developed plan to expand ability to train faculty in Quality Online Teaching trained 250 faculty in Summer 2020. Successfully led effort to acquire Zoom in response to faculty requests. Successfully expanded online proctoring solutions for faculty. Pre-COVID-19: Refocused unit effort to include new program development. Redeployed staff effort to core unit activities; review of all eLearning pages, videos, courses for ADA compliance and plan to remediate issues; developed a Request for Information for online instruction solutions to enhance university capacity to introduce online programming, support faculty and assure student success. Worked with University partners to adopt and implement use of Burning Glass to inform new program development and decision making.

Academic Human Resources (Liaison 2009-2012, Leader 2012-2015, Liaison/Faculty Affairs 2015-present)

Responsibilities: Leadership (2012-2015) of unit including supervision of three HR professionals, collaborating with University Human Resources, Banner data steward for faculty data, PeopleAdmin administrator, immigration visa support, advise Provost on promotion and tenure reviews and documents, faculty hiring process, sabbaticals and other leaves, faculty workload, personnel issues and grievances. As liaison/Faculty Affairs in Provost's office (2009-2012, 2015-present), advise Provost on promotion and tenure reviews and documents, faculty hiring process, sabbaticals and other leaves, faculty workload, advise Assistant Vice President for Academic Human Resources on personnel issues and grievances as needed, immigration visa support and diversity, equity and inclusion initiatives. Total Staff 2.5. Budget for staff and small supplies and services budget \$300,000.

Accomplishments: Developed manual for Deans, Department Chairs and Search Chairs for using PeopleAdmin hiring system; created draft of Faculty Handbook, improved oversight of permissions to Academic Human Resource Banner data; administrative lead on collaboration with faculty to develop an eDossier process including planning, workflow and help documents for promotion and tenure; championed online form process for implementing online sabbatical application process; championed online form process for processing DS2019 immigration forms; aid in implementation of Academic Performance Solutions (Education Advisory Board product) to improve data driven decision making; worked with WISE@OU Advance Grant representatives to develop brochure summarizing resources for work-life balance clarifying benefits available; helped develop training for first day-long chair training at OU; assisted with the development of

School of Medicine policies as they began to plan for and hire first faculty; actively engaged in the development of diversity programs including Provost Faculty Diversity Fellow, Provost Diversity Post-Doctoral Fellowships, and Diversity Advocate Program.

Student Financial Services (May 2018-March 2019)

Responsibilities: Leadership of Unit including supervision of Director. Oversight of all financial aid operations, policy, strategy and compliance. Liaison with enrollment management group and tasked with assuring the office is in concert with student success priorities. Total staff 25 including director. *Total Budget:* \$55,000,000 (in financial aid dollars managed) and \$2.4 million in salaries, benefits, and operational costs

Accomplishments: Developed a comprehensive list of issues related to financial aid, initiated meetings with individuals and offices associated with Financial Aid to understand the problems. Arranged training for professional advising directors to provide guidance on assisting students, worked with the financial aid leadership to address campus concerns and clarify policy. Initiated process to redesign university approach to scholarship awards and to explore the use of software to support the scholarship award process for students, faculty and staff.

University Governance (2010-August 2020, April 27-Present; Senate Chair Fall 2021)

Responsibilities: Manage University Senate and Senate Steering Committee including agenda, information, resource for standing committee chairs; serve as resource on issues of governance for deans, administrators, and faculty; advise Provost on Governance issues; maintain Senate website.

Accomplishments: Overall I have sought to engage faculty in the Senate by expanding and improving access to materials, providing more information, and encouraging broader involvement. Introduced online survey to solicit Senate committee volunteers, transitioned Senate agenda and supporting documentation to our learning management system from CareWorks reducing the number of webpages in the Oakland University domain and utilizing an opensource (Moodle) solution that is familiar to faculty, staff and students; increased consultative activity between university units and aligned Senate Committees; developed new messaging to committee chairs to increase understanding of their role and the role of the committee and to increase the efficacy of the governance system; led comprehensive review of all committee charges and membership leading to substantive changes across committees.

Academic Space (2009 – Present)

Responsibilities: Provide leadership on all aspects of academic space including reassignment of vacant office space; collaborate with Facilities Management on capital outlay, space studies and planning, building renovations and building construction as appropriate; act as resource for Deans and administrators on space issues.

Accomplishments: Collaborated with Facilities Management on major renovation efforts including space backfills as new buildings were added, curtain wall project, network project, departmental relocations, renovation of science teaching labs, development of active learning classrooms, development of state of the art anatomy lab for the School of Medicine, completion

of the Human Health Building (LEED Platinum) and Engineering Center (LEED Gold); planning for renovation and expansions of Wilson Hall, Varner Hall, South Foundation Hall, Anibal House, Fitzgerald House, and the purchase of a building for engineering research, assisted with campus master plan process and campus space study.

Emergency Preparedness (2009-present)

Responsibilities: Second to Provost on University Crisis Management Team, member of the Emergency Management Advisory Committee (EMAC), provide leadership and recommend training on emergency preparedness for Academic Affairs Division and department chairs.

Accomplishments: Revised emergency preparedness information gathering process to focus attention on planning at unit level. Introduced Active Shooter Training for academic affairs faculty and staff. Supported Stop the Bleed training and the addition of Bleeding Control kits across campus. COVID-19 Emergency Operations Committee charged with leading all academic response in the early phase of the pandemic, Vice President Decision Team member where all policy decisions including the Grizzlies Protect Grizzlies plan for Fall 2020 and the new plan for Fall 2021.

Student Complaint Processes 2009-2019

Responsibilities: Handle all student complaints that reach Provost, President or Board of Trustees; collaborate with Dean of Students on academic conduct complaint issues; act on behalf of Provost and Senate Steering Committee to resolve academic conduct appeals.

Accomplishments: Worked with Dean of Students to refocus Academic Conduct Committee on student learning and responsibility reducing the number of appeals and dismissals; reversed a trend to accept and resolve any complaint centrally by engaging units to follow established complaint processes thus reducing time spent centrally on student complaints that are best, and more appropriately, resolved at the faculty and dean levels; developed a database to improve complaint tracking and enable us to provide reports for the Higher Learning Commission or others seeking information.

Strategic Enrollment (2007-present)

Responsibilities: Engage with various committees and activities geared toward expanded enrollment and retention; member of Enrollment Management Strategy Group chaired by former President Gary Russi to discuss enrollment issues and focus on increasing enrollment at the undergraduate and graduate levels and in summer and professional development both noncredit and credit; member of cross-divisional group focused on enrollment and the student experience; lead efforts to assure class availability for incoming freshmen and transfers; developed the Faculty Advising at Orientation program in collaboration with Office of New Student Programs; Strategic Enrollment Management Planning Steering Committee and Co-Chair of Innovative and Entrepreneurial Education Task Force.

Accomplishments: Developed case to invest in Banner Flexible Registration to enhance capacity to increase noncredit enrollment and lay the foundation for future opportunities in revenue enhancement activities; while I was on the Enrollment Management Strategy Group, Oakland

University was the fastest growing institution in Michigan; developed and led a team to identify critical courses and developed a process for monitoring seat availability during new student and transfer orientations increasing course availability and reducing student frustration; improved advisor to student ratios at orientation to 1 to 5 adviser/student ratio with implementation of Faculty Advising at Orientation program resulting in higher satisfaction with orientation advising experience and enhanced faculty awareness of issues students face when enrolling, developing strategies for entrepreneurial and innovative noncredit and credit generation for strategic enrollment management process.

Outreach: (2009-2015)

Responsibilities: Work with VP for Outreach to assure effective communication and to assist with university level initiatives especially as it relates to the efforts at the Macomb University Center and Anton Frankel Center; aid community groups seeking to interact with Oakland University

Accomplishments: Identified potential programs to be offered in Macomb County; led effort to plan student activities and participated in all planning efforts for the Republican National Presidential Debate at OU in November 2011; instrumental in using a technology focus including the use of i-clickers for the student and community viewing room during the debate and mobilizing faculty and student volunteers for academic activities; organize an annual lecture series at the Older Person Commission (6 lectures by faculty/year on various topics).

2004-2009: ASSOCIATE DEAN COLLEGE OF ARTS AND SCIENCES OAKLAND UNIVERSITY

Responsibilities: Supervised departments of Communication and Journalism, English, Philosophy, Political Science, Psychology, Sociology and Anthropology, Writing and Rhetoric and independent programs in Women's Studies, International Studies and Religious Studies; functional responsibilities included governance, undergraduate curriculum and instruction, space (oversaw the moves of departments to a new buildings; worked with campus planner on building renovations and furniture purchases), scholarships, study abroad, continuing education, advising, development efforts for Judaic Studies, and the Macomb University Center expansion.

Accomplishments: Improved College office service and responsiveness to students and faculty, especially department chairs. Improved student service in the College of Arts and Sciences Advising Office by creating triage model for walk-in advising and improved use of technology. Improved transfer credit evaluation process by centralizing reviews and working with departments on an as-needed basis. Shortened evaluation time from an average 2 months to 2 weeks. With Office of Advancement, engaged in outreach to Jewish community in metropolitan Detroit resulting in the funding of a Judaic Studies Minor, support for program instruction, the development of a study abroad program and a Memorandum of Understanding with the Max Stern Academic College in Emek Yezreel, Israel. Helped develop and identify funding for study abroad opportunities in the Ukraine, Israel and China. Developed funding plan for Musical Theatre Senior Showcase in New York City. Helped establish continuing education programs in the College and negotiated an agreement with the School of Business to use their staff to assist as we initiated our own program. Worked with Academic Affairs and Admissions to improve course availability for new students attending orientation by working with chairs and program

directors to plan for growth and add sections as necessary. Collected and analyzed data to project space needs for the College of Arts and Sciences. Oversaw a reorganization of College space that required building renovation and department moves. Refocused Committee on Instruction meetings on issues of policy, duplication, quality, and student engagement from editing copy. Decreased the number of petitions of exception by improving communication and improving advising forms.

2001-2004: CHAIR, DEPARTMENT OF POLITICAL SCIENCE

Responsibilities: Lead department of 14 full-time faculty, undergraduate degree programs in political science and public administration and one accredited Master's Degree program in Public Administration; manage day-to-day operations of the department including personnel issues, department governance, scheduling, budget, development, and advisory board.

Major Accomplishments: Led department through successful 10-year review. Improved communication and understanding among different program groups within the department. Laid foundation for development of an International Relations degree by successfully hiring first faculty member in International Relations. Led successful annual fundraising efforts in collaboration with the development office. Initiated a best practice annual review process for untenured faculty focusing on aligning goals and activities with promotion and tenure criteria that enhanced retention and successful reviews. Established Memorandum of Understanding with China Foreign Affairs University that included a faculty exchange and study abroad opportunity for students. Effectively managed budget during budget reduction. Developed first online course in the Department of Political Science in an effort to demonstrate the benefits of online engagement.

1995-2002: DIRECTOR, MPA PROGRAM (NASPAA ACCREDITED)

Responsibilities: Scheduling MPA courses, admissions, student advising, program operations including interacting with NASPAA, NASPAA principle representative, report writing, assessment, recruiting, hiring adjuncts, curriculum, advisory board, outreach

Major Accomplishments: Authored report and led program through successful reaccreditation. Increased student satisfaction and retention by changing scheduling practices. Created new student orientation for incoming graduate students. Revitalized Pi Alpha Alpha chapter. Assisted in administering Pi Alpha Alpha grant for program "Oh Congress."

FACULTY APPOINTMENTS

1996-present Associate Professor, Department of Political Science

1991-1996 Assistant Professor, Department of Political Science

1988-1991 Instructor, Department of Political Science

PROFESSIONAL DEVELOPMENT

2021 Beyond Bias to Inclusive Leadership

2021 Diversity Challenge (completed 10-week training and received Badge)

2020 Provost Intensive - EAB

2019 Unconscious Bias Training - Skillsoft

2019 Youth On Campus: Policies to Protect Young Visitors and Your Institution

2019 National Incident Management Training (NIMS)

2019 EAB Academic Performance Solutions Benchmarks Webinar

2018 EAB Cluster Hiring Seminar

2018 EAB Academic Performance Solutions Summit, Washington, DC

2018 Michigan ACE Institutional Representative Retreat, Lansing, MI

2018 EAB Making the Academy Market Smart Training

2018 President's Leadership Retreat – Strategic Enrollment Management Planning

2018 Return of Title IV financial aid funds training (NASFAA Annual Conference)

2018 National Association of Student Financial Aid Administrators (NASFAA) Annual Conference, Austin, TX

2018 Michigan ACE Network Conference, Lansing, Michigan

2018 Crisis Management Tabletop Training

2017 Veterans on Campus for Faculty & Staff Interactive Gatekeeper training course, Kognito Webinar

2017 Cleary Training, Oakland University, OUPD

2017 Holistic Evaluation of Faculty Performance, Webinar

2017 Michigan ACE Network Conference, Lansing, Michigan

2017 Diversity, Equity and Inclusion Conference, Oakland University

2017 Northeast Association of Summer Sessions Conference, Syracuse University, Syracuse NY

2017 Active Shooter Training, OUPD

2016 Education Advisory Board Continuing and Online Education Forum Recruiting the Silent Funnel, EAB Washington, DC

2016 Women's Leadership Institute Conference, Oakland University

2016 Cleary Training, Oakland University

2016 Shared Data Training, Online Oakland University

2016 Michigan American Council on Education Conference, Lansing, Michigan

2016 Diversity, Equity and Inclusion Conference, Oakland University

2016 Active Shooter/Terrorism Summit, Oakland County Homeland Security Division, Pontiac, MI

2015 Cleary Training, Oakland University

2015 Diversity, Equity & Inclusion Conference, Oakland University

2015 Recognizing and Bringing Awareness to Unconscious Bias to the Promotion and Tenure Process, Second City, Oakland University

2015 Classroom Safety, Webinar

2015 Affordable Care Act on Campus, Webinar

2014 Work-Life, Webinar

2014 Women of Color Collaborative Fall Networking Luncheon, Ann Arbor, Michigan

2013 Georgia State Collaborative, Webinar

2013 CITI Training in Human Subjects Research (successfully completed), Online

2012 Management Best Practices Training, Oakland University

2012 Dealing with Difficult People Workshop, Fred Pryor, Troy, Michigan

2012 Fundraising Training, Oakland University

2012 Everbridge Training, OUPD

2010 Effective Management Training, Oakland University

2010 Human Resource Law Workshop, Fred Pryor, Troy, Michigan

2009 New Program Director Training, North American Association of Summer Sessions

2006 Deans and Development Workshop, CCAS, Williamsburg, VA

2006 Financial Management for Deans Workshop, CCAS, Williamsburg, VA

AWARDS, HONORS, RECOGNITION

Michigan Distinguished Woman in Higher Education 2021. Michigan ACE Network

Googasian Award 2021. Oakland University ACE Network

President (2015-2016), Network of Schools of Public Policy, Affairs and Administration (NASPAA)

President-elect (2014-15), Network of Schools of Public Policy, Affairs and Administration (NASPAA)

Parent Orientation STAR Recognition, August 2006

Teaching Excellence Award Nominee (multiple years)

Department of Political Science Teaching Award (multiple years)

Department of Political Science Research Award

1996 ACE-NIP Fellowship Campus Nominee

RESEARCH, SCHOLARSHIP, PUBLICATIONS AND RELATED ACTIVITIES

ARTICLES PUBLISHED OR IN PRESS

Piskulich, C. Michelle, "NASPAA's Grand Coalition: Sustainability, Values and Reach," NASPAA Presidential Address published in Journal of Public Affairs Education, Winter 2016, pp. 11-16.

Piskulich, C. Michelle and Peat, Barbara, "Assessment of Universal Competencies Under the 2009 Standards," Journal of Public Affairs Education, Summer 2014, pp. 281-284.

Piskulich, C. Michelle and Barbara Peat, co-editors, "Symposium: 2009 Standards Competencies Assessment," Journal of Public Affairs Education, Summer 2014, pp. 281-368.

Piskulich, C. Michelle and David Swindell. "City/County Managers Surveyed to Find Skills Valued Most in Managerial Employees," Public Administration Times, Education Supplement, October 2007, pp. 3-4.

Piskulich, C. Michelle, "Battered Wife and Child Syndrome." Magill's Read Reference: American Justice, Pasadena, CA: Salem Press, 1996

Piskulich, C. Michelle, "Food Stamps." Magill's Ready Reference: American Justice, Pasadena, CA: Salem Press, 1996

C. Michelle Piskulich & John S. Klemanski, two terms for the Encyclopedia of Housing. Garland Publishing Company, 1998. [Terms: Blockbusting; Restrictive Covenant].

Piskulich, C. Michelle (with co-author John S. Klemanski), "Commentary," Nonprofit Management and Leadership, v4, no. 4, Summer 1994, pp. 483-486.

Piskulich, C. Michelle and John S. Klemanski, "Organizational Effectiveness: One Nonprofit's Experience," New England Journal of Human Services, v XII, no. 4, 1994, pp. 24-29.

Piskulich, C. Michelle, "Toward a Comprehensive Model of Welfare Exits: the Case of AFDC," American Journal of Political Science, v. 37, #1 February 1993, 165-185. (refereed).

APPLIED RESEARCH: PUBLIC AFFAIRS RESEARCH LABORATORY

Goal Setting: City of Auburn Hills, MI 2006. Led City Council in goal setting exercise

Citizen Survey: Auburn Hills, 2000. Report. Funded \$8000. Study of citizen satisfaction, experience with city offices, and seeking input on road and sidewalk development and downtown development. Stratified random sample of voters. Graduate students helped select sample and analyze and interpret data.

Hazel Park High School Focus Group, 2000. Report. Funded \$2000.

NCAA Student Interest Survey, 1999. Report. Surveyed student interest in various NCAA sports to inform athletic development

Survey of Senior Citizens: Lapeer County, 1997. Report. Funded \$10,000. Phone survey of Senior Citizens to identify needs and interests using random digit dialing. Undergraduate students assisted with data collection.

Survey of Residents in Rochester Hills and Rochester: Rochester-Avon Recreation Authority (RARA), 1997. Report. Funded \$8000. Study of recreation preferences of citizens and probing support for millage to support RARA. Stratified random sample of registered voters.

Troy Town Center Focus Group Study, 1997. Report. Funded \$5000. Undergraduate students assisted with transcription.

City of Troy: Focus Group on Teen Attitudes Toward Substance Abuse and the Role of Parents Final Report. 1997. Funded \$1000. Undergraduate students assisted with transcription.

KidsCount. Report. Funded \$5000. Collected data, designed and wrote report on measures affecting the well-being of children in North Oakland County.

United Way Needs Assessment. Unpublished Report. Funded \$5000. Collected and analyzed data on issues confronting North Oakland County.

Citizen Survey, City of Rochester Hills, monograph. Funded \$8000. Study of citizen satisfaction, experience with city offices and roads. Stratified random sample of voters. Undergraduate students assisted with data collection and entry.

PRESENTATIONS

"Regional Government at the Crossroads," Lecture, Scientific Seminar and Summer School: Researching, Theorizing, and Teaching Administrative Science and Public Administration: Croatia, South Eastern Europe, and Beyond in Dubrovnik, Croatia, 10-16 July 2017.

"Basic Elements of Good Public Affairs Programs," Keynote Address, Scientific Seminar and Summer School: Researching, Theorizing, and Teaching Administrative Science and Public Administration: Croatia, South Eastern Europe, and Beyond in Dubrovnik, Croatia, 10-16 July 2017.

"Public Service Education: Responding to Wicked Problems," Opening Plenary Presentation at the Annual Meeting of the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPACEe), Zagreb, Croatia, May 19, 2016.

"Equity and Inclusion at the University of Missouri – Events and Lessons for the Future Roundtable", accepted for the Diversity, Equity and Inclusion Conference, Oakland University, March 16, 2016.

"NASPAA's Grand Coalition: Sustainability, Values and Reach," Presidential Address, NASPAA Annual Conference, Brooklyn, NY, October 16, 2015.

Facilitator, "Empowerment: Building and Sustaining Leaders," Michigan ACE Conference, East Lansing, MI, June 9, 2015.

Facilitator, "The Leadership Practices of Executive Women in Local Government, Public and Not-for-Profit Organizations," Michigan ACE Conference, East Lansing, MI, June 9, 2015.

Facilitator, "Public Policy Priority Strategies: How to Use them to Champion Organizational Success," Michigan ACE Conference, East Lansing, MI, June 9, 2015.

Panelist, "Roundtable Discussion on Centralization/Decentralization of CE Units," UPCEA Central Region Conference, Denver, CO, October 22-24, 2014.

Panelist, "Issues in Education: Panel of Consultants," Leadership Oakland XXII Education Session, Auburn Hills, Michigan, March 14, 2012.

Panelist, "Accreditation Institute: Self-Study Workshop (New Standards) Part 1," presented at the Annual Meeting of the National Association of Schools of Public Affairs and Administration, Arlington, VA, October 15-17, 2009.

"Integrating University Promotion and Tenure Standards into Department Standards: History, Process, Results," presented at the Annual Meeting of the Council of College of Arts and Sciences, Chicago, Illinois, November 7-10, 2007.

Lecture, with Michael Latcha, "Faculty Salary Compression Relief: A Joint Oakland/AAUP Initiative," Human Resources Management Class, School of Business Administration, October 29, 2007.

Facilitator, "Standards 2009: Transforming Education for Public Service Discussion Session on Learning Environment," NASPAA Annual Conference, October 12, 2007.

Facilitator, Site Visitor Training Workshop, NASPAA Annual Conference, October 10, 2007.

Moderator, Campaign Roundup 2006: A Retrospective Analysis and Lively Discussion of the 2006 Campaigns in Michigan and Across the Nation, November 2006.

Panelist, "What Managers Want: Results from the ICMA Survey," Marketing the MPA, NASPAA Annual Conference, October 2006.

Presentation, with John Klemanski, "First Year Student Data and Programs and Program Assessment", Oakland University Division of Student Affairs, July 2006.

Moderator, Decision 2004: The Campaign Roundup: A Retrospective and Lively Discussion of the 2004 Presidential Campaign, November 2004.

Keynote Speaker with Pat Piskulich, Jump Start Program for incoming freshmen, August 2004.

Lecture, "MPA Programs in the United States," China Foreign Affairs University, Beijing, China, June 4, 2004.

Lecture, "MPA Programs in the United States," China Foreign Affairs University, Beijing, China, June 8, 2004.

Lecture, "An Overview of the MPA," China Foreign Affairs University, Beijing, China, June 14, 2004.

Lecture, "Empirical Research," China Foreign Affairs University, Beijing, China, June 16, 2004.

Lecture, "MPA Programs with and International Focus," China Foreign Affairs University, Beijing, China, June 18, 2004.

Lecture, "An Overview of the MPA Part 2," China Foreign Affairs University, Beijing, China, June 18, 2004.

Panel Member, Nicked and Dimed Discussion Panel, Oakland University, September 24, 2003.

Panel Member, Marketing the MPA, NASPAA Annual Conference, October 2002.

Chair, Small Programs Roundtable, NASPAA Annual Conference, October 2002.

Chair, Small Programs Roundtable, NASPAA Annual Conference, October 2001.

Presentation, "Auburn Hills Citizen Survey," Auburn Hills Chamber of Commerce May 2001.

Presentation, "Auburn Hills Citizen Survey," Auburn Hills City Council, April 2001.

Chair, Small Programs Roundtable, NASPAA Annual Conference, October 2000.

Panel Member, Generation X and Attitudes Toward the Public Sector, NASPAA Annual Conference, October 1999.

Lecture, "Why I am a Political Scientist," OU Campus Ministry, Oakland University.

Organizer, "Untapped Resources: National Responses to a Tight Labor Market" Troy, Mi., September 2, 1998.

Panel Moderator, "Untapped Resources: National Responses to a Tight Labor Market" Troy, Mi, September 2, 1998.

Panel Chair and Discussant: Budgeting and Cutback Management, at the Annual Meeting of the Southern Political Science Association, November 5-7, 1992.

Presenter, "Individual and Policy Characteristics: Implications for Welfare Exits," presented at the Annual Meeting of the Southwest Political Science Association, Austin, Texas, March 17-22, 1992.

Presenter, "Participation and Turnover, A Preliminary Analysis," presented at the Annual Meeting of the Midwest Political Science Association, Chicago, April 13-15, 1989.

Panel Chair: Human Services in Transition I: Local Evaluations, at the Annual Meeting of the Midwest Political Science Association, Chicago, April 13-15, 1989.

Presenter, "Women and Politics Research: The Roots 1890-1920," (with Robert Darcy), presented at the Annual Meeting of the Southern Political Science Association, Atlanta, November 5-8, 1986.

Presenter, "Federal Intergovernmental Aid and State Success," (with J. Patrick Piskulich), presented at the Annual Meeting of the Midwest Political Science Association, Chicago, April 17-20, 1985.

MANUSCRIPT REVIEWS

- Technical Reviewer for CQ Press
 - Berman, Evan. Essential Statistics for Public Managers and Policy Analysts, 2d Edition. CQ Press. 2005.
 - Berman, Evan. Exercising Essential Statistics, 2d. Edition. 2006.
 - Gupta, Dipak. Analyzing Public Policies: Concepts, Tools and Techniques 2000.
- Review of Berman, Evan, Essential Statistics for Public Managers and Policy Analysts, CQ Press, September 2006.
- Review of Gupta, Dipak. Decisions By The Numbers: An Introduction to Quantitative Techniques for Public Policy Analysis and Management, Prentice-Hall, Englewood Cliffs, NJ, 1994, for CQ Press.
- Review of David Ammon's Tools for Decisionmaking, CQ Press. 2001.

GRANTS: SOURCE, DATE AND AMOUNT OF AWARD:

UNFUNDED

- Return on Investment Proposal: Continuing Education and Lifelong Learning Expansion: A Collaboration Between the College of Arts and Sciences and the Center for Executive and Continuing Education, School of Business Administration. Funding to capitalize on disciplinary diversity, strong faculty and connections to community to create outreach effort to develop value in the community and a new revenue stream in the College and Center. (\$226,500) unfunded. 2007
- Kellogg Nonprofit Center proposal for Nonprofit Center, 1998

FUNDED

- Michigan ACE MicroGrant funding to run focus groups in support of Status of Women at Oakland University Study 2016 amount awarded: \$245
- Oakland University, Faculty Research Fellowship, for further work in developing a comprehensive model of welfare exits, 1992. Amount awarded: \$7000

SERVICE:

NATIONAL ENGAGEMENT AND SERVICE TO THE PROFESSION

- Past President, NASPAA, 2016-17
- NASPAA Representative, IIAS-IASIA Joint Congress, Chengdu, China, September 21-24, 2016
- NASPAA Representative, NISPACee Conference, Zagreb, Croatia, July 2016
- President, NASPAA, 2015-2016
- Vice-President, NASPAA, 2014-2015
- NASPAA Executive Council, 2014-2017
- Site Visitor, NASPAA, team member 2005-2007, 2012-2014; site visit chair 2012-2014, 2017-2018
- Member, Value of Accreditation Task Force, 2014, Appointed by NASPAA President, Ethel Williams to investigate how transition to Standards 2009 could be improved to reduce membership anxiety and increase value of accreditation to premier schools
- Member, Change Management Task Force, 2013
- Chair, Competency Task Force, NASPAA 2011-2014, led group that developed education and training materials, identified best practices in public sector competencies and assessment; led to improvement of NASPAA Accreditation website to assure simple navigation and high impact documentation and 2014 Journal of Public Affairs Education Symposium on competencies
- Commission Member, NASPAA, Commission on Peer Review and Accreditation. 2007-2011, 2013, chair 2009-2011. Major accomplishments included the implementation of the new standards and overseeing the first pilot group of programs reviewed under the new standard
- Member, Steering Committee for New Standards, NASPAA 2005-2009
- Member, New Standards Task Force 2007-2009
- Member, New Standards Self-Study Instructions Task Force 2008-2009
- Author with Laurel McFarland, NASPAA Code of Good Practice adopted 2006
- Program Committee, NASPAA Annual Conference, 2005

- Program Chair, NASPAA Annual Conference: Engaging Students, Creating Solutions, Serving the Community, October 21-23, 2004
- External Reviewer, University of Michigan Dearborn Department of Political Science, November 21, 2004
- Executive Council Member, NASPAA, 2003-2006
- Member, Marketing Committee, NASPAA, 2002-2006
- Small Programs Group, NASPAA, 1998-present. Led group for four years, organized move from committee to section and created by-laws 2002-2003

STATE SERVICE

- Michigan ACE Institutional Representatives Committee
- Michigan ACE Public Policy Committee
- Michigan ACE State Conference Planning Committee

PUBLIC SERVICE

- Member, IA Music Boosters, 2008-2011: chair, hospitality committee Jazz, 2008-2010, Vice President/Secretary 2009-2010, President/Secretary, 2010-2011
- Member, Program Committee, PATH-Lighthouse, Pontiac, Michigan, 2010-2015
- Member Rochester Community Schools Budget Task Force, 2009-2010
- Member, International Academy PTIA, 2007-2011
- Volunteer, Rochester Parents of Music Students, 2007-2011
- Member, Cohn Prize in Law and Public Policy Award Committee, Michigan Academy of Science, Arts, and Letters
- Member, Michigan Dean's Group 2005-2009
- Member, Rochester Community Schools Legislative Council 2003-2007
- Participant, 2003 Metro Detroit American Heart Walk, September 20, 2003
- Participant, Avon 3-Day, Detroit, June 2002
- Chair, Legislative Committee, Hamlin Elementary, 2002-2004
- Chair, Landscape Committee, Hamlin Elementary, 2000-2002
- Member, PTA, Hamlin Elementary, 1998-2004
- Volunteer, various classrooms and math tutor, Hamlin Elementary, 1998-2000.
- Volunteer, Women's Survival Center 1989-1999
 - unpaid consultant on computerization and data management and grant submissions
 - board member
 - board secretary

- board vice-president
- board member in charge of agency during leadership change (3 months supervising agency operations)
- board president (2-years)
- Member, Michigan Public Management Institute Board of Directors (September 1995-September 1998) Conference planning and other board activities

UNIVERSITY SERVICE (SELECTED)

- Global Campus Task Force co-chair (2021-present)
- Champion for Relmaging OU Sustainability Task Force subcommittee on Academics charged with integrating sustainability into the curriculum and research (2021-present)
- Champion for Relmaging OU Common Purposes Implementation task force charged with determining the top priorities as they relate to furthering OU's strategic goals and becoming the University of Choice for students, faculty and staff (2021-present)
- Varner Hall Renovation and Expansion Steering Committee (October 2020-present)
- Wilson Hall Renovation and Expansion Steering Committee (2020)
- Member Strategic Enrollment Management Steering Committee (2019-Present)
- Chair Innovative and Entrepreneurial Education Task Force Strategic Enrollment Management (2019-present)
- Work-Life Balance Task Force (2017-2019)
- University sponsor for the Women's Employee Resource Group (WERG), 2016-present; the award-winning WERG sponsors programs throughout the year responding to the professional and personal development needs of women
- Member, Master Planning Steering Committee, 2015-2016
- Member, Vice President for Development and Alumni Relations Search Committee, 2015-2016
- Member, Equity Conference Planning Committee, 2015-2016
- Member, ACE Network Conference Planning Committee, 2015-2016
- Member, Diversity, Equity and Inclusion Conference Planning Committee, created, implemented and analyzed post-conference evaluation survey, Oakland University 2014-2015
- Member, Committee to Explore Development of a Remembrance Ceremony, 2015
- Member Working Group to Plan for Affordable Care Act Transition 2014-2015
- Member, Capital Planning Group 2013-present
- Member, Council on Diversity Equity and Inclusion, 2013-present, participate in meetings and discussion to assure Oakland University is a welcoming environment to all; argued for

inclusion of Women in Diversity goal for Oakland University Strategic Plan and served on the subcommittee to develop the strategies related to women; committee to develop unit level diversity plans

- Member, planning committee, Diversity, Equity and Inclusion Conference, Oakland University 2014, participated in planning and conducted the post-conference evaluation
- Youth Protection Committee (2012-Present)
- Member, Climate Cultural Task Force, participated in all activities but was responsible for assisting with development of the survey, 2012-2013
- Member Focus on the Finish Line Group 2012-2013
- Member, Crisis Management Team 2011-present
- Institutional Representative, Oakland University ACE Network, 2010-2019 Organized annual Googasian Award Recognition that recognizes individuals who have worked to improve the status of women on or off campus, increased the participation in the national conference from single digits to more than 20 attendees and interest in the network by providing grants to attend the conference, improved ACE Network communications by sharing IR updates with women who attended annual Googasian Award Luncheon and state conference, engaged the network in research on the Status of Women at Oakland University, connected the Oakland University ACE Network to the Women's Employee Resource Group to encourage women to speak with one voice and support activities, diversified the ACE Network Steering Committee membership, utilizing data from focus groups and the campus climate survey asked President to support work – life balance initiative with result of a task force being established and the implementation of flexible work arrangements and a new website, organized Equal Pay Day events. During my time as institutional rep, Oakland University Participation in the Women of Color Collaborative and all statewide activities increased significantly
- Member, GOP Presidential Debate Planning Group, 2011. On event planning committee and led subcommittee for academic programming
- Member, Oakland University Risk Council, 2011-2014. Co-Author of Freeh Report Task Force Report for Oakland University
- Academic Affairs Representative, Oakland University Outreach Division Retreat, 2011
- Member, Wilson and Human Relations Award Task Force, 2010. Reviewed and revised award criteria. Developed communications plan
- Member, Interview Committee for State Relations Director, 2010
- Chair, Honorary Degree Committee -2010-2012; 2013-present
- Chair, Professional Development and Research Leave Committee 2010-present
- Member, Distinguished Professor Committee 2010-present
- Co-chair, Critical Course Group 2008-present
- Member Enrollment Management Strategy Group 2008-2013
- Member Enrollment Group 2010-present
- Member, Senate Library Committee 2009-2011

- Member, Defining Students Task Force 2010-2011
- Member, NCA Accreditation Steering Committee 2007-2008
- Member, NCA Accreditation Subcommittee Criteria 3 & 4 2007-2008
- Chair, Senate Ad Hoc Committee on New Program Proposals and Proposal Process 2007-present
- Speaker, Parent Orientation, College Academics, June 18, 2007
- Member, President's Enrollment Management Team, 2006-present
- Member, Compression and Inversion Joint Committee representing Oakland University, 2006-2007
- Member, Foundations of Excellence Council and Task Force 2006-2008 Co-Chair, Advising Subcommittee
- Moderator, Faculty Panel Presentations, Go for the Gold Recruitment Event, October 2004-2006, 2008
- Organizer, Oak Park High School Dual Enrollment Program (organized courses and services for 28 dual enrolled minority students to study collegiate communication and composition to Oakland University from Oak Park High School) 2005
- Mentor, Ph.D. Students in Educational Leadership, 2005-present
- Coach/Mentor, Students First, 2005-2007
- Member, Students First Council, 2005-2007
- Volunteer, Oakland University Admitted Students Receptions 2005
- Advisor, New Student Orientation Advising 2004-2007
- Volunteer, Grizzly Days, 2004-2007
- Chair, Presidential Leadership Theme Committee, College of Arts and Sciences, 2003-2004
- Speaker, Wade McCree and Project Upward Bound Scholarship Dinner 2005
- Member, David McCullough Organizing Committee Winter 2003
- Member, All University Fund Drive Committee, 2003-2004
- Member, Service Learning Council 2002-2003
- Member, NCAA Self-Study Academic Integrity Subcommittee Chair 2002-2003
- Member, NCAA Self-Study Steering Committee 2002-2003
- Co-Chair, General Education Task Force 1999-2003
- Member, Senate Athletic Committee 1997-2000
- Member, Senate Planning Review Committee 1994-1997 (chair 1996-97)
- Member, Women's Studies Executive Committee 1990-1998 (chaired Women's History Month, organizer Sexual Harassment Workshop, Facilitator at Curriculum Transformation

Workshop, member of the committee that developed the major; served as interim director of Women's Studies)

DEPARTMENT SERVICE (SELECTED)

- Department Chair 2001-2004
- Executive Committee 1996-2004
- Director MPA Program 1996-2002
- Curriculum and Assessment 1999-2000
- Various alumni surveys for department, (MPA and undergraduate)

TALKS AND INTRODUCTIONS

- Introduction of Professor DeWitt Dykes, Years of Service Dinner January 2019
- Welcome Remarks: New Faculty Dinner 2019
- Welcome Remarks: Noche Literaria 2015, 2018, 2019
- Welcome Reception (Winter 2014, 2015, 2016) Academic Introduction
- Remarks on behalf of Provost Lentini, 2014 Outstanding Professional Academic Advising Award, May 13, 2014
- Welcome remarks on behalf of President George Hynd, OPC Signature Event: May 8, 2015
- Training: NASPAA Competencies MPA/PA Faculty Group April 11, 2013
- Welcome and Closing Remarks, Phyllis Law Googasian Luncheon, March 21, 2013
- Welcome remarks, Clinton River Watershed Council, 2012
- Women in Senior Administrative Leadership, Women and Gender Issues in Higher Education class, May 31, 2012
- Welcome and Closing Remarks, Phyllis Law Googasian Luncheon, March 2012
- Welcome remarks, 3rd Pontiac Sesquicentennial Symposium, January 28, 2012
- Welcome remarks, Clinton River Watershed Council, 2011
- Welcome remarks, Options Certificate of Completion, 2011
- Training: NASPAA 2009 Standards MPA/PA Faculty Group, November 11, 2009
- Remarks: "The Academic Experience," High School Counselor Connection Breakfast, October 23 2009

REFeree EXPERIENCE

- American Review of Public Administration
- American Journal of Political Science
- Journal of Politics
- Policy Studies Review
- Michigan Academician

COURSES TAUGHT

UNDERGRADUATE COURSES AT OAKLAND UNIVERSITY:

- Research Methods and Statistics
- Computer Techniques
- Introduction to Comparative Politics
- Citizenship and Civil Society
- Women and Politics
- American Public Policy
- Public Budgeting
- American Political Thought

GRADUATE COURSES AT OAKLAND UNIVERSITY

- Computer Applications for Public Administration
- Research Perspectives and Statistics
- Quantitative Methods for Public Administration
- Public Budgeting and Finance
- Program and Policy Evaluation
- Public Administration Theory

Supervision of numerous Master's Projects for MPA Students

Lectures on "The Provosts Office" in Organizational Leadership Program

Member of Ph.D. Committee, Steven Meyer, Higher Education Leadership

Mentor PhD/EdD Students: Leigh Settlemaier Dzwick, Steve Meier, Debra Cash, Michelle Southward

UNDERGRADUATE COURSES AS A TEACHING ASSISTANT AT SUNY BINGHAMTON

- American Government
- World Politics

UNDERGRADUATE COURSES AS A TEACHING ASSISTANT AT THE UNIVERSITY OF MISSOURI

- American Government
- Introduction to Political Science
- International Relations

MENTORSHIP

I am an active mentor to faculty and professional staff interested in expanding their leadership opportunities or struggling with issues within the scope of their leadership. I have mentored associate deans, department chairs, faculty, and administrative professionals – most are women but some have been men.