

# Mark L. Putnam

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## EDUCATION

### Teachers College, Columbia University - New York, NY

Doctor of Education - Higher Education Administration, 1994.

Dissertation title: "The Role of Formal and Informal Sources of Information in Trustee Decision Making at Small Private Colleges Struggling for Survival."

Master of Education - Higher Education Administration, 1993.

Master of Arts - Student Personnel Administration in Higher Education, 1990.

### Nyack College - Nyack, NY

Bachelor of Arts – Philosophy, 1983.

## PROFESSIONAL ORGANIZATIONAL EXPERIENCE

### Central College, Pella, IA

*President*

*July 2010-Present*

- Builds fresh perspective by leading dialogue about future, maximizing value of model of shared governance and crafting plan for new directions
- Maintains and improves financial equilibrium through strong financial management, academic business models and business plan adjustments
- Extends resource base by enhancing enrollment management efforts, enriching the philanthropic culture and continuing the dialogue with external agencies
- Leads and develops administration, articulate vitality of church relationship, commit to intercultural competence, and advance branding prominence and visibility
- Active participant in community relations

#### *Invited presentations*

- Iowa Talented and Gifted, Tuesday, April 17, 2012, Pella, Iowa
- Fairhaven, Tuesday, April 10, 2012, Pella, Iowa
- Historic Pella Trust, Monday, April 9, 2012, Pella, Iowa
- Des Moines Rotary Club, Thursday, January 26, 2012, Des Moines, Iowa
- Heartland Global Health Consortium, Saturday, December 10, 2011, Pella, Iowa
- Keynote, American Marketing Association Symposium for Higher Education Marketing, November 8, 2011, Chicago, Ill.
- HOBY conference, Hugh O'Brian Youth Leadership, June 12, 2011, Pella, Iowa
- Leadership Red Rock, keynote at graduation ceremony, May 17, 2011, Pella, Iowa
- Pella Professional Business Women's Forum, February 10, 2011, Pella, Iowa
- The Greater Des Moines Committee, January 24, 2011, Des Moines, Iowa
- Latin Expo, November 9, 2010, Pella, Iowa
- Rotary Club, keynote, November 2, 2010, Pella, Iowa
- Kiwanis Club, keynote, September 22, 2010, Pella, Iowa

*Professional memberships and affiliations*

- Higher Education Working Group on Global Issues
- The Greater Des Moines Committee, Des Moines, Iowa
- Board of Directors, of Pella Area Development Corporation (PADCO), Pella, Iowa
- Board member, Iowa Association of Independent Colleges and Universities (IAICU)
- Board member, Iowa Intercollegiate Athletic Conference (IIAC) presidents, chair 2011-12
- Board member, Iowa Campus Compact
- Association for the Advancement of Sustainability in Higher Education (AASHE)
- Association of Governing Boards
- Council for Higher Education Accreditation
- Council of Independent Colleges
- Higher Learning Commission
- Institute of International Education
- Iowa College Foundation
- National Association of Independent Colleges and Universities (NAICU)
- Pella Chamber of Commerce
- Red Rock Lake Association
- Second Nature, American College and University Presidents Climate Commitment (ACUPCC)
- Council for Advancement and Support of Education (CASE)
- American Council on Education (ACE)

**Northeastern University, Boston, MA**

*Senior Vice President for Executive Affairs  
Chief of Staff and Chief Planning Officer*

*August 2006-June 2010*

- Served as an officer of the university and a member of the President's Senior Leadership Team, with responsibility for the Executive Affairs Division, fulfilling the roles of both Chief Planning Officer and Chief of Staff.
- Played a "horizontal" leadership role across the organization to build integration and alignment among members of the Senior Leadership Team and the broader senior administration.
- Worked closely with the President as a senior strategist and policy advisor with responsibility for the design, development, and implementation of strategic planning for the university as a foundation for academic strength, financial well-being, and the case for support in fundraising.
- Appointed as Co-chair with the Provost for the Academic Planning process with oversight for the work of the Academic Planning Steering Committee and Academic Planning Teams.
- Advised the Board of Trustees on the strategic position of the university with respect to its competition, monitored potential opportunities and threats to the institution, and worked closely with the President, Senior Leadership Team, and the Long-Range Planning Committee of the Board of Trustees to outline future directions for the institution.

- Served as Co-Chair for the Self-Study Steering Committee, Northeastern University, for Reaccreditation with New England Association of Schools and Colleges, 2007-2009.
- Provided general oversight for the Executive Affairs Division of the university including the operations of the Office of the President and key Presidential Initiatives. Worked closely with the President on the management of a set of related functions including Marketing and Communications, Government Relations and Community Affairs, Board of Trustees, University Counsel, Institutional Research, and the Office of Diversity and Equity.
- Provided leadership for the University Crisis Management Team including emergency preparedness, crisis response, business continuity, disaster recovery, and evacuation.

*Director, Office of University Planning and Research and  
Senior Advisor to the President*

*August 2000 – August 2006*

- Served as a member of the President’s Cabinet, and as senior planning officer for the university.
- Appointed as Chair of the University Planning Council with the responsibility for leading university-wide strategic planning activities and guiding individual units in the development of academic and administrative planning.
- Responsible for advising the President, Senior Vice Presidents, and Board of Trustees on matters of university policy through the preparation of policy analyses and presentations that inform critical decisions related to the strategic future of the university. This policy work included such areas as enrollment and resource planning, alumni giving and fund raising, campus diversity, faculty compensation, and academic program planning.
- Worked closely with the Long-Range Planning Committee of the Board of Trustees, developing a comprehensive document referred to as the “Highway Project Report” for use by the Presidential Search Committee (2005-06).
- Elected to the Presidential Search Committee (2005-06) by members of the President’s Cabinet to represent the administration in the search process.
- Delivered presentations throughout the year for various campus constituencies on the strategic position of the university, progress toward strategic goals, and priorities in achieving the ambitions of the strategic plan.
- Served as a member of the six-person Budget Committee responsible for the preparation of the annual budget, and as a member of the university-wide Committee on Funding Priorities.
- Provided leadership for the various functions related to Institutional Research, supervising a team of five research professionals. This team was responsible for university reporting, data analysis, survey research, performance measures, and assessment.
- Appointed as Executive Sponsor for the university-wide Enterprise Reporting Project, a multi-year effort to design and build a system for managing strategic data and executive information for the academic and administrative leadership of the university.

### **Connecticut College, New London, CT**

*Interim Associate Provost*

*July 1999 – August 2000*

- Served on the academic leadership team, reporting to the Provost/Dean of the Faculty.
- Responsible for the implementation of strategic planning initiatives related to the academic program of the college.
- Managed the financial affairs of the Provost's Office and provided oversight for all academic budgets, coordinating resource allocation for the Academic Affairs division.
- Managed a range of special projects related to academic staffing, curriculum development, international programs, and alliances with external organizations.
- Coordinated academic space planning and program planning for new academic facilities.
- Engaged in policy research related to faculty workload, compensation, and retirement.
- Supported the preparation of institutional grant proposals.
- Provided training and research expertise for the Office of Institutional Research.

*Vice President and Secretary of the College*

*July 1998 – June 1999*

- Served as an officer of the Connecticut College Corporation and as a member of the President's senior administrative team.
- Provided campus-wide leadership for the strategic planning process that led to the creation of the College's third consecutive five-year plan including the organization of all planning teams.
- Served as a member of the Priorities Planning and Budget Committee, charged with the responsibility for the integration of planning and budgeting.
- Planned, organized, and attended meetings of the Board of Trustees and Executive Committee, and coordinated the work of the board's Committee on Trustees, and the Honorary Degree Committee.
- Provided leadership for Campus-Wide Special Events, including Convocation, Family Weekend, and Commencement.
- Managed the operation of the President's Office including supervision of the President's staff, Board of Trustees staff, and Special Events staff.
- Assisted the President in managing her leadership responsibilities on and off campus including institutional governance, development activity, and external affairs.
- Managed the financial affairs of the President's Office, preparing the annual operating budget and coordinating the allocation of resources.
- Coordinated the shared work of the senior administration on behalf of the president by shaping agendas, managing tasks, and following project through to completion.
- Served as a member of the Priorities, Planning, and Budget Committee

*Vice President for Planning and Enrollment Management*  
*Dean of Planning and Enrollment Management*

*July 1997 – July 1998*  
*September 1995 – June 1997*

- Served as a member of the President's senior administrative team.
- Provided leadership and administrative oversight for the functions of Admissions, Financial Aid, and Registrar; Strategic Planning, and Institutional Research.
- Provided leadership for the implementation of the college's second five-year

strategic plan known as “A Time to Lead II” through the ongoing evaluation of progress toward goals, preparing annual updates and amendments to the goals of the plan and implementation strategy, and convening planning sessions for administrative and academic leaders.

- Worked closely with the Development Office on the integration of planning and fund raising and the design of the case statement for the campaign “A Time to Lead.”
- Conducted focus groups with alumni in Boston, New York City, and Washington DC, to study alumni engagement as evidenced by giving and involvement.
- Developed overall student recruiting strategy, formulated financial aid policies, and designed initiatives related to student retention.
- Managed the financial affairs of the functions related to Planning and Enrollment Management.
- Responsible for administrative oversight of the Office of Institutional Research, including the functions of reporting, data analysis, and the preparation of strategic planning indicators.
- Attended regular meetings of the Board of Trustees and the Executive Committee, and served as an administrative liaison with the Board of Trustees Student Life Committee.
- Served as Chair, Self Study Steering Committee for regional reaccreditation with the New England Association of Schools and Colleges, 1995-97.
- Served as chair for the Financial Aid Task Force, the Financial Aid Review Committee, and the Enrollment Projection and Analysis Team.
- Served as a secretary of the Priorities, Planning and Budget Committee, and member of the Educational Planning Committee.

*Director of Institutional Research*

*June 1993 – September 1995*

- Reported to the Vice President for Planning and Enrollment Management.
- Managed the Office of Institutional Research through the maintenance of a repository of trend and comparative data designed to support the development of strategic indicators.
- Prepared data analyses and policy research designed to support executive decision-making, including enrollment projections, retention analysis, and compensation.
- Designed and implemented assessment activities used to examine institutional effectiveness and student outcomes, including student surveys and focus groups.
- Appointed as secretary to the Priorities, Planning and Budget Committee.

### **Alliance Theological Seminary, Nyack College, Nyack, NY**

*Associate Dean for Student Affairs and Registrar*

*July 1989 – June 1993*

- Served as the Chief Student Affairs Officer for the seminary and as a member of the Executive Cabinet, reporting to the Dean of the Faculty,
- Provided leadership and supervision for the Enrollment Services Office, which included the functions of registration, admissions, financial aid, international student advisement, and orientation.
- Developed recruiting strategies for the seminary including the design and implementation of a comprehensive enrollment management model.
- Advised all students on matters related to their progress toward degree completion.

- Served as a Designated School Official for regulations related to the Immigration and Naturalization Service and provided all international student advising.
- Appointed as chair of the Enrollment Management Committee, and as a member of the Strategic Planning Committee.
- Served as secretary to the Faculty, Executive Cabinet, Academic Affairs Committee.
- Served as a member of the Self Study Steering Committee, Alliance Theological Seminary of Nyack College, for reaccreditation with the Middle States Commission on Higher Education and initial accreditation with the Association of Theological Schools, 1987-1990.
- Served as an administrative liaison to the Board of Trustees sub-committee on Academic Affairs.

*Director of Admissions*

*January 1987 – July 1989*

- Served as the Admissions Officer for the seminary, reporting to the Associate Dean for Student Affairs and Registrar.
- Designed and implemented a new marketing program for student recruitment, and redesigned admission policies and procedures.
- Interviewed students for admission, rendered admissions decisions, traveled to colleges campuses to represent the seminary, and managed the application process.

### **Pace University, White Plains, NY**

*Admissions Counselor*

*August 1985 – February 1986*

- Conducted student interviews for admission and rendered decisions on applications for admission.
- Performed transfer credit evaluations and international student credential evaluations.
- Traveled to many high schools and college fairs giving presentations for the university.

### **Nyack College, Nyack, NY**

*Admissions Counselor*

*August 1983 – August 1985*

- Interviewed students for admission to the college and tracked the progress of applied and admitted students.
- Traveled to many high schools and college fairs giving presentations for the college.
- Coordinated on-campus events for prospective students
- Assisted in the concept and design of promotional material.
- Provided financial aid counseling.

## **TEACHING EXPERIENCE**

- Adjunct Assistant Professor, Teachers College, Columbia University, New York, NY  
*TD 4020 College and University Organization and Administration, Spring Term 1996*  
*TD 5526 Literature of Higher Education, Summer Terms 1996, 1997.*
- Guest Lecturer, Teachers College, Columbia University, New York, NY

*TD 4020 College and University Organization and Administration, Spring 1995, 1997, and 1998; Class sessions included: trusteeship; strategic planning; institutional research, policy analysis and decision-making.*

- Guest Lecturer, The George Washington University, Washington, DC.  
*Class session on Strategic Planning, Fall 2000*
- Guest Lecturer, Harvard Graduate School of Education,  
*Seminar on Strategic Planning, Winter 2001, 2004.*

## PUBLICATIONS

- Putnam, Mark. *Mark: my words*, blog, <http://blogs.central.edu/president>. Popular posts:
  - Healing the Wounds of Our Environment, September 21, 2010, <http://blogs.central.edu/president/2010/09/21/healing-the-wounds-of-our-environment-and-our-lives/>
  - A Look in the Mirror, November 8, 2010, <http://blogs.central.edu/president/2010/11/08/a-look-in-the-mirror/>
  - It's Not that Simple, July 19, 2011, <http://blogs.central.edu/president/2011/07/19/its-not-that-simple/>
  - The Right to Know, December 6, 2010, <http://blogs.central.edu/president/2010/12/06/the-right-to-know/>
  - Lips for Christmas, December 16, 2010, <http://blogs.central.edu/president/2010/12/16/lips-for-christmas/>
  - The Truth of the Matter, October 19, 2010, <http://blogs.central.edu/president/2010/10/19/the-truth-of-the-matter/>
  - Science in the Public Interest, April 13, 2011, <http://blogs.central.edu/president/2011/04/13/science-in-the-public-interest/>
- Putnam, Mark. [Education Reform Larger Than 1 Approach](#), Cedar Rapids Gazette, March 18, 2012.
- Putnam, Mark. [When the President's Daughter is a Student: Dad's view](#), *The Chronicle of Higher Education*, February 12, 2012.
- Putnam, Mark. [Perspectives: Are We Asking the Right Questions?](#) *Change Magazine*, January-February 2012.
- Putnam, Mark. [A Look at the Resolutionists](#), *Dyersville Commercial*, January 18, 2012.
- Putnam, Mark. [The observations of an educator](#), *Hangzhou Weekly*, December 19, 2011.
- Putnam, Mark. [Christmas Grows On You](#), *Cedar Rapids Gazette*, December 18, 2011.
- Putnam, Mark. Advent Devotion on Isaiah 61: 1-4. December 5, 2011. [Monday, Dec. 5, 2011, Advent Devotion](#), RCA.org
- Putnam, Mark. ["Making Choices Consistent with our Values,"](#) *The Spencer Daily Reporter*, November 15, 2011.
- Putnam, Mark. "Making Choices Consistent with our Values." *D3sports.com*. October 26, 2011. <http://www.d3sports.com/notables/2011/10/choices-consistent-with-our-values>
- Putnam, Mark. "Values Should Guide College Athletics." *Cedar Rapids Gazette*. October 23, 2011. <http://thegazette.com/2011/10/23/values-should-guide-college-athletics/>
- Putnam, Mark. "We Need to Listen to Our Young People." *The Sport Digest*. August 17, 2011. <http://thesportdigest.com/2011/08/we-need-to-listen-to-our-young->

- [people/](#)
- Putnam, Mark. "College president: We need to learn to listen to our young athletes." *The Des Moines Register*. August 13, 2011.  
<http://www.desmoinesregister.com/article/20110813/OPINION01/308130016/College-president-We-need-to-learn-to-listen-to-our-young-athletes>
- Putnam, Mark. "Through the Eyes of an Eighth Grader." *Chicago Tribune*. November 19, 2010.
- Putnam, Mark. "Reframing Departmental Planning." *The Department Chair*. Vol. 21, #2, Fall 2010, p. 1-8.
- Fogg, W. Neal and M. L. Putnam. "Considering the Needs of Different Stakeholders: The Impact of Co-op Job Quality on Post-Graduation Earnings." (2003) In Linn, P. L., A. Howard, and E. Miller. *Handbook for Research on Cooperative Education and Internships*. Lawrence Erlbaum and Associates: Mahwah, NJ.
- Book review of *Failing the Future: A Dean Looks at Higher Education in the Twenty-First Century* by Annette Kolodny (1998). *Teachers College Record*. Vol. 101, # 2, Winter 1999, p. 265-266.
- *The Role of Formal and Informal Sources of Information in Trustee Decision Making at Small Private Colleges Struggling for Survival*, a paper presented at the 1996 AERA Annual Meeting, is included in the ERIC Microfiche Collection (ED 394 422) and is listed in the September 1996 issue of *Resources in Higher Education*.

## ADDITIONAL MEDIA

- In Depth with Dr. Bob Leonard, Radio, KNIA/KRLS, Pella, Iowa, featured appearance, Education for Democracy, Friday, March 16, 2012
- Putnam, Mark. "Talkback." Weekly webcast, Spirituality in Education, Marble Collegiate Church, March 13, 2011, New York City, N.Y.
- In Depth with Dr. Bob Leonard, Radio, KNIA/KRLS, Pella, Iowa, featured appearance, Science and Technology, spring 2011
- Putnam, Mark. "New President Introduces Himself With Blog Post About Oil Spill." Podcast, *The Chronicle of Higher Education*, October 7, 2010.  
<http://chronicle.com/article/Audio-New-President/124848/>
- In Depth with Dr. Bob Leonard, Radio, KNIA/KRLS, Pella, Iowa, featured appearance, Sustainability, fall 2010
- In Depth with Dr. Bob Leonard, Radio, KNIA/KRLS, Pella, Iowa, featured appearance, Beginning a New Presidency, summer 2010

## MEDIA COVERAGE

- [Leaders on Thinking](#), Blog, February 23, 2012.
- [Faces of Education 2012](#), *dsm*, February, March, April 2012.
- The National Task Force on Civic Learning and Democratic Engagement. 2012. [A Crucible Moment: College Learning and Democracy's Future](#). Washington, DC: Association of American Colleges and Universities. p. 93.
- "[Course Correction: An altered economic reality means institutional leaders must operate differently](#)," *CASE Currents*, February 2012, p. 16-22.
- [President Barack Obama on Higher Education Marketing?](#), Stamats blog, posted by Eric Sickler, February 1, 2012.
- [The State of the \(Higher Ed\) Union](#), SourceLink blog, posted by Mark Monahan,

January 27, 2012.

- [Workplace Demographics and Technology: Challenges and Opportunities to the Campus Mission, Including the Top Facilities Issues](#), APPA Thought Leaders Series, 2011.
- [When Institutions Become More Important than People](#), *The Spencer Daily Reporter*, published by Paula Buenger, Tuesday, November 15, 2011.
- [RCA college Presidents Travel East](#), *RCA Today*, March 17, 2011.
- [Central College Changes Lives](#), *Diario de Yucatan* (English translation), January 14, 2011.
- [El Central College de Pella "cambia vidas,"](#) *Diario de Yucatan*, January 14, 2011.
- [Central College President's Blog Gets National Attention](#), *The Des Moines Register*, posted by Staci Hupp, October 12, 2010.
- [Pella's new first family tastes its first Tulip Time](#), *The Des Moines Register*, by Kyle Munson, September 15, 2010.
- [Creating a New Start & Building on Tradition](#), *Central Bulletin*, Summer 2010.
- [Campus Compact](#), newsletter, September 2010.

## INVITED CONTRIBUTOR/PANELIST/PRESENTER

### Global Perspective Institute Inc. (GPI)

- Invited contributor to roundtable discussions with college presidents, *Democratic Learning and Civic Engagement*, sponsored by the Department of Education, the Association of American Colleges and Universities (AACU) and Global Perspective Institute Inc. (GPI), Washington, D.C., February 2011.

### American Marketing Association

- Keynote at AMA Symposium for Higher Education Marketing, "Do You Drive the Agenda or Go Along for the Ride?" Chicago, Ill., November 2011.

### APPA

- Invited contributor, Educational Leadership Facilities annual conference, Asheville, N.C., April 2011.

### Council on Foreign Relations

- Invited contributor, Higher Education Working Group on Global Issues, February 2012.

### Regional Accreditation

#### *Evaluation Team Membership*

Served as a member of the following evaluation teams focusing on accreditation standards including strategic planning, financial resources, institutional research, and assessment:

New England Association of Schools and Colleges (NEASC):	
Brown University	March 8-10, 1998
Middlebury College	October 17-20, 1999
College of the Holy Cross	April 2-5, 2000
Merrimack College	March 4-7, 2001

Bentley College	April 7-10, 2002
Sacred Heart University	March 23-26, 2003
Roger Williams University	November 16-19, 2003
University of Bridgeport	October 31-November 3, 2004
University of Connecticut	January 28-31, 2007

Western Association of Schools and Colleges (WASC):  
Scripps College October 23-25, 2001

Middle States Commission on Higher Education (MSCHE):  
Philadelphia University April 23-26, 2006

#### *NEASC Task Force and Committee Assignments*

- Participant in review of the revised Standards for Accreditation on the issue of assessment, February 24, 2004.
- Participant in Evaluator Roles luncheon, December 5, 2002.
- Participant in focus group on Evaluator Roles, October 2, 2002.
- Member of the NEASC Regional Task Force on Student Outcomes Assessment, 1999-2000.

#### *Campus Leadership in Accreditation*

- Chair, Self Study Steering Committee, Connecticut College, for Reaccreditation with the NEASC, 1995-97.
- Member, Self Study Steering Committee, Alliance Theological Seminary of Nyack College, for reaccreditation with the Middle States Commission on Higher Education and initial accreditation with the Association of Theological Schools, 1987, 1990.

#### *NEASC Presentations*

- *New Evaluators Workshop*, NEASC, a panel member for sessions preparing evaluators for their first campus visits, February 11, 2005; September 12, 2002.
- *Compelling Mission Centered and Market Smart Decisions in Challenging Times – Developing Tools and Resources*. Panel presentation facilitated by Robert Zemsky at the Annual Meeting of NEASC, December 3, 2003.
- *Assessment and Institutional Effectiveness – Contrasting Program Accreditation/Review with Regional Accreditation*. Panel presentation during Evaluating for Assessment Seminar sponsored by NEASC, October 7, 2003.
- *The Role of Site Evaluators in Supporting Assessment of Student Learning*. Panel presentation at the Annual Meeting of NEASC, December 4, 2002.
- *Organizing, Planning and Budgeting for the Self Study*. Panel member for 1997 Self Study Workshop for NEASC, October 30-31, 1997.

### **National Postsecondary Education Cooperative**

The National Postsecondary Education Cooperative (NPEC) was a voluntary partnership of postsecondary institutions, associations, government agencies, and organizations. NPEC received funding from the National Center for Education Statistics (NCES), U.S. Department of Education. NPEC's mission was to promote the quality, comparability and utility of postsecondary data and information that support policy development at the federal, state, and institution levels.

- Member of the NPEC Executive Committee, 2000-2008
- Co-chair, State Consumer Website Pilot Project, 2007-08
- Chair, NPEC Working Group on Data Feedback for Institutional Indicators, 2002-03
- Chair, NPEC Working Group on Cost, Finance, and Productivity, 1999-01
- Member of the Working Group on Student Outcomes, 1999
- Member of the IPEDS Redesign Working Group for Finance, Cost, and Financial Aid, 1998 -99 and chair of the Subgroup focusing on preparation for the national study to examine the relationships among of the cost of educating students, the prices charged for a college education, and student aid. (This study was being designed in response to the Congressional mandate in the Higher Education Reauthorization Act.)

#### *NPEC Related Presentations*

- *NPEC Data Feedback Initiative*, Panel Presentation at the Annual Forum of the Association for Institutional Research, Boston, MA, May 30 – June 2, 2004.
- *NPEC Data Feedback Indicators Report*, Presentation at the Annual Forum of the Association for Institutional Research, Tampa, FL, May 18-21, 2003.
- *What's Happening in Washington: An update on Institutional Research Issues from a National Perspective*. Panel member for session during the Northeast Association for Institutional Research 27<sup>th</sup> Annual Meeting, November 4-7, 2000.
- *The Congressionally Mandated Cost Study*. Panel member for session during the Association for Institutional Research, 39<sup>th</sup> Annual Forum, June 2, 1999.
- *IPEDS Redesign*. Panel member for sessions during the 1999 Winter and Summer Conferences for the Higher Education Data Sharing Consortium.

#### **National Commission for Cooperative Education**

- Co-Chair of the National Data Policy Committee, charged with the responsibility of assessing data policy implications unique to cooperative education institutions and to design and enable data sharing opportunities among the institutions, 2003-05.

#### **American Council on Education**

- Invited presenter for the 2005-06 leadership workshop series entitled *Chairing the Academic Department*. Presentation title: *Using Data to Guide Departmental Planning and Decision Making*, Washington, DC, scheduled for June 14-17, 2006.
- Pre-conference Workshop Presenter for a session entitled: *Community-Centered Strategic Planning: A Campus Model*. 1997 Annual Meeting of the American Council on Education, February 23-25, 1997.

#### **National Association of College and University Business Officers**

- Faculty member for the *Center for Knowledge Management and Learning Programs* for a workshop entitled: Financial Planning in an Institutional Setting. Designed curriculum and delivered presentations on “Higher Education’s Megatrends,” “People as Assets,” and “Linking Planning and Budgeting: Implications for Governance and Leadership.” November 20-21, 2000; March 19-20, 2001; March 25-25, 2002

**Stanley Z. Koplik, Executive Leadership Institute,  
New England Resource Center for Higher Education**

- Invited presenter for a two-day workshop entitled: *Strategic Planning: Implications for Leadership and Governance*, October 12-13, 2000.

**Institute of Higher Education, Teachers College, Columbia University**

- Member of research team for *The National Study of Assistants to the President/Chancellor in Higher Education* sponsored by the National Association of Presidential Assistants in Higher Education (NAPAHE), 1996-97.
- Conference Presentation: *The Roles and Responsibilities of Presidential Assistants*. Presented with research team at the 1997 Annual Meeting of the American Educational Research Association, March 27, 1997.
- Research Presentation: *A National Study of Assistants to the President/Chancellor in Higher Education*. Presented with research team at the Annual meeting of the National Association of Presidential Assistants in Higher Education (NAPAHE), February 23, 1997.

**2<sup>nd</sup> International Conference on Practice-Oriented Education, Northeastern University**

- Panel Organizer and Convener, *Cooperative Education: Demonstrating Effectiveness*, April 10-12, 2003.

**Connecticut Association of Financial Aid Administrators**

- Presenter: *Enrollment Management and Financial Aid*, annual meeting, December 11, 1995.

**SELECTED CONFERENCE PRESENTATIONS ON GENERAL TOPICS IN  
HIGHER EDUCATION**

- *Faculty Salary Adjustment to Regional Differences in the Cost of Living*, Poster Presentation with Neal Fogg for the Annual Forum of the Association for Institutional Research, Boston, MA, May 30 – June 2, 2004
- *Involving the Entire Academic Community in Strategic Planning*, Pre-Forum Workshop for The Association for Institutional Research, 38th Annual Forum, May 16, 1998
- *Community-Centered Strategic Planning: A Campus Model*. Presented at the Summer Conference of the Higher Education Data Sharing Consortium, June 23, 1997.
- *Trustee Decision Making in the Context of Crisis*. Presented at the 1996 Association for Institutional Research AIR Forum, May 5-8, Albuquerque, NM.
- *The Role of Formal and Informal Sources of Information in Trustee Decision at Small Private Colleges Struggling for Survival*. Presented at the 1996 American Educational Research

Association Annual Meeting, April 8-12, New York, NY.

## **CONSULTING FOR HIGHER EDUCATION AND RELATED INSTITUTIONS**

- Eastern Connecticut State University, Willimantic, CT  
Facilitated a series of five planning workshops for the “Committee on the Future of Eastern”, January – May 2007.
- Johnson and Wales University, Providence, RI  
Consulting support for the Senior Vice President for Planning related to the development of an institutional research function. December 2006 – June 2007.
- American College of Greece, Athens  
Evaluated the design and implementation of a new Student Success Center, and consulted on the development of an institutional research function, June 2006.
- National University of Ireland Galway, Galway, Ireland  
Consulting work related to the design and development of an institutional research function at the university, June 27 – May and November 2006. Delivered presentations and workshops for administrative and academic leaders related to the design and implementation of a comprehensive institutional research program. April 21-23, 2004, December 10, 2004.
- Center for the Study of Sport in Society, Northeastern University, Boston MA  
Consulted on the development of a new strategic plan for the center, meeting regularly with planning participants and leaders. Academic Year, 2004-05.
- Philadelphia University, Philadelphia, PA  
Completed an evaluation of the university’s strategic planning and institutional research functions and prepared a report for the president and senior administration. December 4, 2003.
- Volunteer State Community College, Gallatin, TN  
Delivered a presentation on strategic planning for the faculty and administrative leadership of the college on February 1, 2001
- Furman University, Greenville, SC  
Delivered a presentation on strategic planning for the faculty and administrative leadership of the university on August 11, 1998.
- Alliance Theological Seminary, Nyack, NY  
Facilitated three sessions with the Strategic Planning Steering Committee to design a strategic planning process for the 1998-99 academic year in connection with the seminary’s reaccreditation process with the Association of Theological Schools.
- High Hopes Therapeutic Riding Center Inc., Old Lyme, CT  
Consulted with board of directors and staff on the development of an implementation strategy for strategic planning and facilitated planning retreats for both groups. Spring 1998.
- Pitzer College, Claremont, CA  
Consulted with senior administrators, faculty leaders, and major committees on the development and execution of a strategic planning process, including a series of presentations in September 1997 and November 1998.

- Goucher College, Towson, MD  
Consulted with Senior Administrators on the development of a strategic planning process, including presentation to campus community. Spring 1995.
- College of Aeronautics, New York, NY  
Developed a strategic indicators report based on data collected about the college and its peer institutions; Assisted in facilitating a Board of Trustees Retreat, Fall 1994.
- Hunter College, School of Health Sciences, New York, NY  
Delivered a presentation on strategic planning to the Dean of the School and faculty leadership. October 1994.