

CURRICULUM VITAE

Christine M. Licata
585-475-2953 (Office)
585-475-4460 (Fax)
Email: cmlnbt@rit.edu

EDUCATION

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| 1984 | Ed.D., Higher Education
George Washington University, Washington, DC
Concentration: Higher Education
Areas of Emphasis: Curriculum and Supervision;
Program Evaluation; Research Methods |
| 1979 | Ed.S, Higher Education Specialist
George Washington University, Washington, DC
Concentration: Higher Education Administration |
| 1971 | M.S., Education
Canisius College, Buffalo, New York
Concentration: Business and Commerce |
| 1967 | B.S., Business Administration
Canisius College, Buffalo, New York
Major: Management
Concentration: Philosophy/Theology |

PROFESSIONAL EXPERIENCE

Senior Associate Provost, Rochester Institute of Technology, 2008-Present

Serve as senior member of the Provost and Senior Vice President for Academic Affairs' leadership team, including the Academic Innovation Council, Council of the Deans and Provost's Council. Responsibilities include advancing student academic success and retention, providing institutional oversight of the academic advising process, and serving as the university's liaison with the State of New York Department of Education, Middle States Association and other accreditation agencies. Responsible for oversight of academic support programs, including the Student Learning Outcomes Assessment Office, Office of the Registrar, Institute Advising Program, Honors Program, Study Abroad and K-12 Programs as well as overseeing the development, management and assessment of Learning Communities and management of the Creative Arts Fund.

Associate Vice President for Academic Affairs, Rochester Institute of Technology, National Technical Institute for the Deaf, Rochester, NY 2004-2008

Serve as a member of Provost's Council of Collegiate Deans and the Vice President's Administrative Cabinet. Primary responsibility for leadership of the college's master's baccalaureate and associate degree programs. Provided direct supervision for 12 academic department chairs; associate dean for academic services; faculty development coordinator; special project assistants for curriculum and outcomes assessment, senior associate for institutional research and manager of educational technology services. Provided continued implementation of college's comprehensive strategic plan; advanced diversity in faculty hiring,

and oversee a \$2 million budget. Responsible for oversight of faculty appointments, evaluation, tenure, promotion and development processes. Other areas of responsibility include oversight of regional and specialized accreditation processes; articulation agreements; academic program reviews; college's strategic research agenda. Support the vice president in building new initiatives, promoting technology projects, encouraging new sponsored research/scholarship opportunities and maintaining strong shared governance with faculty. In addition, at request of Provost, serve as RIT's administrative representative to university's faculty grievance committee and program evaluation consultant for university Honor's Program.

Senior Associate, American Association for Higher Education, Washington, DC

1998-2004 (50% position)

Responsible for oversight and coordination of New Pathways II Project activities focusing on tenured faculty review and development. This included directing mini-grant program with 34 institutions; conducting post-tenure review case studies and outcome/impact analyses (9 institutions); providing technical assistance and consultation to over 100 campuses and state systems; planning and coordinating two national meetings on post-tenure review. Dissemination phase [2002-2004] included preparation of five publications and invited presentations at AAHE National Conferences.

Consultant, Harvard Project on Faculty Appointments, Cambridge, Massachusetts

1998-2001

Consultant and analyst for research and inquiries related to tenured faculty review practices. Liaison with two universities engaged in "Innovative Faculty Employment Practices grants; invited presenter at three-sponsored national conferences.

Associate Dean for Academic Affairs, Rochester Institute of Technology, National Technical Institute for the Deaf, Rochester, New York

1993-2004

Together with the dean and in collaboration with unit-level administrators and faculty, provide coordination of academic program planning and curriculum coordination (including curriculum review and approval process; accreditation; articulation agreements; marketing and communications and catalog preparation); faculty employment (including coordination of recruitment, tenure and promotion processes); development, implementation and direction of college student outcomes assessment (www.ntid.rit.edu/ntiddean/soa/); supervise Communication Assessment Services Office and Department of Research; serve as college liaison for diversity recruitment; confer and coordinate with Institute Counsel on all matters of a legal nature relating to employee relations. Together with the dean, provide support for strategic planning and budget reduction processes; upward evaluation process for department chairs and unit administrators. Serve as member of executive leadership team for problem-solving and policy decision making; In addition, at request of Provost, serve as RIT's administrative representative to University faculty grievance committee; program evaluation consultant for RIT's Honors Program; consultant on student rating systems, and representative to University Capital Campaign Planning Committee.

Assistant Dean for Administrative Services, Rochester Institute of Technology, National Technical Institute for the Deaf, Rochester, New York

1990-1993

Together with the dean, established college's strategic planning process, including development of planning model, coordination of planning process and implementation of the final strategic plan; development of organizational transition staffing plan and infrastructure; development of faculty workload analysis and college workload guidelines; development of college academic program review policy and procedures; participant on College Executive Administrative Committee (Cabinet to Dean); worked with College National Advisory Board to establish institutional priorities and directions; represented Dean at Institute functions as needed; served as

liaison between college and state accrediting agencies, area institutions, and other constituent groups; taught Freshman Seminar course.

Adjunct Professor, Department of Graduate Studies, Nazareth College of Rochester, Rochester, New York

1990-1996

Taught graduate course in Evaluation Concepts and Techniques (on an as needed and when convenient basis).

Director, School of Business Careers, Rochester Institute of Technology, National Technical Institute for the Deaf, Rochester, New York

1984-1990

Provided leadership and served as chief academic officer for the School of Business Careers. Supervised work of 4 chairpeople, including evaluation of 45 full-time faculty; 25 part-time faculty and staff; recommended faculty appointments, salary increments, tenure, promotion, and terminations; directed, supported, and evaluated curriculum, instruction, and academic program planning for applied accounting, general business, administrative support technologies, office technologies, data processing, and counseling services; provided support and liaison to baccalaureate programs in RIT's College of Business and College of Applied Science and Technology; developed and implemented long-range planning, including acquisition and maintenance of equipment in excess of \$500,000; monitored and directed operating budget in excess of \$3,000,000 (excludes equipment); developed staffing plans and affirmative action plans; supported professional development plans for faculty and chairpeople; developed master academic schedule; coordinated and established program advisory committees; monitored student recruitment, matriculation, and progress (including actions related to academic recognition, probation, and suspension); articulated and advocated school mission and strategic priorities to constituent groups.

Intern, ERIC Clearinghouse on Higher Education, Washington, DC, March 1983 - August 1983.

Developed marketing plan for ASHE/ERIC Research Report Series; conducted research project on nature and scope of graduate programs in higher education offered by public and private institutions. (This was a doctoral program requirement.)

Intern, Office of President, Prince George's Community College, Largo, Maryland, September 1982-January 1983.

Worked directly with college president and executive cabinet to gain experience and knowledge about executive leadership and administrative decision-making matters pertaining to governance and faculty affairs. (This was a requirement in my doctoral program.)

Chairperson, Business Occupations Department, Rochester Institute of Technology, National Technical Institute for the Deaf, Rochester, New York

1979-1984

Provided leadership for instructional programs in accounting, business and administrative support technologies; supervised 16 full-time and 10 part-time faculty; managed departmental operating budget of approximately \$750,000. Other responsibilities included faculty recruitment, evaluation (including classroom observations), salary recommendations, and assignment of teaching loads; developed quarterly course schedules; managed equipment plans; managed student affairs, including admissions, academic probation/suspension decisions, graduation certification and employer follow up; coordinated activities of curriculum advisory board; provided leadership and direction for cooperative education program, including consultation on student placements and evaluation; taught courses in Fundamentals of Management, Orientation to Business, and Fundamentals of Marketing; taught course in Management Process Certificate program through RIT College of Continuing Education; promoted to associate professor (1984) and awarded tenure (1986).

Director, Employer Training/Development Program, Monroe Community College, Rochester, New York

1977-1979

Developed and implemented college program to meet training needs of local business and industry in Monroe County, New York. (This program received a 1979 State University of New York Showcase of Excellence Award in Postsecondary Occupational Education and still successfully operates at the college) Activities included: preparation of federal grant proposal; assessment of training needs in Rochester area; design and coordination of courses and faculty to meet identified needs; establishment and consultation with an external program advisory committee; collaboration with an external evaluator for program activities (Cornell University).

Program Coordinator and Assistant Professor, Montgomery College, Takoma Park, Maryland

1974-1977

Coordinated curriculum and taught courses in allied health program (Medical Assistant); prepared program self-study and site visit for American Medical Association accreditation (accreditation granted in 1976); established and coordinated curriculum advisory committee; recruited students; supervised student practicum experiences; assisted with graduate placement; taught a range of business courses; granted tenure.

Instructor, Business Program, Stevens Career College, St. Louis, Missouri

1973-1974

Taught courses in Accounting, Management, Marketing, and Advertising.

Instructor, Business Education/Mathematics, Rochester City School District and Buffalo School District

1967-1973

Taught full complement of senior high school business courses and junior high school mathematics; tenured teacher with Rochester City School District.

PUBLICATIONS

Books

Licata, C. M., Morreale, J. C. **Post-Tenure Faculty Review and Renewal III: Outcomes and Impact.** San Francisco, CA: Jossey Bass Publishing Company. 2006

Licata, C. M. and Brown, B. (Eds). **Post-Tenure Faculty Review and Renewal II: Reporting Results and Shaping Policy.** San Francisco, CA: Jossey Bass Publishing Company, 2004.

Licata, C. M. and Morreale, J. C. (Eds). **Post-Tenure Faculty Review and Renewal: Experienced Voices.** San Francisco, CA: Jossey Bass Publishing Company, 2002.

Chapters

Licata, C. M. "A Panel of Experts Respond." In L. McMillin and J. Berberet (eds.), **A New Academic Compact.** Bolton, MA: Anker Publishing, 2001.

Licata, C. M. "Post-Tenure Review." In A. Lucas & Associates (eds.), **Leading Academic Change,** 6:107-137. San Francisco: Jossey-Bass Publishers, 2000.

Licata, C. M. "Post-Tenure Review: Threat or Promise" in **Responding to Challenges and Conflict in Higher Education Collective Bargaining,** in C. J. Naples, Editor. Proceedings: Twenty-Sixth Annual Conference, New York: National Center for Study of Collective Bargaining in Higher Education and the Professions, April 1998.

Briefing Reports and Monographs

Andrews, H. A., Licata, C. M., and Harris, B. J. **The State of Post-Tenure Faculty Evaluation: Research Brief.** American Association of Community Colleges, Washington, DC. 2002.

Licata, C. M. and Schuyler P. **The Status of Post-Tenure Review in Four-Year, Private Institutions: Research Report.** Washington, D. C.: American Association for Higher Education, 2002.

Morreale, J. C. and Licata, C. M. **Post-Tenure Review: A Guidebook for Academic Administrators of Collegiate Schools of Business.** A report commissioned by the American Assembly of Collegiate Schools of Business (AACSB), St. Louis, MO, 1997.

Licata, C. M. and Morreale, J. C. **Post-Tenure Review: Policies, Practices, and Precautions.** American Association for Higher Education. Commissioned Working Paper #12: Washington, DC, 1997.

Andrews, H. A. and Licata, C. M. *"The State of Tenured Faculty Evaluation in Community, Technical and Junior Colleges within the North Central Region."* **Research Report**, North Central Association of Community Colleges, 1988.

Licata, C. M. **Post-Tenure Faculty Evaluation: Threat or Opportunity?** Association for Study in Higher Education/ERIC Research Report No. 1, Washington, DC: Association for the Study of Higher Education, 1986.

Articles

Licata, C. M. and Lees, N. Douglas. *"The Chair as Evaluation "Charlatan.""* **The Department Chair**, Vol. 17, No. 2, (16-18), Fall 2006.

Licata, C. M. and Morreale, J. C. *"How Do Chairs View Their Post-Tenure Review Policies and Practices?"* **The Department Chair**, Vol. 12, No. 4 (1-3, 6), Spring 2002

Andrews, H. A., Harris, B. J., Licata, C. M. *"Faculty Evaluation: Strengths and Concerns."* **The Community College Enterprise** 8:1, 27-36, Spring 2002.

Licata, C. M. **"Post-Tenure Review Interview,"** **The Department Chair.** Anker Publishing Company, Inc., Vol. II, No. 1, Summer 2000 (4-5).

Licata, C. M. *"Precepts for Post-Tenure Reviews."* **Trusteeship**, 7(6), 8-13, Association of Governing Boards, November-December 1999.

Licata, C. M. and Morreale, J. C. *"Post-Tenure Review: National Trends Questions and Concerns."* **Innovative Higher Education**, 24:1, 5-16. Fall 1999.

Licata, C. M. *"Post-Tenure Review: A Road More Frequently Traveled."* **The RIT Reporter**, Viewpoint, April 19, 1999.

Licata, C. M. *"Post-Tenure Review: At the Crossroads of Accountability and Opportunity."* **AAHE Bulletin**, 59(10), 3-6, June 1998.

Licata, C. M. and Andrews, H. A. *"Responses of Faculty Leaders to Post-Tenure Evaluation Practices."* **Community/Junior College Quarterly of Research and Practice**, 16:47-56, 1992.

Andrews, H. A. and Licata C. M. *"Administrative Perceptions of Existing Evaluation Systems."* **Journal of Personnel Evaluation in Education**, 5:69-76, 1991.

Licata, C. M. and Andrews, H. A. "*The Status of Tenured Faculty Evaluation in the Community College.*" **Community College Review**, 18:3, Winter 1990.

Andrews, H. A. and Licata, C. M. "*Faculty Leaders' and Administrators' Perceptions on Post Tenure Evaluation.*" **Journal of Staff, Program and Organizational Development**, 8:1, Spring 1990.

Licata, C. M. "*The Eye Sees Not Itself.*" **Thought and Action**, Vol. 4, No. 1, National Education Association, Spring 1988.

Licata, C. M. "*Rejoinder: Post-Tenure Review.*" **Thought and Action**, Vol. 4, No. 1, Spring 1988.

Licata, C. M. "*Review: Merit in Education.*" **The Journal of Staff, Program and Organizational Development**, Vol. 5, No. 3, Fall 1987.

Licata, C. M. "*Treat Post-Tenure Evaluation Carefully.*" **AGB Reports**, Vol. 28, No. 5, September/October 1986.

Licata, C. M. and Pike, D. "*Keeping in Touch With Changing Technology: An Institutional Response to Development of Business Faculty.*" **NABTE Bulletin**, in **Business Education Forum**, April 1986.

Licata, C. M. "*Post-Tenure Faculty Evaluation in Community Colleges: Anomaly or Reality.*" **Journal of Staff Program and Organizational Development**, Vol. 2, No. 4, Winter 1984.

Licata, C. M. **An Investigation of the Status of Post-Tenure Evaluation in Selected Community Colleges in the United States.** Doctoral Dissertation. Washington, DC: The George Washington University, June 1984. (ED 259 635)

Licata, C. M. and Inzinga, J. M. "*The Roar of the Chip.*" **Business Education Forum**, April 1981.

Conference Proceedings

Licata, C. M. (2007). "*Post-Tenure Review: What Do Early Results Show.*" Twenty-Fourth Academic Chairpersons Conference, Orlando, FL.

Licata, C. M. and Lees, N. Douglas. (2006). "*Faculty Evaluation: Continuing Challenges for Chairs.*" Twenty-Third Academic Chairpersons Conference, Orlando, FL.

Internal Reports

Licata, C., et al. **Student Success Tiger Team: Final Report and Recommendations**, RIT, May 2009

Licata, C., Barefoot, S., Conner, K., and Skyer, S. **Implementation Plan: Communication Criteria for Tenure and Promotion in Rank (NTID/RIT)**, October 1991.

Licata, C. and Brewer, L., editors. **Vision Quest: A Pedagogical Time Capsule**. Rochester, New York, RIT/NTID, 1988.

PRESENTATIONS

February 2007 Twenty-Fourth Academic Chairpersons Conference: Academic Leadership: Building Responsive and Responsible Communities, Kansas State University and The IDEA Center, Orlando, FL. Keynote presentation "*Post-Tenure Review: What Do Early Results Show?*" (Invited keynote speaker)

June 2006	University of North Carolina Leadership Institute, Chapel Hill, NV: 2006 Leadership Development Workshop for Department Chairs. Presentation <i>"Building Effective Evaluation and Development Practices: How You Start...Is How You Finish."</i> (Invited speaker)
February 2006	Twenty-Third Academic Chairpersons Conference: Changing Leadership: Expectations for Chairs, Orlando, FL. Co-presentation <i>"Faculty Evaluation: Continuing Challenges for Chairs"</i> with N. Douglas Lees, IUPUI.
June 2005	State University of New York System, Chief Academic Officers Conference, Syracuse University, Syracuse, NY. Presentation <i>"Post-Tenure Faculty Review and Renewal: Research Implications for Academic Leaders."</i> (Invited speaker)
June 2005	University of North Carolina Leadership Institute, Chapel Hill, NC: 2005 Leadership Development Workshop for Department Chairs. Presentation <i>"Building and Effective Evaluation and Development Culture."</i> (Invited speaker)
April 2005	Michigan State University, MULTI Seminar, East Lansing, MI. Co-presentation <i>"Tenured Faculty Review and Renewal: Post-Tenure Review Impact and Outcomes Study (1999-2002), Results and Recommendations"</i> with William Harper and Roger Baldwin. (Invited speaker)
January 2005	Association of American Colleges and Universities Conference: Demanding Excellence: Liberal Education in an Era of Globalization, Anti-Intellectualism and Disinvestment, Washington, DC. Co-presentation <i>"Feedback for Administrators: Adding Value"</i> with Amy Gross from The IDEA Center. (Invited speaker)
June 2004	University of North Carolina Leadership Institute, Chapel Hill, NC: 2004 Leadership Development Workshop for Department Chairs. Presentation <i>"Building an Effective Evaluation and Development Culture."</i> (Invited speaker)
October 2003	University of North Carolina-Chapel Hill, <i>"Innovation In Faculty Worklife"</i> Consultant to 14 institutions in system on evaluation of each campus's post-tenure review policy.
February 2003	Implementing A Feasible Model for Program Assessment Workshop, Orlando, FL; presentation <i>"Feedback for Administrators: Adding Value to the Educational/Development Process"</i> with Dr. William J. Rudnicki.
June 2002	University of North Carolina-Chapel Hill, Leadership Institute, 2002 Leadership Development Workshop for Department Chairs. Presentation <i>"Faculty Evaluation and Faculty Development"</i> (Invited speaker)
April 2002	Purdue University, Faculty Senate Colloquium, <i>"Post-tenure Review: What We've Learned,"</i> West Lafayette, Indiana (Invited speaker and consultant).
February 2002	American Association For Higher Education (AAHE), Faculty Roles and Rewards National Conference, (with Joseph C. Morreale) <i>"Is Post-Tenure Review Working?"</i> Phoenix, Arizona. (Invited speaker)
November 2001	American Association for Higher Education Tenth Annual Conference on Faculty Review and Rewards, Phoenix, AZ: presentation <i>"Knowledge for What? The Engaged Scholar."</i>
May 2001	St. Michael's College, Department Chair Meeting: <i>"Post-Tenure Review: National Context, Local Implications,"</i> Colchester, Vermont (Invited speaker).

April 2001	American Association for Higher Education (AAHE), Harvard Project on Faculty Appointments: Capstone Conference, <i>"Shared Governance and Faculty Issues for the 21st Century,"</i> Washington, DC (Invited speaker).
April 2001	Kansas State University, Provost's Lecture Series, <i>"Post-Tenure Review: Is It Just Another Management Fad?,"</i> Manhattan, KS (Invited speaker).
April 2001	American Educational Research Association (AERA), National Conference Division J, <i>"What We Know and How We Know It: The Outcomes of Post-Tenure Review Policies from the Perspectives of Faculty and Administrators,"</i> Seattle, WA (Presentation with E. M. Bensimon and E. R. Rice).
March 2001	American Association for Higher Education (AAHE), National Conference on Higher Education: Balancing Private Gain and Public Good: <i>"Rethinking the Faculty Career: What Faculty Tell Us Makes A Difference to Them,"</i> Washington, DC (Invited panelist with J. Wergin, M. D. Sorcinelli and E. M. Rice). (Invited speaker)
February 2001	American Association for Higher Education (AAHE), Conference on Faculty Roles and Rewards. <i>"Post-Tenure Review: Does It Make a Difference,"</i> Tampa, FL (Invited Major Session Presentation with J. M. Morreale and E. M. Bensimon).
January 2001	American Historical Association National Conference (AHA), <i>"Virtue and Necessity: The Place of Post-Tenure Review in the Profession,"</i> Boston, MA (Invited panelist).
November 2000	American Association for Higher Education (AAHE), Reporting and Tracking Post-Tenure Review Results for Policymakers and Governing Bodies, Host: University of Georgia System, Atlanta, GA (Invited meeting participant).
September 2000	Fund for the Improvement of Postsecondary Education (FIPSE) Grant Conference, South Carolina Commission on Higher Education, <i>"Strategies for Change: Meeting the Challenge of Performance Funding"</i> and <i>"Post-Tenure Review: National Perspectives and Statewide Application,"</i> Charleston, SC (Invited speaker).
August 2000	Association of American Colleges (AAC). <i>"Future Directions for Faculty"</i> Washington, DC (Invited meeting participant).
June 2000	Woodrow Wilson Summer Institute, Association of New American Colleges (ANAC) <i>"Renewing the Compact Between Faculty & Their Institutions,"</i> Ithaca, NY (Invited speaker).
June 2000	Harvard Project on Faculty Appointments, Strategic Use of Data Conference, Chicago, IL (Invited speaker).
April 2000	American Association of Community College (AACC) National Convention, <i>"Dispelling the Myths of Tenured Faculty Evaluation,"</i> Washington, DC (Presentation with H. A. Andrews).
February 2000	American Association of State Colleges and Universities (AASCU) Chief Academic Officers Conference, <i>"Post-Tenure Review: A Policy for All Seasons? A Practice for What Reasons?,"</i> San Diego, CA (Invited presenter).
February 2000	American Association for Higher Education (AAHE), Forum on Faculty Roles and Rewards Assembly, <i>"Post-Tenure Review Reconsidered,"</i> New Orleans, LA (Assembly Coordinator and presenter).

November 1999	Idaho State University, Post-Tenure Review Forum, " <i>Continuing the PTR Campus Dialogue: National Debate, Local Implications</i> ," Pocatello, ID (Invited speaker and consultant).
July 1999	Harvard Project on Faculty Appointments, Convening of Legislators and Governing Board of Officials, " <i>Changing Faculty Roles and Responsibilities</i> ," Denver, CO (Invited speaker).
July 1999	Summer Institute for Women in Higher Education Administration, " <i>Academic Environment: Current Challenges within the Academic Workplace</i> ," Bryn Mawr College, Bryn Mawr, PA (Invited guest faculty).
June 1999	American Association for Higher Education (AAHE), Post-Tenure Review Considered, Colloquium on Post-Tenure Review, Washington, DC (Organizer, facilitator and presenter).
June 1999	Indiana Faculty Institute, Summer Workshop Presentation: " <i>Seasons of Academic Career</i> ," Indianapolis, IN (Invited guest faculty).
June 1999	Harvard Project on Faculty Appointments, Workshop on Innovative Faculty Work Life Arrangements, Chicago, IL (Invited facilitator).
May 1999	Columbia College, " <i>Risk Taking and Senior Faculty Review</i> ," Chicago, IL (Keynote speaker and consultant).
April 1999	Harvard University Project on Faculty Appointments, Steering Committee Meeting Boston, MA (Invited Contributor).
November 1998	American Association for Higher Education, New Pathways II Project/Outcomes Study Meeting, Washington, DC (Invited participant).
November 1998	3 rd Annual Chancellor's Fall Convocation " <i>Post-Tenure Review: Where Enrichment and Accountability Converge</i> ," Indiana University, Purdue University, Indianapolis, IN (Invited keynote speaker and consultant).
October 1998	University System of Maryland Chairperson's Conference, Adelphi, MD, Plenary Panel Presentation on Faculty Evaluation and Workshop (Invited speaker).
October 1998	American Association for Higher Education (AAHE) New Pathways II: Academic Careers for a New Century: From Inquiry to Practice, Advisory Committee Meeting, Washington, DC (Invited guest).
October 1998	University of Massachusetts President's Office, Post-Tenure Review Presentation and Consultation: Boston and Lowell Campuses.
October 1998	American Association for Higher Education (AAHE) Harvard Project on: Faculty Appointments, Policies and Appointments Clearinghouse Conference, Cambridge, MA (Invited participant).
October 1998	Harvard Project on Faculty Appointments, Education Writers Conference: Issues of Faculty Worklife, Cambridge, MA (Invited participant).
September 1998	University of Massachusetts, Amherst: " <i>Post-Tenure Review: The Talk of Town and Gown</i> ," Amherst, MA (Invited faculty keynote address).

August 1998	Massachusetts Teachers Association Summer Conference, Williams College, Williamstown, MA, presentation, <i>"National Post-Tenure Review Trends"</i> (Invited speaker).
July 1998	Summer Institute for Women in Higher Education Administration, Bryn Mawr, PA, <i>"Academic Environment: Current Challenges"</i> (Invited guest faculty member).
May 1998	American Association for Higher Education (AAHE) Forum on Faculty Roles and Rewards Advisory Board Meeting, Washington, DC (Invited participant).
April 1998	National Center for Collective Bargaining in Higher Education, Baruch College, New York, NY, Presentation: <i>"Post-Tenure Review: Threat or Promise"</i> (Invited speaker).
January 1998	American Association for Higher Education (AAHE) Forum on Faculty Roles & Rewards Conference, Orlando, FL, <i>"From Inquiry to Practice"</i> (Invited presenter).
July 1997	Association of American Medical Colleges (AAMC), Faculty Affairs Professional Development Conference presentation: <i>"Post-Tenure Review: Trends and Challenges,"</i> Snowmass Village, CO (Invited speaker).
June 1997	American Association of University Administrators (AAUA), <i>"Alternatives to Tenure,"</i> National Assembly plenary address: <i>"Post-Tenure Review: Curse or Cure?,"</i> Denver, CO (Invited speaker).
May 1997	Education Writers Association (EWA), 50th Anniversary Seminar, Washington, DC, panelist and presentation: <i>"Is Tenure Forever?"</i> and <i>"Post-Tenure Review: What Have We Learned?"</i> (Invited speaker).
April 1997	American Assembly of Collegiate Schools of Business (AACSB), Annual Meeting, Boston, MA, panelist and presentation: <i>"Strategies and Alternatives to Tenure"</i> and <i>"Post-Tenure Review: A Concept Whose Time Has Come"</i> (Invited speaker).
March 1997	American Association of Dental Schools (AADS), 74th Annual Session and Exposition, Orlando, FL, panelist and presentations: <i>"Who Benefits from Tenure? An Examination of Alternatives"</i> and <i>"Post-Tenure Review: Can It Keep Tenure Viable?"</i> (Invited speaker and consultant).
February 1997	University of Southern California-Irving Symposium, Los Angeles, CA presentation: <i>"Overview of Trends, Issues and Status of Post-Tenure Review"</i> (Invited speaker).
February 1997	American Council on Education (ACE), 79th Annual Meeting--Education for a New Century, Washington, DC, panelist: <i>"Revisiting Tenure: What are the Alternatives?"</i> (Invited speaker).
January 1997	Coppin State College, Baltimore, MD, faculty forum: <i>"Post-Tenure Review: The Known & The Unknown,"</i> and workshop leader for College Planning Committee (Invited speaker and consultant).
January 1997	AAHE 5th Annual Conference on Faculty Roles and Rewards, San Diego, CA, two presentations: <i>"Post-Tenure Review: From Board Mandate to Campus Plan,"</i> and <i>"Post-Tenure Review: Report from the Field"</i> (Invited speaker).
December 1996	University System of North Carolina (Central Administration), Workshop for System-Wide Post-Tenure Review Committee: <i>"Establishing Workable Post-Tenure Review Procedures,"</i> Chapel Hill, NC (Invited speaker and consultant).

November 1996	Association of Governing Boards of Universities and Colleges (AGB), National Forum on Cost Containment and Academic Restructuring , Washington, DC, presentation: <i>"Post-Tenure Review: Where Are We Headed?"</i> (Invited speaker).
November 1996	Texas A & M University-Prairie View, TX, presentation to academic deans and department heads: <i>"Faculty Evaluation: The Role of Academic Deans and Department Heads;"</i> and presentation to faculty: <i>"Post-Tenure Review: Working With the Known and the Unknown,"</i> Houston, TX (Invited speaker).
October 1996	Metropolitan State College of Denver, Faculty Forum: <i>"Post-Tenure Review: The Known and The Unknown,"</i> Denver, CO (Invited speaker).
May 1996	Texas A & M University-Kingsville, TX, Faculty Forum entitled: <i>"Post-Tenure Review--So What's New?"</i> (Invited speaker).
January 1996	American Association for Higher Education (AAHE) 4th Annual Conference on Faculty Roles and Rewards, Atlanta, GA, presentation entitled: <i>"Post-Tenure Review from Policy to Practice"</i> (Invited speaker).
October 1995	University of Maryland System Administration Department Chairs Workshop: <i>"Tenure and Accountability: Two Views from the Academy,"</i> Baltimore, MD (Invited Plenary Speaker).
September 1995	State Council of Higher Education in Virginia, Instructional Program Advisory Committee: <i>"Post-Tenure Review: Passing Fancy?"</i> , Richmond, VA (Invited Speaker).
June 1994	American Association of University Administrators (AAUA) Assembly XXIII, <i>"Partnering for Accessibility: ADA and its Implications for Academic Program Leaders,"</i> Houston, TX.
November 1992	University of Rochester Graduate School of Education and Human Development, Todd Conference (Invited speaker): <i>"The Faculty Role in Undergraduate Education,"</i> Rochester, NY.
April 1990	American Association for Community/Junior Colleges (AACJC) National Conference, <i>"Does Tenured Faculty Evaluation Promote Excellence? Lessons From the Field."</i> (Sponsored by Illinois Valley Community Colleges, IL; Council of North Central Community/Junior Colleges), Seattle, WA.
April 1989	American Association of Higher Education (AAHE) National Conference, <i>"Post-Tenure Review: Opportunities and Hazards,"</i> Chicago, IL.
June 1988	American Association of University Administrators National Assembly XVII (AAUA), <i>"Looking Back and Ahead at Post-Tenure Evaluation: Ways to Do It--If at All,"</i> Chicago, IL.
April 1988	New York State Association of Two-Year Colleges Annual Meeting, <i>"Preparing for Evaluation of Tenured Faculty: What Does Research Tell Us?,"</i> West Point, NY.
April 1987	American Association of Junior and Community Colleges (AACJC) Annual Convention, <i>"Research on Post Tenure Review,"</i> Dallas, TX.

April 1987	Kansas State University, Annual Conference for Academic Chairpersons, <i>"Looking Back and Ahead at Post-Tenure Evaluation: Is It Worth the Effort?"</i> , Orlando, FL.
March 1987	National Association for Women Deans, Administrators and Counselors (NAWDAC) National Conference: <i>"Post-Tenure Review: Charting a Complicated Course,"</i> Baltimore, MD.
February 1986	Kansas State University, Annual Conference for Academic Chairpersons: <i>"Post-Tenure Faculty Evaluation: Threat or Opportunity,"</i> Orlando, FL.
March 1985	Association for the Study of Higher Education (AAHE), <i>"An Investigation of the Status of Post Tenure Faculty Evaluation in Selected Community Colleges in the United States,"</i> Chicago, IL.
October 1982	Region II, American Society for Training and Development: <i>"Creative Collaborations To Meet Human Needs,"</i> Philadelphia, PA.
May 1979	New York State Continuing Education Meeting: <i>"Programming for Business/Industry Needs,"</i> Albany, NY.
April 1979	Annual Convention of American Association of Community and Junior Colleges: <i>"The Community College as a Catalyst for Special Programming for Business and Industry,"</i> Chicago, IL.

DOCTORIAL STUDENT ADVISEMENT (1996-2003)

Judy Fry, University of Tennessee at Chattanooga
Christine Thompson, Texas A & M University, Corpus Christi
Kathy Atkins, Virginia Polytechnic Institute and State University
Ivan Ernest, Columbia University
Jo Harris, West Virginia Institute of Technology, Montgomery
Susan Wilson, University of Alabama
Constance Willett, Seton Hall
Ivan Legg, Columbia University
James Van Speybraeck, Illinois State University

PROFESSIONAL ACTIVITIES

The Individual Development and Educational Assessment (IDEA) Center Kansas State University	<ul style="list-style-type: none"> ▪ Chair, Board of Directors, 2008-Present ▪ Vice-Chair, Board of Directors, 2007-2008 ▪ Member, Board of Directors, 2003-Present
Our Lady of Mercy High School Facilities Committee	<ul style="list-style-type: none"> ▪ Committee Member, 2007-Present

Catholic Family Center (CFC) of Rochester

- Honorary Board Member, 2001-Present
- Chair, Board of Directors, 1999-2001
- Executive Committee, 1997-2002
- Board Member, 1996-2001
- Chair, Planning and Evaluation Committee, 1997
- Elder Services Program Evaluation Committee, 1994-1996

Al Sigl Center, Rochester, NY

- Co-Chair, Capital Campaign, Family Portion 2000-2002
- Co-Chair, Herbert Schwartz Memorial Lectureship, 2002-2004

American Association for Higher Education (AAHE)

- Senior Associate, New Pathways Project: Post-Tenure Faculty Review and Development Initiatives, 1998-2004

American Association of University Administrators (AAUA)

- Board of Directors, 1991-1994, 1995-1997
- Chair, Newcomers Committee, 1993-1995
- Chair, Public Relations, 1996
- Member, Foundation Board, 1997-1998
- Project Consultant, 1998-2001

Harvard University Project on Faculty Appointments

New York State Education Department, Office of Higher and Continuing Education

- Member, Performance Standards Advisory Group 1991-1994

Junior Achievement of Rochester

- Member, Program Priorities Task Force, 1989.

Epilepsy Association of Greater Rochester

- Member, Planning Committee, Special Events (Chocolate Ball) 1986-1991

American Society for Training and Development (Genesee Valley Chapter)

- Member, Board of Directors, 1978-1982
- Secretary, 1977
- Fall Conference Chairperson, 1978
- Region II Conference Hospitality Chairperson, 1981
- Community Service Chairperson, 1980-1982

United Way of Greater Rochester

- Training & Development Advisory Board, 1980-1982
- Coordinator, Partners in Training Project, 1980-1982

Monroe Community College

- Member, 70001 Advisory Committee, 1979-1981
- Program Evaluator: Human Services Program, 1999-2003

HONORS/AWARDS

Canisius College Distinguished Alumnus Award – 2009

Award presented annually to alumni who have distinguished themselves as leaders in their chosen careers.

National Technical Institute for the Deaf (NTID) at RIT National Advisory Group (NAG) Outstanding Service Award – October 2008

The award is given annually to faculty or staff members who demonstrate exceptional dedication and service to NTID.

Athena Award Nominee—1998 and 2005

RIT nominee for Women's Council of the Greater Rochester Metro Chamber of Commerce Athena Award.

Paul Harris Fellow Award—2004

Rochester Rotary Club, Rochester, NY

NTID/RIT National Advisory Committee Outstanding Service Award--1992

Award presented annually to an individual or individuals who has made outstanding contributions to mission and work of NTID.

RIT "Celebration of Excellence" Recipient—1987

One of four individuals selected and recognized by Dr. M. Richard Rose, President of RIT, for outstanding administrative leadership contributions to RIT.

American Association of University Women (Rochester Branch)—1987

RIT nominee for the Women of the Year Achievement Award in Education category. One of four finalists in Rochester in education category honored at Annual Awards Dinner.

Leaders for the 80's Participant—1986

Selected in national competition as participant in Institute for Leadership Development Project sponsored by League for Innovation in Community College and American Association of Women in Community and Junior Colleges (AAWCJC).

United Way of Greater Rochester Service Award—1982