

## **JEFF ELWELL**

### **EDUCATION**

Ph.D., Speech Communication/Theatre, Southern Illinois University-Carbondale, 1986

M.S., Communication/Theatre, University of Southwestern Louisiana, 1982

Graduate Study in Journalism, Louisiana State University, 1979-80

B.A., English, California State University-Bakersfield, 1979

### **ADMINISTRATIVE EXPERIENCE**

**Vice President for Academic Affairs and Dean, Humanities and Fine Arts**  
**University of the Ozarks (private liberal arts university)**  
**(2021-Present)**

Report to President Richard Dunsworth, with responsibility for all areas of Academic Affairs including the three divisions, the library, and the office of the registrar and all budget, facilities, operations, and personnel. Oversee 70+ faculty and 800+ students with a total operating budget of \$5.54 million and endowed funds of over \$15 million to support faculty and student work. Working to improve assessment, program review and advising processes ahead of the Higher Learning Commission accreditation site visit in late September 2022. Working with faculty and administration to determine the appropriate organizational restructuring necessary to make the academic side of the house efficient, nimble, and robust. Creating a faculty workload policy that is equitable and rewards faculty for their performance. Working with Human Resources Director and President to recommend salary adjustments to relieve inversion and compression issues. Looking at all administrative processes and policies to determine necessity and effectiveness. Mentoring divisional deans. Working with Vice Presidents of Student Success and Enrollment Management & Marketing to improve recruitment, enrollment, and retention of domestic and international students.

#### **Accomplishments**

**Proposal for 60% six-year graduation rate approved unanimously by the Board of Trustees (October 2021)**

**Submitted academic affairs reorganization proposal to President (December 2021)**

**Converted two female faculty to tenure-track positions (December 2021)**

**Approved faculty searches for Biology, Computer Science, Data Analytics, Education, Sociology (January 2022)**

#### **Service**

**Elected to 2-year term on Alumni Association Board, California State University Bakersfield (2021-23)**

**Chairing HLC Steering Committee in preparation of September 2022 reaffirmation campus visit**

**Teaching THR 3783: Playwriting and Directed Study in Theatre History (Spring 2022)**

#### **Chancellor**

**Eastern New Mexico University System (Portales, Roswell, Ruidoso); all Hispanic Serving Institutions**

**President of the Portales campus (comprehensive regional university)**

**(2017-20); took early retirement**

Reported to a five-member Board of Regents appointed by the Governor, with responsibility for the oversight of all budget, facilities, operations and personnel at the three-campus ENMU System (Portales, Roswell, and Ruidoso). Eleven direct reports (VP for Academic Affairs, System CFO, VP for Student Affairs, VP for Technology and System CIO, VP of Planning and Analysis and Governmental Relations, Associate VP for Advancement, Director of Athletics, System Director of Human Resources, and Internal Auditor/Affirmative Action Officer) as well as Presidents of the Roswell and Ruidoso campuses. The System is comprised of 9100+ students and 800+ full-time faculty and staff members. The total System budget (including operating, capital outlay, and reserves) was \$158M exclusive of the ENMU (\$21.7M) and ENMU-Roswell (\$11M) Foundations.

### Accomplishments

- **Received unanimous approval by Board of Regents (2017-20) to:** Reduce out-of-state tuition to 150% of in-state rate, Establish higher admission standards, Establish Emergency Operations Plan, \$6 million Energy Conservation plan, Increase employee tuition waiver benefit from, Acquire governmental liquor license, add two paid holidays (day before Thanksgiving and MLK), and add Women's Golf as a varsity sport Fall 2020.
- **Created 4.5% average raise pool for faculty and staff in 2018; 4.0% across-the-board in 2019.**
- Achieved record enrollment Fall 2017 (6027); Spring 2018 (5450); near-record (6015) in Fall 2018.
- **Three lowest tuition/fee increases (18-19 4.9%; 19-20 4.0%, 20-21 2% Tuition/0% Fees) in last decade.**
- **Record number of degrees awarded 2017-18 (1322) and 2018-19 (1386),** Increased 4- & 6-year graduation rates from **16.6%/31.5% to 18.0%/32.9% (2017-2019)**
- **Successful searches for President** of ENMU-Ruidoso & ENMU-Roswell campuses (2018) and **Athletic Director** for ENMU Main campus (2019)
- **Greyhound Promise Teacher Education incentive program bills passed Senate and House Education Committees unanimously.** Received \$1.28 million in capital outlay (Roosevelt Science Center renovation, campus infrastructure, camera equipment, structure for Physical Plant fleet). Received a supplemental adjustment of \$700,000 to base I&G appropriation. Received additional appropriation of \$184,000 for dual credit enrollment. Received an additional \$1.625 million in new I&G appropriation plus \$1.202 million for a 4% salary increase for faculty and staff. Overall, we received 5.7% from an average increase of 2.4%, highest among Higher Education Institutions. All from the New Mexico Legislature (2020).
- **Received \$2.6+M in new permanent funding and \$3.1+M in one-time funding** from the New Mexico Legislature (2019) through HB2 (budget), HB2 Junior bills, and Capital Outlay: including \$750,000 (roof Greyhound Arena roof), \$747,000 (remote transmitter, new equipment, and replacement tower for KENW, our PBS/NPR station), \$700,000 (campus infrastructure), \$650,000 (new President's residence), \$157,000 (robotics program), \$135,000 (Front-loader), and \$66,000 (blue-light emergency system)
- **Worked with New Mexico Senate Minority Leader** to prepare appropriations bills in House (HB 464) and Senate (SB 444) for the **Greyhound Promise (funded-\$300,000 recurring)** to increase the number of teachers for New Mexico public schools. Bills passed House and Senate Education committees (2019)
- **Worked with group of concerned African American students to propose Martin Luther King Holiday become an official paid holiday for the university; BOR approved unanimously on 12/13/19**
- **Created Chancellor's Council on Diversity and Inclusion to help promote, support and defend diversity and inclusivity on all campuses in the Eastern New Mexico University System (2019)**
- Initiated athletic apparel bid process and signed exclusive agreement with Under Armour (2019)
- Solicited/Received funding for Athletics (\$341,600 recurring/\$157,000 one-time) from Legislature (2018-20)
- Proposed/received approval from Board of Regents to start women's golf team (Fall 2020) as part of an effort to fix Title IX issues that I discovered. Utilized roster management to come closer to proportional compliance.
- **Created Greyhound Family Weekend and Super Greyhound Weekend** to enhance recruiting and retention. Family Weekend grew from 185 in 2018 to 286 in 2019
- Joined RaiseMe.com to enhance out-of-state recruiting profile (2018)
- Created/alterd three positions in ENMU System: System CFO; System Director of Human Resources; expanded the role of the System CIO, to include oversight of IT at Roswell (2018)
- **Raised \$5.6+ million (2017-20); Set record/surpassed FY18 fundraising goal by \$1M+: Total of \$2,723,658.**
- Received \$1.3+M in permanent funding; \$195,000 in one-time funding from the NM Legislature (2018)
- Grew United Way donations from \$12,974 in 2016 to \$19,191 (2017), \$17,575 (2018), **\$20,420 (2019)**
- Signed "Crosstown Agreement" with Texas Tech (Detachment 820) to offer AFROTC at Eastern (2019)
- **Shepherded Athletics off of 4-year probation.** Full rights and privileges restored on September 1, 2019
- **Created 7 new positions** (Advancement, Athletics, CLAS, IT, Public Safety, Student Affairs) (2017-19)
- **Led effort to pass 2018 General Obligation Bond D,** (received 65% support in Roosevelt County) that provides

\$11.5M to the Eastern New Mexico University System, \$8M at Portales campus

- Received approval for campus liquor license from New Mexico Alcohol & Gaming Division and city of Portales (2019)
- Elected 3<sup>rd</sup> VP; member Executive Committee, Lone Star Conference (2017); 2<sup>nd</sup> VP (2018); VP (2019)
- President-elect of the International Council of Fine Arts Deans (2017-18), President (2018-19), **Past President (2019-20)**
- Served on New Mexico Council of University Presidents with the leaders of 6 state colleges and universities (2017-20).
- **Worked with NMDOT on multi-year, \$3+ million** renovation of pedestrian bridge over Hwy 70. Resulted in repainting; placing university name and logo on bridge; addition of ADA-compliant ramps on both sides (2018-20)

**Dean, College of Arts and Sciences**

**Professor of Theatre**

**University of Tennessee Chattanooga (2012-17); (comprehensive regional university)**

Executive Officer of the College of Arts and Sciences (CAS) and tenured professor in the Department of Theatre with 19 direct reports. The CAS is the largest of UTC's colleges with more than 260 faculty and approximately 3,800 students. The college generates over half of the university's student credit hours. The college is home to more than 70 undergraduate and graduate degree programs in 13 departments including art, biology, geology and environmental science, chemistry and physics, English, communication, history, mathematics, modern and classical languages and literature, performing arts, philosophy and religion, political science and public service, psychology, and social, cultural, and justice studies. The college is also home to programs in humanities, military science, the Tennessee Writer's Project, and Women, Gender and Sexuality Studies.

### Accomplishments

- **Administered a budget of almost \$44 million in state (\$29M) and private (\$14.5M) funds**
- **Increased salaries for new tenure track hires by 4-7% across the College (2016)**
- **Increased salaries for lecturers by 8% and used \$106,925 of Dean's Salary Savings to give equity increases and raised the floor for lecturers (\$37,000) and senior lecturers (\$40,000)**
- **Created College faculty workload policy in conjunction with associate deans and heads (2016)**
- Received \$160,000 in permanent operating for the college in FY17 & FY 18 budget (2016-17)
- Approved searches for 120 replacement/new faculty positions; including associate and assistant dean, and four department heads, totaling \$6.64 million (2012-17)
- **Annual fundraising grew by more than 882% from FY14 to FY17 (\$296K to \$2.61M);** donor base surpassed all but Athletics. During FY16 and FY17, secured gifts and pledges of \$100,000 (3) \$200,000, \$300,000, \$485,000, \$525,000, and \$1.28 million. Exceeded our FY17 goal by \$1.1M
- Created College of Arts and Sciences Advisory Board to support the activities of the College (2016)
- **Grew online SCH by 1248% from 1,128 in AY12-13 to 14,080 in AY16-17**
- Grew CAS summer school SCH by 726 SCH (9.9%) in 2016 and another 139 SCH (1.7%) in 2017
- **External grant funding rose by 83% from \$964,983 in 2012 to \$1,766,197 in 2016**
- **We hired a significant number of diverse individuals in staff, faculty and administrative positions, including an assistant dean and a department head. In 2015, I created a five-year hiring plan to address issues of faculty diversity. In year one, 10 of 32 new hires were from underrepresented groups.**
- Reduced CAS adjunct budget by \$677,000 and shrank adjunct workforce from 201 to 100, between F12 and SP17 through careful management and planning. Used savings to increase adjunct pay scale by 20% and upgrade six lecturer positions in History and English into tenure-track lines
- Solicited/received 18 new faculty positions for CAS (\$1.45 million) and created/funded 11 faculty positions (six tenure-track) and four professional advisors from Dean's salary savings (\$839,000)
- Worked with department heads to implement several departmental realignments in 2015-16 as a result of the 2014-2015 budget rebalancing process. Geology moved into the Department of Biological and Environmental Sciences. It is now the *Department of Biological, Geological and Environmental Sciences*. Physics moved into the Department of Chemistry. It is now the *Department of Chemistry and Physics*. Sociology, Anthropology and Geography merged with Criminal Justice & Legal Assistant Studies. It is now the *Department of Social, Cultural and Justice Studies*. The Departments of Music and Theatre & Speech merged and became the *Department of Performing Arts*.
- **Created Research/Creative Activity (\$108,000)/Supplemental Travel grants (\$80,423) 2014-17**
- Created proposal for the College (CAS) to deal with a mandatory permanent budget reduction of \$1.248 million, working with department heads, directors, and faculty. This transparent process took four months in Fall 2014 and included meetings with heads, departments, and two CAS Town Hall meetings. The 5.8% permanent reduction resulted

in no program eliminations or staff or faculty losses.

- \$8.4 million renovation of Holt Hall (December 2016). Holt Hall housed the College offices, as well as the departments of Biological & Environmental Sciences (BGES), English, Psychology, and Philosophy & Religion. This renovation created new laboratory and teaching spaces, as the building becomes the sole home of BGES, which doubled in size, from 478 to 1000 majors, between 2008-16.
- Worked with architects and consultants on transitioning the Dean's office, and Departments of English, Psychology, History, Philosophy & Religion, and Math to the old Lupton Library, the top project on UT System Capital list. UTC received \$37 million from the legislature for the Lupton Library renovation project.
- Served on UPRAC (2013-17) charged with reviewing all divisional budget proposals and making recommendations to the Chancellor
- Received \$103,000 in summer school incentive funds & \$187,000 in carryover requests from Provost (2016)
- Purchased 163 new computers for faculty (\$210,000) and moved \$92,464 to permanent operating budgets in twelve departments with dean's salary savings (2014-17)
- Created new department head teaching release policy (2012), CAS Curriculum and Executive Committees CAS external review policy for tenure and promotion (2013)
- Garnered 21 of 29 funded sabbaticals & 14 of 25 UC Foundation professorships for CAS (2013-17)
- Taught UG and GR Playwriting courses (2014, 2017); Taught *Shakespeare in Love* (2013)

### **Service (2012-17)**

- Appointed: Tivoli Foundation Board & Chattanooga Forward Arts & Culture Taskforce by Mayor Andy Berke
- Appointed: Student Housing Strategic Planning and Programming Task Force
- Appointed: Enrollment Management Committee by Chancellor; Retention subcommittee
- Chaired: College of Engineering and Computer Science Dean Search Committee
- Appointed: Chancellor's Diversity Advisory Council, Multicultural Advisory Council
- Appointed: Strategic Planning Steering Committee; Chaired Vision Statement Subcommittee
- Served on: Taleo Implementation Team, IT Governance Council, Task Force on Online Education
- Appointed: Provost Search Committee by Chancellor; Chaired campus visit subcommittee
- Appointed: University Planning and Resources Advisory Council
- **Elected to Chattanooga Theatre Center Board of Directors** (2013-16); elected to second term (2016-19); served on Executive Director search committee (2016-17)
- External reviewer for University of Montevallo Theatre program; tenure and promotion for Baylor University, Southern Illinois University and the University of Kentucky
- **Elected as Secretary of the Board of Directors** of the International Council of Fine Arts Deans (2015-Present); Elected and served as At-Large Board Member (2013-16)

### **Provost and Professor of Dramatic Arts**

#### **Auburn University at Montgomery (2010–12); (comprehensive regional university)**

Served as Chief Academic and Student Affairs Officer for 5800-student university. Also, served as Dean of Graduate Studies. Responsible for division of Academic and Student Affairs, which includes the Schools of Business, Education, Liberal Arts, Nursing, and Sciences as well as the Offices of Student Affairs, Student Life, Instructional Technology Services, International Affairs, Admissions and Recruiting, Seamless Admissions, Diversity and Multicultural Affairs, Institutional Effectiveness, and the Registrar with 16 direct reports and almost 400 employees, including 203 full-time and 134 part-time faculty. Administered a combined annual budget of **\$39.2 million**.

### **Accomplishments**

- **Solicited and received \$438,750 for five new faculty lines in FY 11;** including \$100,000 for Honors Scholarships; \$189,844 in purchases in Library; and \$40,000 budget for Office of Institutional Effectiveness
- **Created budget allocation for 22 departments/5 schools,** moving \$250,000 to them from Academic Affairs
- Created retention program (AUM Connection) with 41 faculty/staff mentors for 600+ freshman (2011)
- Created new online course development program, choosing seven faculty to receive \$6,000 stipends (2011)
- **Reduced adjunct expenses by \$370,000** and adjuncts from 161 to 130; Raised adjunct pay scale by 11%
- **Instituted** new overload compensation policy for faculty and new course enrollment policy for Schools
- **Two of my six administrative hires were from underrepresented groups and the School of Education received three new positions from my diversity initiative by hiring three faculty of color.**

- Worked with Faculty Senate to raise the minimum ACT standard for provisional admission and instituting a Summer Bridge program for provisionally admitted students that began in May 2011
- **Worked with Faculty Senate to significantly revise the tenure and promotion process, leading to more transparency; approved by the Auburn University Board of Trustees**
- **Doubled AUM/Auburn University Seamless admissions program from 77 in Fall 2010 to 153 in Fall 2011** and created and funded a new position, Director of the Seamless Admissions program
- **Increased average ACT from 20.4 in Fall 2010 to 21.5 for Fall 2011**
- **Hired 46 new faculty and staff, including** Assistant Provost for International Affairs, Director of University Honors and Deans of Business, Students, and Enrollment Management, totaling **\$3.25 million**
- Proposals for Non-resident tuition for distance education students; M.S. degree in Homeland Security & Emergency Management, and M.S. degree in Information Management Systems approved by AU Board of Trustees

#### Service (2010-12)

- Appointed to Auburn University System Efficiency Task Force and ETF Implementation Committee
- Served on Council of Alabama University Chief Academic Officers; elected as Chair-Elect
- Served on search committee for Director of University Relations and University Mascot Committee
- Member, Finance Committee for Memorial Presbyterian Church (PCUSA) (2010-11)

#### **Founding Dean of the College of Fine Arts and Communication**

##### **Tenured Professor of Theatre**

##### **East Carolina University (2004-10); (R2: Doctoral University-High Research Activity)**

Executive Officer for a College that includes Schools of Art & Design, Communication, Music, and Theatre & Dance with 2194 undergraduate students, 165 graduate students, 157 full-time and 34 part-time faculty members and 25 classified staff with a \$15.1 million operational budget and an endowment of \$4.7 million. Oversaw and evaluated 13 direct reports: four School directors, a Dean's Office staff of eight, and the S. Rudolph Alexander Performing Arts Series, (\$300,000 budget and \$400,000 endowment) an academic-year series of 13 programs (2005-2009)

#### Accomplishments

- Between 2004 and 2010, CFAC received **\$5.09 million** in internal funding and **\$3.7 million** in external funding.
- **College grew from 1622 student majors in Fall 2004 to 2359 student majors in Fall 2009**  
This was the first major goal for the College in the original Strategic Plan. The CFAC and three units achieved the enrollment growth goals for Fall 2010 by Fall 2007. We successfully completed a number of goals (PACE, etc.) and made substantial progress on the others. Student Credit Hour (SCH) production grew (60,995 to 68,270) during my tenure. Distance Education SCH production tripled (4,038 to 12,527).
- **Received 18.5 new permanent faculty lines for the CFAC (\$1,008,966)**  
Positions were based on the increase in student credit hour production and consideration as a priority area.
- **Hired 84 faculty members, including Directors for Schools of Communication, Music, and Art & Design;** Director of Development; an Associate Dean, and Assistant to the Dean for Outreach & Diversity. 88% of hires were successful, receiving reappointment or tenure. The vast majority of tenure-track hires were tenured/promoted. Many received national recognition for research/creative activity.
- **Successfully mediated dispute in School of Communication** between film production faculty and Tenure and Promotion Committee. Mediation resulted in the program and faculty moving from the School of Communication to the School of Art and Design with their tenure-track status intact.
- **Created the CFAC Research & Creative Activity Grant program (2007).** This program was created to give our faculty an opportunity to compete for funding for research or creative projects. An ad hoc committee put together the application guidelines. Between Spring 2008 and Spring 2010, we received 37 grant applications and funded 11 projects (14 faculty members) for \$74,000+.
- **Turned around Performing Arts Series, producing profits 2006-2009 and built a \$362,000 reserve fund** in 2005, Chancellor Ballard, Provost Smith, and VCSA Moore asked me to take over SRAPAS. The series had struggled since the retirement of the founding director and had exhausted a \$200,000 surplus. We took over in July 2006 and were able to trim expenses, increase revenues, and build up a reserve.
- **Created and funded the CFAC Graduate Scholar Awards (2009)**  
This provided in-state graduate tuition (\$4,601) and an assistantship supplement of \$4,000 to outstanding new graduate students in each of the Schools that offer graduate degrees.
- **Managed 2008-09 budget crisis** resulting in permanent reduction of \$1,209,000 (7.51%) from CFAC

For the first time, we were faced with an uncertain budget picture due to the national economic downturn and its effect on the state budget. I worked with my leadership team to strategically identify cuts and protect the academic core of the College. I submitted a permanent budget reduction of 6.5% (\$1,047,000). This was on top of a permanent reduction of 1.01% (\$162,000) in August 2008. We maintained the academic core and protected the faculty and students. No faculty members lost their jobs and no students were turned away. The College was kept aware of the situation via emails and meetings.

- **Master of Arts degree in Health Communication approved, 19-21 graduate students in first four cohorts**  
Secured \$30,000 in graduate assistantships and out-of-state tuition remissions from the Graduate School.
- **Tripled promotion salary increases (\$1,000 to \$3,000 for associate, \$1,500 to \$4,500 for full)**  
When I arrived, promotion increases were \$1,000 for associate professors and \$1,500 for full professors. I felt this needed to be addressed because of salary compression. When we awarded larger promotion increases in Fall 2005, I gave retroactive increases to faculty promoted in 2003 and 2004.
- **Normalized/increased adjunct salaries at \$4,200 per 3-hr. course and assisted units**  
When I arrived, part-time salaries ranged from \$2,000 to \$6,000 depending upon the unit. I felt that it was important to set a CFAC rate for paying part-time faculty for two reasons: 1) It would help us feel more like a College than four separate units, and 2) It would be a more efficient way of utilizing the College's lapsed salary and salary reserve dollars. Dean's salary reserve funds were allocated to Schools to hire more part-time instructors to cover courses and generate SCH: SOC: \$308,800, SOM: \$186,600, SOTD: \$65,400
- **Distributed over \$130,000 in equity increases to College faculty and raised the salary floor for new faculty** I discovered salary inequities in the College and used campus-based tuition increase dollars and CFAC salary reserves to mitigate these inequities. Most came about because of salary compression and inversion. Over 100 equity raises were given during my tenure as Dean. We combatted compression and inversion to keep pace with the market by raising the starting salary of fixed-term and tenure-track faculty to \$44,000 for fixed-term faculty and \$53,000 for assistant professors. This made us very competitive and we saw the quality of our hires improve.
- **Received \$3,433,564 in donations and more than \$247,000 in grants for College**  
Worked with development staff to double annual gifts to the College. The assistant dean and I teamed up for three BB&T Center for Leadership Development grants and a grant from the National Endowment for the Arts.
- **Received major gifts** for Visual & Performing Arts Center, and Four Seasons Chamber Music Festival
- **Began CFAC Scholarship Recognition Luncheon (2007)**  
This was something that I inaugurated here. The event put donors in touch with scholarship recipients and acknowledges both at a college-wide event. Selected donors and students spoke at the event about what the scholarship has meant to them or why they are motivated to fund scholarships.
- **Solicited and received \$218,749 in permanent operating budget increases for College units.**  
It was clear that some units lacked sufficient operating dollars. Received initial \$85,000 in permanent operating based on contract negotiations when I was offered the position.
- **Solicited and received over \$5 million in internal support from university, including: \$994,467 in one-time reallocation funds, \$1 million in Student Computing Technology Fees for technology upgrades, \$375,000 for SRAPAS, \$125,000 for architectural renderings for the Visual and Performing Arts Center, \$118,000 for new seats for McGinnis Theatre, \$111,880 in Campus-Based Tuition Increase funds for faculty equity raises, \$110,000 permanent budget line for ECU/Loessin Summer Playhouse, \$78,394 in additional salary to upgrade fixed-term positions, and \$30,000 in graduate assistantships for Communication.**
- **Oversaw creation of: a new 32-page four-color annual magazine, REVUE, which won Gold Awards from MarCom Creative Awards competition 2005-2007; 12-page four-color Donor Viewbook (2006), CFAC Faculty handbook (2008), and NOTABLE, a bi-annual newsletter of faculty/student achievements (2006)** The College did not have a vehicle for giving exposure to the great things that our faculty, students, and alumni were doing. While the idea was mine, the lion's share of the execution was the assistant dean's.
- **Increased transparency in College-Wide communications via School faculty meetings and email**  
I made the inner workings and the decision-making process as transparent as possible by communicating frequently with the CFAC faculty and staff.
- **Drafted College Strategic Plan for 2006-2010; Revised in 2008**
- **College Completed Diversity Action Plan in February 2009; Revision completed July 2009.** The School Directors and their faculty developed Diversity Action Plans. There was a great deal of collaboration among the directors and schools and that allowed us to create a plan in a short time frame.
- **Created BB&T Summer Arts Leadership Institute (SALI) in Summers 2008 and 2009:** Received Leadership

Enhancement grant and initiated SALI, which drew arts faculty and community leaders from the region. Presenters included James Moeser, Rick Toscan, Polly Carl, Emil Kang, and Michael Tick.

#### Service (2004-10)

- Member, Chancellor's Cabinet and Academic Deans and Directors Council
- Member, Provost's Council for Collaboration in Teacher Education
- **Member, ECU Foundation Board; Foundation Board Development Committee**
- **Member, UNC Tomorrow Committee; Chair, New Program Review Subcommittee**
- Member, Bachelor of Science in University Studies Committee
- Member, Chancellor's Installation Committee
- Member, University Research Council and Editorial board of EDGE Magazine
- Chair, Dean of Technology and Computer Science Search Committee (2008-09)
- Member, Task Force on Graduate Education and Provost's Taskforce on Faculty Manual Revision
- Member, Distance Education Advisory Council and Arts subcommittee of Centennial Committee
- Member, Vice Chancellor for University Advancement & Major Gift Officers Search Committees
- Member, Visioning & Administration Committees at First Presbyterian Church (PCUSA) (2006-10)

#### **Tenured Chair & Professor, Department of Theatre Arts &**

#### **Executive Artistic Director, Nebraska Rep**

#### **University of Nebraska (1999-2004); (Flagship; R1: Doctoral University-Very High Research Activity)**

Chaired department of 14 faculty, 7 adjuncts, 20 graduate assistants and 6 professional staff members with 121 BA, BFA and 21 MFA, MA, and PhD students on a \$1.77 million operational and \$1.5 million endowment budget. Executive Artistic Director of Nebraska Repertory Theatre (NRT) producing three shows annually on URTA/Equity contracts. Evaluated faculty and staff; Mentored tenure-track faculty; Coordinated recruitment/retention of undergraduate/graduate students.

#### Accomplishments

- **Received \$223,813** in grant funds for the Lewis and Clark Bicentennial (2002-04)
- **Eliminated** NRT structural deficit of **\$127,000** in 22 months. Generated operating surplus of \$66,421
- **Received Hixson-Lied grants** of \$81,000 to create permanent touring company and \$39,000 to conduct exchanges with Schepkin School of Theatre (Moscow), Signed MOU with Schepkin School
- **Made "target-of-opportunity"** hires resulting in 3 1/2 new faculty lines for faculty of color (1999-04)
- **Grew departmental SCH** and enrollment by over 55% (1999-04)
- **Member of College team led by Dean Jack Oliva and Development Officer Lucy Buntain that received \$5.3 million gift from Johnny Carson.** Renamed Johnny Carson School of Theatre and Film in 2004
- **Received major gifts of \$154,000 and \$107,000**, solicited \$34,000 in corporate sponsorships, created \$15,800 capital initiative (Chairs), and received \$8,567 from Tour de Lincoln Auction all for NRT
- **More than doubled** endowment for Scholarships from \$713,000 to \$1.44 million
- **Solicited/received** over \$600,000 from the administration, including: \$250,995 for equipment and operations, \$199,000 for Howell Theatre renovations, \$54,000 for assistantships and graduate recruiting
- **Successfully nominated** MFA students for (\$22.5K) Othmer (7) and (\$6K) Larson Minority Fellowships (6)
- **Hosted 2002 Region V** American College Theatre Festival
- **Oversaw creation** of College Recruiting DVD (winner of Silver and Bronze Tellys and Golden CINE Eagle)
- **Created** Theatre Arts residential learning community; Oversaw creation of Filmmaking camp w/Extension
- **Brought** 39 professionals to UNL including: actors Jack Klugman, Louis Zorich, Anthony Rapp, Ted Lange, and Robby Benson, playwrights Mary Zimmerman, Anne Nelson and Jeff Sweet, and TCG's Ben Cameron
- **Elected Chair** of UNL Research Council (2001-2); evaluated faculty proposals; awarded \$293,000 in grants
- **Reduced faculty teaching load to 3-2**; Sought/received raises/reclassification for 5 of 6 professional staff; Increased graduate assistantship stipend to \$9,000 from \$6,400; Increased adjunct pay 25%
- **Oversaw** new departmental tenure and promotion guidelines and new instrument for student evaluations
- **Received approval** for new BFA in Film and New Media (started by Dr. Charles O'Connor) from NAST
- **Elected** as Graduate Faculty Fellow; Named Faculty Fellow at the Center for Humanities

#### Service (1999-2004)

- Chair (and subcommittee chair), University Research Council
- Member, College of Fine and Performing Arts Administrative Council
- Member, Lied Center Advisory Board and Nebraska Rep Board
- Member, Research Advisory Board; Chair, Arts and Humanities sub-committee
- Member: Humanities Center Advisory Board
- Member, Search Committee for Associate Vice Chancellor for Research
- Member, Search Committee for Director of the Lied Center
- Member, Search Committee for Dean of Fine and Performing Arts;
- Member, Doctoral committees
- Evaluator, Enhancement and Layman Grant Proposals
- Member, Pre-School Board, First Plymouth UCC Lincoln, NE (2000-04)

**Tenured Professor & Chair, Department of Theatre  
Marshall University (1996-99); (R2: Doctoral University-High Research Activity)**

Chaired department of five faculty, four adjuncts, and four staff with 70 BFA majors. Administered \$150,000 budget for MU Theatre and Performing Arts School. Served as Artistic Director for Department and Huntington Rep. Responsible for season selection/marketing, outcomes assessment, recruitment and retention. Oversaw Performing Arts School and Arts offerings at local schools. Taught three courses and directed 1-2 plays annually.

**Accomplishments:** Founded Huntington Rep, a professional summer company; Outdoor Shakespeare at the Huntington Museum of Art; PlayWorks; **Erased \$42,000 structural deficit and increased student fee allocation 6%** (\$5,000), Restructured BFA curriculum, created Sophomore Review and departmental talent awards (\$27,000)

**Service:** Faculty Senator, Chaired search for Chair of the Department of Music, Member of University Committees: Performance Analysis Review, Faculty Personnel, Reynolds Teaching Award, Athletics, Gala; Member of CFA committees: Birke Fine Arts Symposium, BFA Review, Artist Series Director search; Member of Graduate Faculty

**Director of Theatre, associate professor (1989-95),  
Tenured professor (1995-96)  
Mississippi State University; (R1: Doctoral University-Very High Research Activity)**

**Accomplishments:** Administered five-figure budget. Artistic director for season of 12-20 plays. Recruited and advised student majors. Taught four courses per year. Created Brown Bag Series, Festival of New Works, and LabWorks, hosted state ACTF Festivals (1991, 1995); state High School Drama Festival (1989-91); Directed 24 plays (1989-96)

**Service:** Chaired Departmental P & T and Travel Committees; Member of College of Arts and Sciences P & T, Curriculum, Performing Arts, and Library Committees; served on Departmental Curriculum and Search Committees;

**Chairman, Theatre Department and assistant professor of Theatre  
Aurora University (1987-89); (Private Liberal Arts University)**

Administered five-figure budget, Perry Theatre, Artistic director for season of three plays; Taught five courses annually; Recruited/advised students; Co-founded, served as Managing Artistic Director for Aurora Theatre Ensemble (non-Equity professional company, 501c3)

**Director of Theatre, tenure-track assistant professor of Theatre  
Gardner-Webb College (1985-87); (Private Liberal Arts University)**

Administered program budget; managed the Dover Theater; Selected, directed, designed and promoted season of plays; Taught six courses per year; Recruited and advised students; Began Summer Theatre

**Instructor of Speech and Theatre  
Virginia Intermont College (1984-85); (Private Liberal Arts College)**

Taught 11 courses; designed and built three season productions; Technical Director, Performing Arts Series

**PLAYWRITING**



### NEW YORK PRODUCTIONS (23)

THE ART OF DATING	Off Off-Broadway Producer's Club Theatre	2006
DINNERTIME	Off Off-Broadway Short Play Festival (ATA)	2003
THE CONFIRMATION ( <b>finalist</b> )	Off Off-Broadway Short Play Festival (ATA)	2003
FIRST DATE	Off Off-Broadway Short Play Festival (ATA)	2002
EVENING EDUCATION ( <b>winner</b> )	Off Off-Broadway Short Play Festival (ATA)	2000
THE TURN DOWN	Off Off-Broadway Short Play Festival (Clurman)	1998
STRAINED RELATIONSHIPS	Solo Arts Group (evening of five one-act plays)	1997
TRUTH AND CONSEQUENCES	Off-Off-Broadway Short Play Festival (Clurman)	1997
AN ORDINARY MORNING	InnerSpace Theatre	1996
MY DAY	Theatre Row	1996
FAMILY LESSONS	Theatre Row	1996
STEPPING OUT	Theatre Row	1996
BEING FRANK	Theatre Row	1995
THE ART OF DATING ( <b>winner</b> )	Off Off-Broadway Short Play Festival (Clurman)	1995
ESCAPE FROM BONDAGE	Playwrights Horizons Studios	1995
THE ART OF DATING	Pulse Ensemble	1994
FIRST DATE/EVENING EDUCATION	Nat Horne	1994
BEING FRANK	Mystic Theatre Company (UnderACME)	1994

### REGIONAL, NATIONAL, INTERNATIONAL PRODUCTIONS

**60+ productions of 19 plays** in professional, university and high school theatres in Chicago, Charlottesville, Los Angeles, Memphis, New Orleans, Pomona, Roanoke, Wheeling; Ontario, Canada and Lund, Sweden

**UNSEEN**, produced by AUM as a participating entry in the American College Theatre Festival, September 2011 **THE RAVEN'S REVENGE**, opera based on my play, produced by University of Alabama Opera Theatre, 2011 **THE CONFIRMATION**, Playwrights Showcase of the Western Region, Arvada Center for the Arts, CO, 2004 **MARRIAGE** at the DNA Festival, Idaho Rep in Moscow, Idaho, 2003

**TRUTH AND CONSEQUENCES** at the Back Street Theatre Company, Western Australia, 2001

**FAMILY LESSONS** at the Cracow Theatrical Reminiscences festival, Krakow, Poland, 2001

**A CHRISTMAS CAROL** produced 2000-02 at Lied Center (Lincoln, NE). Attendance 12,683 for 10 performances

**Staged Readings: TESTIMONIES**, Chattanooga Theatre Center (2015), **INTIMATE SECRETS**, Schepkin School of Theatre, Moscow, Russia (2005), **FENCED IN**, Playwrights Theatre of NJ (2001), **HOPES & DREAMS**, Missoula Colony (1998)

### PRESENTATIONS

**75 presentations** at: AASCU, Association for Theatre in Higher Education (ATHE), Southeastern Theatre Conference (SETC), National Association of Schools of Theatre (NAST), International Council of Fine Arts Deans (ICFAD), WVTC, VTC, ACTF Region IV and Region V, and SCCL. **Recent: Panelist, "Self-Producing vs. Someone Else Doing It": Pacific Northwest Readers Series & Film Festival (August 2021); "Quantifying the Unquantifiable: Creating a Faculty Workload Policy" (CCAS, 2017); "The Many Faces of Diversity," (International Council of Fine Arts Deans, 2017); "Inclusive Excellence: Practical Strategies for Enhancing Faculty Diversity," (CCAS 2016); "Restructuring the Unit: Lessons in How to Lead Reorganization" (CCAS, 2015); "Making it to Full: Supporting mid-Career Faculty," (CCAS, 2015); "Creating your Advisory Board and Making It Hum," (ICFAD, 2015); "Addressing Solutions: Personnel Challenges in the Life of a Dean," (ICFAD, 2014); Facilitator, Small Group Discussion #8, AASCU Academic Affairs Winter Meeting, 2011; "Cut \$1 million from your budget: That was Easy," ICFAD, 2009; Plus 29 presentations at ATHE meetings (1988-2001), 27 panel presentations at SETC (1987-97).**

### GRANTS

**67 grants and fellowships totaling \$730,877 from funding organizations including:**

\$20,000 BB&T for creation of the CFAC Arts and Education Leadership Institute [2010]

\$14,950, \$13,930 BB&T Leadership Enhancement Fund for Summer Arts Leadership Institute [2008-09]

\$10,000 National Endowment for the Arts (NEA) Presenting Program for SRAPAS [2007]

\$16,000 BB&T Leadership Enhancement Fund to fund minority apprenticeships in arts management [2006]

\$15,000 Nebraska Arts Council, Nebraska Lewis and Clark Bicentennial Signature Event (NLCBSE) [2004]

\$39,000 Hixson-Lied Endowment Board for exchanges with Schepkin School of Theatre, Moscow [2004]  
 \$91,340, \$78,320 and \$24,970 from the Nebraska Lewis and Clark Bicentennial Commission [2002-2003]  
 \$100,000 Challenge Cost Share Program Grant of the National Park Service for the NLCBSE w/J. Swenson [2003]  
 \$6,354 Arts and Humanities for Quality Multimedia Learning Package for Higher Education Leaders [2003]  
 \$3,624 University Research Council to travel to Schepkin School of Theatre, Moscow [2003]  
 \$81,000 Hixson-Lied Endowment Board to form Permanent Touring Company [2002]  
 \$29,183 Friends of Nebraska Lewis and Clark Bicentennial [2002]  
 \$1,000 Nebraska Arts Council Individual Artist Fellowship (Playwriting) [2002]  
 \$1,704 Humanities Center for travel to Krakow, Poland [2001]  
 \$3,000 Arts Technology Grant, Lincoln Arts Council [2001]  
 \$7,500 Nebraska Arts Council for Nebraska Premieres [2000]  
 \$6,758 Layman Fellowship, Office of the Vice-Chancellor of Research, UNL [2000]  
 \$3,000 Cooper Foundation grant for Nebraska Premieres [2000]  
 \$4,800 UNL Diversity Enhancement Grant for production of original plays [2000]  
 \$3,500 Faculty Fellowship, UNL College of Fine and Performing Arts [2000]  
 \$3,000 Multicultural Social Justice Grant for guest artists for OTHELLO, Marshall University (1999)  
 \$63,028 Technology Advantage grant (w/COFA team) from West Virginia to develop online courses (1998)  
 \$2,790 Multicultural Social Justice grant for research at Fortunoff Video Archive for Holocaust Studies at Yale  
 \$1,600 Dramatists Guild Fund grant for editing collection of ACTF student plays  
 \$4,000 Mississippi Arts Commission Playwriting Fellowship  
 \$4,000 NEH Summer Seminar Fellowship, Columbia University  
 \$5,516 Research Initiation Grant for research at the Douglass Papers at Yale  
 \$2,500 from James W. Criss Trust for "The Portrayal of the Church in Contemporary American Drama." Tennessee Williams Scholar at the Sewanee Writers Conference  
 \$900 Dissertation research award, Southern Illinois University-Carbondale

## **PUBLICATIONS**

A CHRISTMAS CAROL (adaptation), Playscripts, Inc. (August 2005)  
 THE NIGHT WE MET, Monologues for Men by Men, Vol. 2, Ed. Garrison/Wright, Heinemann, 2003  
 EVENING EDUCATION, Off-Off-Broadway Festival Plays, Series 25, Samuel French Inc., 2001  
 DEAD FISH and STEPPING OUT, in a collection of one-acts, Palmetto Play Service, 1997  
 THE ART OF DATING, Off-Off-Broadway Festival Plays, Series 20, Samuel French Inc., 1996  
 BEING FRANK and ESCAPE FROM BONDAGE, Palmetto Play Service, 1995  
 DEATH ON THE DOORSTEP, Grand Entrances, Ed. McDonough/Brown, Dramatic Publishing Co., 2000  
 AN ORDINARY MORNING, Orpheus, 1999  
 A CONVERSATION IN CENTERFIELD, A GHOST OF A CHANCE, Baseball Monologues, Heinemann, 1996  
Does Anybody Want a Miss Cow Bayou? and Other Plays, editor, ATHE, 1997  
The Best of the Regions, editor, ACTF ANTHOLOGY 1994-95, 1996  
23 Plays from the New Play Development Workshop, editor, ATHE, 1994  
 "The Electronic Hustle," DRAMATISTS GUILD QUARTERLY, Summer 1997, pp. 26-30  
 Eleven articles in SOUTHERN THEATRE, 1990-98  
 Southeastern columnist in monthly Dramatists Guild Newsletter, 1994-96  
 Four book reviews in THEATRE JOURNAL, 1990-94  
 "Designing the Future," InTheater, October 23, 1998

## **PROFESSIONAL OFFICES (1990-Present)**

**ATHE:** Conference Chair (1999); Co-Conference Chair (1998); Chair, Playwrights Program (1994-96); Conference Planner (1992-94); Vice-Chair (1990-92); Member, Ad Hoc Committee on Conferences (2005)  
**ACTF:** Region IV PAC Chair, Executive Committee (1994-96); Vice-Chair (1993-94); Chair  
**ICFAD:** Chair of the Diversity Task Force (2009-10), Co-Chair (2007-09); Elected Member, By-Laws Committee (2008-10) Advocacy Task Force (2009); Elected as At-Large Board Member (2013-16); Secretary of the Board (2015-17); President-Elect (2017-18); **President (2018-19), Past President (2019-21)**  
**NAST:** Board of Directors (2003-04); Nominations Committee (2002)  
**SETC:** Playwriting Committee (1996-98), Director, New Play Project (1994-96); Vice-Chair (1993-94), Member, Editorial Board, **SOUTHERN THEATRE** (1994-99)

### **PRODUCER (1999-2004)**

Served as producer for 18 productions at Nebraska Repertory Theatre and the Lied Center for the Performing Arts between 1999-2004. Two world premieres and two regional premieres. Hired professional actors, including: Jack Klugman, Louis Zorich, Ted Lange, and David Ackroyd. Negotiated with AEA and SDCS.

### **DIRECTOR (1985-2004)**

Directed 55 plays for university and professional theatres, including the world premieres of *INK AND ELKSKIN* (2004), *ATOMIC FIELD* (1996), *BANK NOTE\$* (1993), *CANDY STORE WINDOW* (1992) and regional premieres of *THE DEBUTANTE BALL* (1991) and *THE GUYS* (2004) as well as *AMERICAN BUFFALO* (1998), *DINNER WITH FRIENDS* (2002), *ENDGAME* (1993), *OTHELLO* (1999), *PIPPIN* (1991), *PROOF* (2003), *TARTUFFE* (1990), and *THE TAMING OF THE SHREW* (1996). *Supervised 42 student directing projects (1985-99)*

### **COURSES TAUGHT (1984-2017)**

Advanced Playwriting, Shakespeare in Love, Honors Introduction to Theatre, Playwriting, Directing I & II, Introduction to Theatre, Theatre Appreciation, Contemporary American Dramatists, Character Analysis, Theatre History, Dramatic Literature, Scriptwriting, Stagecraft, Public Speaking, Oral Interpretation, Creative Drama

### **MEMBERSHIPS**

Association for Theatre in Higher Education (ATHE)  
National Association of Schools of Theatre (NAST)  
Council of Colleges of Arts and Sciences (CCAS)  
International Council of Fine Arts Deans (ICFAD)  
Kennedy Center American College Theatre Festival (KC/ACTF)  
Southeastern Theatre Conference (SETC)  
Phi Kappa Phi  
Phi Kappa Delta  
Omicron Delta Kappa  
Alpha Psi Omega

### **MISCELLANEOUS**

#### **AASCU New Presidents Academy (2017)**

#### **Served as CV reviewer for SREB Doctoral Minority Fellows (Tampa, 2016)**

Served as master's thesis reader and approver for 39 theses at AUM (10) and UTC (29) between 2010-2016

**Mentor** for ICFAD Fellows, International Council of Fine Arts Deans (2008 and 2015)

**NAST Accreditation Site Visitor**, California University of Pennsylvania (2003), Western Michigan University (2006), California State University Chico (2017)

**Peabody Fellow** at the Summer Institute for Higher Education Management at Vanderbilt University (2006)

Consultant for Murphy-Hendrix Program in Literature at Hendrix (AR) College (2001-05)

Adapted and Directed *A Polish Priest's Hidden History* for Nebraska Public Radio (1999)

Nominated for West Virginia Professor of the Year (1999)

ACTF Adjudicator for 29 productions (including three state [AL, NC, SC] festivals)

Finalist for MSU Alumni Association Research Award (1995, 1996)

**External reviews:** UA, BU, Lehigh, LSU, UM, SIUC, UCF, UK, UNLV, UM-D, UM, USC, USM, Stony Brook

Serve as a USATF-certified throws official for youth, high school, and college track and field meets

Worked as undergraduate and graduate assistant in sports information at CSUB, LSU, and SIU (1978-84)

Worked as an Editor II in LSU's Office of Publications (with Oscar Richard and Terry English) (1980-81)

Worked as an editor, columnist, and features writer on student papers at CSUB and LSU (1978-81)

Served as an assistant to U.S. Senator Russell Long's press secretary (Rafael Bermudez) in 1979-80

Lettered in track and field (multi-events) as an undergraduate (1975-77); Club soccer goalkeeper (1978)