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Henry Kendall College of Arts & Sciences
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PROFESSIONAL EXPERIENCE

The University of Tulsa

Private, Doctoral—High Research; 4,000 students

Dean, Henry Kendall College of Arts & Sciences

Feb. 2021-current

- Provide leadership to 124 full-time employees in 13 departments, 4 centers/institutes, 3 academic journals, TUTV, and a behavioral health clinic
- Manage college's financial, physical, and human resources (approximately \$14m budget)
- Work with Senior Development Officer to cultivate donor relationships
- Advocate for support of the arts & sciences
- Develop strategies to rebuild programs and strengthen the college to face future challenges
- Serve as Executive Sponsor for the Cyber Security pillar of the TU Strategic Plan
- Participate in university-wide leadership initiatives

2021-2022 Accomplishments

- Secured new \$1m unrestricted gift pledge for recruiting, marketing, and professional development
- Secured annual, renewable funding for partnership with Tulsa Symphony Orchestra
- FY22 gifts received up 40% through April 2022
- Implemented new joint appointments in Cyber Studies
- Introduced use of student success metrics
- Significantly expanded number of articulation agreements with Tulsa Community College
- Assisted with the ongoing development of a new campus master plan
- Initiated college-wide strategic planning process

Middle Tennessee State University

Public, Doctoral—High Research; 21,000 students

Dean, College of Liberal Arts

Feb. 2018-January 2021

Interim Dean, College of Liberal Arts

May 2016-Feb. 2018

- Led largest academic unit at MTSU with 375 full-time employees (436 FTE faculty)
- Managed college's financial, physical, and human resources (approximately \$25m budget)
- Provided 140,000+ SCH per year
- Built the most diverse leadership team in the College's history
- Oversaw faculty hiring and diversity initiatives
- Created and supported faculty development
- Evaluated applications and made recommendations for tenure and promotion
- Established writing groups for underrepresented faculty seeking tenure or promotion
- Advocated for support of the liberal arts with donors, board members, community
- Developed marketing materials for recruiting and alumni engagement
- Supervised and mentored staff of 39 direct & shared reports

- Facilitated the success of 11 departments and 8 centers/programs
- Supported ~2,500 students in 2 Ph.D., 6 M.A., and more than 20 bachelor's programs with 50+ minors
- Participated in university-wide leadership and strategic planning initiatives, including the Quest for Student Success 2025
- Supported internationalization, including annual leadership of an education abroad program
- Advocated for maintenance and improvement of academic facilities
- Planned and oversaw \$1m renovation to primary classroom building
- Planned and secured funding for campus-wide improvements in functional outdoor space during COVID

Select Accomplishments

- Improved first-time freshman retention to 80%
- Improved full-time undergraduate retention to 88%
- Improved retention of Pell-eligible students (~40% of students) to 86%
- More than doubled full-time undergraduate four-year graduation rate
- Improved full-time undergraduate six-year graduation rate
- Supported redesign of high enrollment predictor courses (improved pass rates by 2.6%)
- Significantly expanded dual-credit programs in local and regional high schools
- Achieved 2.5% enrollment growth Fall 2019-Fall 2020 (first increase since 2010)
- \$6.0m in active grants in FY 2020, an increase of 65% since 2018

Associate Dean, College of Liberal Arts

Jan. 2014-May 2016

- Led strategic planning processes
- Supervised undergraduate advising office and select staff members
- Oversaw all curriculum development
- Responsible for space and facilities use planning (successfully advocated for the addition of two new buildings in the University's facilities master plan)
- Analyzed faculty workload reports and course enrollments each term

Assistant Dean, College of Liberal Arts

Aug. 2010-Dec. 2013

- Improved and systematized data-informed assessment of student learning outcomes and department goals
- Responsible for college-wide contributions to University accreditation by SACSCOC
- Facilitated program reviews for all academic programs and accreditation for Music (NASM) and Art & Design (NASAD)
- Evaluated student retention data and made policy recommendations
- Participated in the development of a university-wide student success initiatives

Faculty Appointments in Political Science

Professor (tenured), The University of Tulsa	February 2021-current
Professor (tenured), Middle Tennessee State University	August 2015-January 2021
Associate Professor (tenured), Middle Tennessee State University	August 2010-July 2015
Assistant Professor (tenure-track), Middle Tennessee State University	August 2005-July 2010
Senior Lecturer, Vanderbilt University	August 2004-July 2005

EDUCATION

Ph.D., Political Science, Vanderbilt University, August 2004.

M.A., Political Science, Vanderbilt University, August 2002.

B.S., Magna Cum Laude, International Relations, Middle Tennessee State University, December 1998.

Continuing Education

Executive Certificate in Public Leadership, John F. Kennedy School of Government at Harvard University, Executive Education, March 18, 2022. For completion of:

- Negotiation Strategies: Building Agreement Across Boundaries Program, March 2022
- Creating Public Value Program, September-November 2020
- Crisis Leadership in Higher Education Program, March 2020

Aligning Strategic Priorities with Financial Resources in Higher Education, Harvard Graduate School of Education, January-February 2021.

PROFESSIONAL DEVELOPMENT

Accreditation and Assessment (Southern Association of Colleges and Schools Commission on Colleges)

Compliance Certification workshop and Focused Report workshop. SACSCOC Annual Meeting. Nashville, TN. 2014.

Using a Readiness Audit to Prepare for Compliance Certification workshop and Collaborative Tools to Select a QEP Topic workshop. SACSCOC Annual Meeting. Atlanta, GA. 2013.

SACSCOC Summer Institute on Quality Enhancement and Assessment. Tampa, FL, Summer 2010.

Leadership

“Intentionally Mapping Leadership Advancement for Growth and Fulfillment.” Council of Colleges of Arts and Sciences workshop, November 2018.

“Conflict Management for Deans.” Council of Colleges of Arts and Sciences workshop, November 2016.

Kotter International Change Essentials Workshop, February 2016.

Dale Carnegie Foundations for Success, January 2016.

Other

Council for Advancement and Support of Education regional meeting, Nashville, TN, Sessions on fundraising strategies and development for deans, February 2017.

“Grants 101” workshop with David Bauer, MTSU College of Graduate Studies, September 2009, Certified Quality Circle Reviewer.

RECENT AWARDS

Public Relations Society of America—Nashville Chapter, 35th Annual Parthenon Awards, Award of Merit, [CLA Magazine, Vol. 9, No. 1, Fall 2020](#), September 2021.

Tennessee College Public Relations Association, Communication Award: Overall Promotional Campaign (Bronze Award) for College of Liberal Arts Branding Campaign, 2018.

MTSU National Women’s History Month Committee “Trailblazing Woman in Labor and Business,” 2017.

Phi Kappa Phi influential faculty member, 2017.

FELLOWSHIPS AND GRANTS

Fellowships

Fulbright-Nehru Fellowship (International Education Administrators Seminar in India), March 2019.
 Summer Institute for Israel Studies Fellow, Brandeis University, 2016 (declined).
 Faculty Fellow, Foundation for the Defense of Democracies, Washington, D.C., 2006-2007.
 Graduate Fellowship, Vanderbilt University, 1999-2004.

Research Grants

National Science Foundation ADVANCE Catalyst grant to improve the recruitment and retention of women in STEM disciplines at MTSU (Award #1409638). Award amount: \$195,000. With Brad Bartel (PI), Wandu Ding, Jackie Eller, Judith Iriarte-Gross, awarded September 2014.
 Faculty Research and Creative Projects Grant, Middle Tennessee State University, 2011, 2010 (with Amanda DiPaolo); 2008, 2007, 2006.
 College of Liberal Arts TBR Access and Diversity Research Grant (with Amanda DiPaolo), Middle Tennessee State University, Spring 2010.
 Dissertation Writing Grants, Vanderbilt University, 2002, 2003.
 Research Grants, Vanderbilt University, 2000, 2001.

Other Grants and Funding

MTSU Public Service Grant, with Connie Huddleston, launch a lifelong learning program, 2015.
 International Education Grant and External Funding (Society for Universal Dialogue), travel to Turkey, 2011.
 Instructional Development Grant to attend SACS Summer Institute, Middle Tennessee State University, 2010.
 Artinian Award, Southern Political Science Association, 2010.
 CIEE International Faculty Development Seminar, A Fusion of Identities: Exploring Peru's Complex Past, Present and Future, Peru, 2009.
 Curriculum Integration Grant to revise general education study abroad course to include gender focus, President's Commission on the Status of Women, Middle Tennessee State University, Summer 2007.
 Middle East Center (Dept. of Education Undergraduate International Studies and Foreign Languages) travel grant, Middle Tennessee State University, Spring 2007.
 Journeys in World Politics, funded workshop participant, University of Iowa, 2004.
 Chautauqua Short Course, "Statistics in Action: An Activity-based Approach to Teaching Statistics." Christian Brothers University, Memphis, TN. Co-sponsored by University of Pittsburgh and Funded by the National Science Foundation, 2004.
 Women in International Security Graduate Student Summer Symposium, funded participant, Georgetown University, Washington, D.C., June 2002.
 Center for Spatially Integrated Social Science GIS Training Workshop, funded participant, Florida International University, Miami, FL, March 2001.

PUBLICATIONS

Peer-reviewed Journal Articles and Book Chapters

"The Seemingly Small Matters that Shape Our Future: Timely Questions, Epiphanies, and Saying Yes to Opportunities." In *So You Want to be a Dean? Pathways to the Deanship*. Kate Conley & Shaily Menon, co-editors. Wilmington, DE: Vernon Press (forthcoming, 2022).
 "Impact and Perception: Reacting to the Past at Middle Tennessee State University." (with Dawn McCormack) In *Playing to Learn: Research into the Reacting to the Past Pedagogy and its Impacts on Student Learning*. New York, NY: Palgrave MacMillan (2018).

- “Jackson’s Zone of Twilight: Foreign Intelligence Surveillance and federal court decision making.” (with Amanda DiPaolo) *Homeland and National Security Law Review* Vol. 3 No. 1 (2015).
- “Comparing student and faculty perceptions of online and traditional courses.” (with Ryan Otter, Scott Seipel, Tim Graeff, Becky Alexander, Carol Boraiko, Joey Gray, and Kim Sadler) *The Internet and Higher Education* Vol. 19 (October 2013).
- “Conflict Escalation in Dyads with a History of Territorial Disputes.” *International Journal of Conflict Management* Vol. 21, No. 4 (2010).
- “Revisiting Downs’s Issue-Attention Cycle: International Terrorism and U.S. Public Opinion.” *Journal of Strategic Security* Vol. 2, No. 4, 1-16 (Nov/Dec 2009).
- “Multiparty Disputes and the Probability of War, 1816-1992.” (with John Vasquez and Yijia Wang) Reprinted in *Causes and Consequences of International Conflict: Data, Methods and Theory*. Glenn Palmer, ed. London: Routledge, 11-30 (2008).
- “There is more to the Story than ‘Us-Versus-Them’: Expanding the Study of Interstate Conflict and Regime Type beyond a Dichotomy.” *Peace Economics, Peace Science and Public Policy* Vol. 14, Issue 1 (2008).
- “Multiparty Disputes and the Probability of War, 1816-1992.” (with John Vasquez, and Yijia Wang) *Conflict Management and Peace Science* Vol. 21, No. 2: 85-100 (Summer 2004).
- “A Research Note: Re-examining Transnational Ethnic Alliances and Foreign Policy Behavior.” *International Interactions*, Vol. 30, No.1, 25-42 (Winter 2004).
- “Neutrality, Common Foreign and Security Policy, and the Fourth Pillar of the European Union.” *International Affairs Forum* (15 August 2004).

Books

Prospects for Political Stability in a Democratic Iraq: A Study of the Clusters of Conflict (with Stephen R. Saunders) Lewiston, NY: Edwin Mellen (2009).

Other

The Liberal Arts: Providing a Flexible Workforce for Tennessee’s Future. (with Mark Byrnes, Dawn McCormack, H. Stephen Smith). White paper prepared for Tennessee Higher Education Commission. Updated 23 September 2019.

Review of *The Case for Democracy: The Power of Freedom to Overcome Tyranny and Terror* by Natan Sharansky. *Perspectives on Political Science* 37:1 (Winter 2008).

“International Religious Freedom Act of 1998.” *Encyclopedia of the First Amendment*. John Vile, David Schultz, David Hudson, Eds. Washington, D.C.: CQ Press (2008). Reprinted online at <https://www.mtsu.edu/first-amendment/encyclopedia/>

TEACHING AND STUDENT MENTORING

Middle Tennessee State University

Courses Taught

Advanced Topics in Comparative Politics: The Politics of Being Israel from Abraham to Modern Democracy, Leader and co-creator of study abroad program in Israel, Summer 2013-Summer 2019.

Introduction to Global Politics (General Education Undergraduate and Honors)

International Relations (Honors Undergraduate and Graduate)

The Political Status of Women in the World (Undergraduate, co-listed as Women’s Studies)

International Conflict (Undergraduate)

International Security in a Changing World (Graduate)

Comparative Politics (Undergraduate)

Model United Nations and Crisis Simulation (Undergraduate)

Undergraduate Honors Thesis Mentoring

- Solima, Hannah. "UNHRC and Israel: Comparative Analysis with Egypt, Jordan, and Saudi Arabia." 2021.
- Hall, Miranda. "Exploring and Understanding the Israeli Narrative Beyond Mass Media." 2020.
- Ellis, Caitlyn. "A Snapshot of Religious Symbolism in Israel." 2019.
- Delk, Noah. "Why are Some E.U. Member States More Economically Competitive than Others?" 2017.
- Martin, Tandra. "Millennium Development Goal 3 and Morocco." 2015
- Holsinger, Lorel. "Incentive Structures, Communication Problems, and Tradeoffs in Terrorist Organizations." 2014.
- Meyer, Joseph. "Ethnic Conflict in the Former Soviet Union: The Demography of Ethnicity and its Effect on Conflict Behavior." 2014.

Graduate Mentoring

- Graduate Thesis Committee Member, Balen Jalal, Spring 2014.
- Graduate Practicum Committee Member, John Peters, Cassiah Smith, and Nathan Johnson, Fall 2014; Rachel Harmon, Fall 2013.

SELECT PROFESSIONAL/RESEARCH PRESENTATIONS (2012-2022)

- "Articulating the value of the liberal arts: Branding for external and internal audiences." with Wartnya Davis and Dawn McCormack. Council of Colleges of Arts and Sciences, Chicago, November 2018.
- "Reacting to the Past: Playing Games in a Student-Centered Classroom." with Jessica Blatt, Marina Kaneti, and Brian Klunk, Joseph Roberts. Annual Meeting of the American Political Science Association, San Francisco, September 2017.
- "Middle Tennessee State University ADVANCE: Spotlight on Changing the Institutional Culture to Improve the Recruitment, Retention, and Advancement of Women STEM Faculty." 2016 NSF ADVANCE/GSE Program Workshop, Baltimore, MD, May 2016.
- "ADVANCEing STEM Careers for Women at MTSU." with Wandi Ding and Judith Iriarte-Gross, Women in Higher Education in Tennessee, October 2015.
- "Research Note: The Conflict Behavior of Hybrid Regimes (and the Potential Implications of the Arab Spring)." Presented at the European International Studies Association Meeting, Warsaw, Poland, September 2013.
- "Perceptions of Online Courses at MTSU: A Faculty to Student Comparison." with Joey Gray. Presented at the Annual Conference on Innovative Pedagogy and Course Redesign, Fairfield University, Fairfield, CT, May 2013.
- "The Despot's Dilemma: A Cross-National Examination of Judicial Independence in Non-democratic Regimes." with Rodelio Manacsa, Presented at the Midwest Political Science Association Annual Meeting, April 2012.

SELECT SERVICE (2012-2022)

The University of Tulsa

- Executive Sponsor, Cyber Initiatives Pillar of Strategic Plan, 2021-current.
- Higher Learning Commission Accreditation Site Visit Team, 2021-current.
- Member, Retirement Investments Committee, 2021-current.
- Member, Faculty Senate Student Affairs Committee, 2021-2022.

Middle Tennessee State University

Convened ad hoc workgroup on student engagement during COVID, Fall 2020.
University Scheduling Committee member, 2020-2021.
MTSU COVID-19 Task Force: Academics Subcommittee member, Summer 2020.
Quest for Student Success 2025 co-leader of Faculty Development Work Group, 2020-2021.
Quest for Student Success 2025 Launch, Planning, and Implementation Work Group, 2019-2021.
Search Committee Chair, Vice-Provost for International Affairs, 2019-2020.
Career Achievement Award Committee member, 2019-2020.
Ad Hoc Committee on Faculty Workload, Equity Subcommittee, 2017-2019.
Ad Hoc Committee on the Underutilization of Women at the Rank of Professor, 2016-2019.
Undergraduate Student Fulbright Interview Committee, MTSU Honors College, 2010-2021.
Buchanan Scholars Program Faculty, MTSU Honors College, 2006-2021.
The Gathering of World Outreach Church student organization advisor, 2017-2021.
Campus Ministry International student organization advisor, 2013-2021.

Professional

Organization Service

Member, Council of Colleges of Arts & Sciences (CCAS) Standing Committee on Cultural Diversity, 2018-2019.
Member, CCAS Standing Committee on Comprehensive Institutions, 2018-2019.
Member, CCAS Standing Committee on Associate/Assistant Deans, 2015-2016.
Session Chair, Annual Meeting of the Peace Science Society (International), Knoxville, TN, October 2013.
Mentor, American Political Science Association, 2008-2014.

University Presentations

"U.S.-Israeli Foreign Policy." University of the Cumberland, Seraph Foundation Endowed Humanities Speaker, 2017.
"The Political Implications of Assigning Value to the Invaluable." Honors Lecture Series, *The Value of a Liberal Education*, Middle Tennessee State University, 2016.

Community

Board Service

Oklahoma School of Science and Mathematics, ex-officio member.

Lectures and Talks

"Roots of the Conflict in Syria." Providence Christian Academy, Murfreesboro, TN, April 2017.
"The Future of U.S.-Israeli Relations." Brainerd Kiwanis International, Chattanooga, TN, February 2017.
"Israel's Foreign Relations." Providence Christian Academy, Murfreesboro, TN, September 2014.
"Civic Engagement and Higher Education." Adventures in Learning, Murfreesboro, TN, 2012.

Media Relations

Numerous interviews with local media on issues in international politics, liberal arts, and higher education.