October 28, 2012

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Co-Chairs of the NCTA Dean Search Advisory Committee c/o larnold1@unl.edu
Office of the NU Vice President and IANR Vice Chancellor University of Nebraska-Lincoln
P.O. Box 830708
202 Agricultural Hall
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NCTA Dean Search Advisory Committee members,

Please accept my application for the position of Dean of the Nebraska College of Technical Agriculture (NCTA). Attached you will find a vita and a statement of qualifications and accomplishments to provide details about my background.

I have more than 30 years of higher education experience, most recently as Provost at Southeast Missouri State University. As a university administrator, the teams I led have implemented creative and progressive methods for delivering quality academic programs, increased academic efficiency, met the needs of internal and external constituents, and raised significant new sources of revenue to fill the voids left by declining state appropriations. Please feel free to examine these and other accomplishments outlined in the attached documents.

My skill set and experiences match well with the requirements of the Nebraska College of Technical Agriculture. I have a long and successful record as an effective administrator and faculty member at institutions like NCTA: public, agricultural, rural, land-grant system universities. I understand the mission, challenges and opportunities of this type of the college. In addition to my experiences at four-year universities, I have extensive experience at the two-year technical college level as Provost, faculty member, teaching intern, and student. I value the unique contributions of this type of institution and I enjoy working with the associated students, faculty and communities. I appreciate the pragmatic and entrepreneurial nature of the academic activities and I especially applaud the novel 100 Beef Cow Ownership Advantage Program and 100 Acre Farm Advantage Program.

I have worked successfully at the land-grant system level as an agriculture Dean of a regional campus while also having administrative responsibilities for local agricultural experiment stations such as the Texas A&M University Weslaco experiment station, the Texas A&M Kingsville Citrus Center, and the Texas A&M Kingsville Caesar Kleberg Wildlife Research Institute.

I believe my record shows that I have the skills needed to help a college like this grow, flourish and meet the needs of its community in an increasingly challenging environment.

Please feel free to contact me if I can provide additional information pertaining to my application.

Sincerely,

Ron Rosati

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# RONALD ROSATI, Ph.D.

Office address Home address

Office of the Provost Southeast Missouri State University Cape Girardeau, MO 63701 573-651-2063 1100 N. Henderson Street Cape Girardeau, MO 63701 mobile phone: 573-576-2804 e-mail: ronrosati1@gmail.com

#### SUMMARY

Demonstrated effectiveness with results-oriented, executive-level academic administration. Leadership style focused on support for academic quality and productivity, and guided by principles of integrity and ethics.

## PRIMARY AREAS OF EXPERTISE AND ACCOMPLISHMENT

Effective use of cutting-edge digital technology to improve academic quality, expand access and reduce cost Collaborative, progressive and creative academic programming with a focus on measured student learning University vision and mission development and implementation

College assessment, institutional effectiveness, accreditation

Student and faculty development

Fund raising

Provost

State and federal governmental relations

Shared governance

#### **EDUCATION**

INSTITUTION ATTENDED	DEGREE	AREA OF STUDY	GRADUATION
Iowa State University	Ph.D.	Agricultural Education	1984
Cornell University	M.A.T.	Agricultural Education	1981
Cornell University	B.S.	Agricultural Education	1980
Farmingdale Ag. & Tech. College	A. A. S.	Agronomy	1978

#### **PROFESSIONAL EXPERIENCE**

## Southeast Missouri State University, 2010 - present

Alfred State College, State University of New York, 2006 - 2010				
Provost	4/07-8/09			
Officer-in-Charge (local title, functioning as Interim President)	6/07-3/08			
Interim Vice President for Institutional Advancement	9/06-5/08			
Vice President for Academic Affairs	6/06-8/09			

## Texas A&M University - Kingsville, 1996 - 2006

Dean	College of Agriculture, Natural Resources and Human Sciences	2001-2006
Asst. Vice Chancellor	Texas A&M University System Agriculture Program	2001-2006
Chair	University Reaccreditation Leadership Committee	2001-2005
Interim Dean	College of Agriculture and Human Sciences	2000-2001
Assistant Dean	College of Agriculture and Human Sciences	1999-2000
Operator	Loma Alta Shrimp Farm	1998-2000
Professor	Agricultural Engineering Technology	1999-2006
Interim Director	Office of Sponsored Research	1/99 - 5/99
Assoc. Professor	Agricultural Engineering Technology	1996-1999

2/10-present

## Illinois State University, 1986 - 1996

Professor	Agricultural Engineering Technology	1993-1996
Director	Aquaculture Project	1989-1996
Owner/Operator	Wild Rose Farms, 83 acre corn/soybean/hog farm	1993-1996
Chief-of-Party	USAID – Indonesia, Fisheries R&D Project	1990-1991
Assoc. Professor	Agricultural Engineering Technology	1989-1993
Consultant	World Bank – Indonesia, Farm Mechanization	1988
Asst. Professor	Agricultural Engineering Technology	1986-1989

## Ohio State University Agricultural Technical Institute, 1984 - 1986

Asst. Professor Agricultural Engineering Technology 1984-1986

## Iowa State University, 1981 - 1984

Adjunct Instructor Agricultural Engineering 1981-1984

## SUMMARY OF ADMINISTRATIVE ACCOMPLISHMENTS (DETAILS AVAILABLE UPON REQUEST)

#### **ACADEMIC ADMINISTRATION**

Served successfully as a senior academic administrator at public regional comprehensive universities, a small technical college offering associate and baccalaureate degrees, and a comprehensive minority-serving university with a significant graduate and research program. Served in a key leadership role in university reaccreditation with both the Higher Learning Commission and the Southern Associate Association of Colleges and Schools. Worked effectively and collaboratively with central administrations, Faculty Senates, and a faculty union to implement process and procedure, including a significant rewrite of a Faculty Handbook. Maintained academic quality and faculty numbers in a time of significantly decreasing state appropriations by increasing academic efficiency as measured by semester credit hour generation per faculty member, and reduction in administration. Played a strong support role in the implementation of a new learning management system, growth in international enrollment, creation of a center for academic and career advising, and more than \$90 million in campus renovation.

#### **INFUSING TECHNOLOGY**

Facilitated the rapid expansion of educational technology into academic processes. Introduced a highly successful online winter intersession semester. Developed a statewide system of collaborative academic programming involving ten universities, eight disciplines and numerous faculty which resulted in accelerated student progress toward graduation, increase revenue streams for the University, and increased faculty salary.

#### BUDGETING

Played a leadership role in an administrative team which turned a \$1.4 million college deficit into a surplus of more than \$1.0 million. Increased faculty participation in the budgeting process and improved budgeting transparency. Functioned as Interim President (with the title "Officer-in-Charge") while managing a \$27 million college budget.

#### **FUND RAISING**

Served in a leadership role in three capital campaigns from 2000 through 2009 which acquired more than \$20 million.

#### **GOVERNMENT RELATIONS**

Played a pivotal role in two universities' governmental relations programs, resulting in the successful acquisition of thirteen state and federal special appropriations totaling more than \$35 million. Four of those appropriations were for recurring annual funds.

## PLANNING AND ASSESSMENT

Implemented three comprehensive assessment and institutional effectiveness programs which included the systematic measurement and reporting of student learning outcomes in all courses. Initiated the development of a college strategic plan.

#### PROGRAM DEVELOPMENT

Worked with faculty and administrative groups at three universities to develop a doctorial degree, numerous master's and baccalaureate degrees, and two associate degrees. The doctorial degree resulted in the first independent Ph.D. graduate from the institution.

## **SUMMARY OF FACULTY ACCOMPLISHMENTS**

#### **TEACHING**

Successfully completed nineteen years of graduate and undergraduate teaching and research in agricultural engineering technology and aquaculture. Taught thirty-one different courses at four universities. Most common teaching assignment was the equivalent of three courses per semester.

#### **PUBLICATION**

Published twenty-two refereed publications from 1990 to 2002.

#### **GRANT ACQUISITION**

Acquired forty-two externally-awarded grants totaling \$2.3 million from 1988 to 2003.

#### **TEACHING**

Texas A&M University - Kingsville, 1996 - 2000

(Area of Specialization - Agricultural Engineering Technology, 75% teaching appointment)

Agricultural Power and Machinery Agricultural Building Requirements Soil Reclamation and Conservation Welding

Advanced Studies in Range and Natural Resources; *topic:* Recirculating Aquaculture Systems Introduction to Agricultural Systems Management

University Foundations

## Illinois State University, 1986-1995

(Areas of Specialization - Agricultural Engineering Technology and Aquaculture, 75% teaching appointment)

Aquaculture Technology and Management
Soil and Water Conservation Engineering
Agriculture of Developing Countries
Introduction to Agricultural Engineering Technology
Agricultural Construction and Welding
Agricultural Power Units and Machinery
Agricultural Utilities
Small Gasoline Engines
Grain Processing Systems

## Ohio State University, Agricultural Technical Institute, 1984-1986

(Areas of Specialization - Agricultural Engineering Technology and Agricultural Education, 100% teaching appointment)

Introduction to Farm Machinery
Mechanics in Agriculture
Blueprint Reading and Cost Estimating
Grain Storage and Preservation
Agricultural Harvesting Systems
Agricultural Materials Handling
Basic and Advanced Welding
Mechanical Drawing
Introduction to Agricultural Education

## Iowa State University, 1981-84

(Areas of Specialization - Agricultural Engineering, 100% teaching appointment)

Agricultural Construction, Materials and Processes Metal Construction and Maintenance Home Maintenance and Repair Small Gas Engines and Equipment Construction of Agricultural Structures Teacher Effectiveness Training (4-week unit) Agricultural Maintenance Welding

## **BIBLIOGRAPHY OF SELECTED PUBLICATIONS**

- Refereed journal articles:
- D. Tilley, H. Badrinarayanan, R. Rosati and J. Son. Constructed Wetlands as recirculation filters in large-scale shrimp aquaculture. 2002. Aquacultural Engineering 26. 81-109
- Y.V. Wu, K.W. Tudor, P.B. Brown and R.R. Rosati. Growth Response of Tilapia Fed Diets Rich in High-Lysine Corn and Corn Gluten. 2001. Journal of Aquatic Food Product Technology
- Y.V. Wu, R.R. Rosati, K. Warner and P.B. Brown. Growth, Feed Conversion, Protein Utilization and Sensory Evaluation of Nile Tilapia Fed Diets containing Corn Gluten Meal, Full Fat Soy and Synthetic Amino Acids. 2000. Journal of Aquatic Food Product Technology. Vol.9, no.1, pps. 77-88.
- Y.V. Wu, K.W. Tudor, P.B. Brown and R.R. Rosati. Substitution of Plant Proteins or Meat and Bone Meal for Fish Meal in Diets of Nile Tilapia. 1999. North American Journal of Aquaculture. 61:58-63.
- P.D. Adelizi, R.R. Rosati, K. Warner, Y.V. Wu, T.R. Muench & M.R. White, P.B. Brown. Evaluation of fish-meal free diets for rainbow trout, *Oncorhynchus mykiss*. 1998. Aquaculture Nutrition. Vol. 4, pps. 255-262.
- Y.V. Wu, R.R. Rosati, and P.B. Brown. Effects of Lysine on Growth of Tilapia Fed Diets Rich in Corn Gluten Meal. 7/13/98. Cereal Chemistry.
- Lauren E. Brown, & Ronald R. Rosati. Interference Competition Among Larval African Clawed Frogs, *Xenopus laevis*, Necessitates Removal of Bottom Debris to Promote Growth. 1998 Journal of Applied Aquaculture. Vol. 8 No. 3 pps. 63-71.
- Y. Victor Wu, Ronald Rosati, and Paul Brown. Use of Corn-Derived Ethanol Coproducts and Synthetic Lysine and Tryptophan for Growth of Tilapia *(Oreochromis niloticus)* Fry. 1997. Journal of Agricultural and Food Chemistry. Vol. 45, No. 6, pp 2174-2177.

Lauren Brown and Ronald Rosati. Effects of Three Different Diets on Survival and Growth of Larvae of the African Clawed Frog Xenopus laevis. 1997. The Progressive Fish Culturist. 59:60-77.

Y. Victor Wu, Kathleen Warner, Ron Rosati, David Sessa, and Paul Brown. Sensory Evaluation and Composition of Tilapia (*Oreochromis niloticus*) Fed Diets Containing Protein-Rich Ethanol By-Products from Corn. 1996. Journal of Aquatic Food Product Technology. vol 5. no. 3. pps 7-17.

K. W. Tudor, R. Rosati, P.D. O'Rourke, V.Y. Wu, D. Sessa, and P. Brown. Technical and Economical Feasibility of On-farm Fish Feed Production Using Fishmeal Analogs. 1996. Aquacultural Engineering. vol. 15, no. 1, pps 53-67.

Y. Victor Wu, Ronald Rosati, and Paul Brown. Effect of Diets Containing Various Levels of Protein and Ethanol Coproducts from Corn on Growth of Tilapia Fry. 1996. Journal of Agricultural and Food Chemistry. vol. 44, no. 6, pps 1491-1493.

Y. Victor Wu, K. Warner, R. Rosati, David Sessa, Paul Brown. "Sensory Evaluation and Composition of Tilapia (*Oreochromis niloticus*) Fed Diets Containing Protein-Rich Ethanol Byproducts From Corn". The Journal of Aquatic Food Product Technology. vol 5, no 2, 1996.

Kerry Tudor, Ronald Rosati, Patrick D. O'Rourke, Y. Victor Wu, David Sessa, Paul Brown, "Technical and Economical Feasibility of On-farm Fish Feed Production Using Fishmeal Analogs". Aquacultural Engineering Journal. vol 15, no. 1, pp 53-66. 1996.

Y.V. Wu, R. Rosati, D.J. Sessa, and P. Brown, "Use of Corn Gluten Feed in Tilapia Diets", The Progressive Fish Culturist Journal. vol 57, no 4, p. 305-310. 1995.

George Foley, Lauren Brown, Ronald Rosati, Stephen Diana and Val Beasley, "Subcutaneous Abdominal Mass in an African Clawed Frog (Xenopus laevis), Lab Animal Journal. vol. 24, n. 5, p. 21-22. 1995

Y. Victor Wu, Ronald Rosati, David Sessa, and Paul Brown, "Evaluation of Corn Gluten Meal as a Protein Source in Tilapia Diets", Journal of Agricultural and Food Chemistry, vol. 43, no. 6, 1995, p 1585-1588.

Tudor, Kerry, Patrick D. O'Rourke, and Ronald Rosati. "A Tool for Teaching Decision Making Under Risk". abstract. September 1993 NACTA Journal.

Rosati, Ronald, Jessica Villar, Kerry Tudor and Kenneth Smicklas. "Integrated Aquaculture and Vegetable Hydroponics: A Model for Teaching Critical Thinking". abstract. The Journal of The National Association of College Teachers of Agriculture. September 1993.

Youmans, David and Ronald Rosati. "Agricultural Educators Abroad". The Journal of The National Association of College Teachers of Agriculture. vol. XXXVI, no 1. p 13-17. March 1992.

Rosati, Ronald and R.D. Henry. 1991. "Aquaculture: a New Component of the Agriculture Curriculum". The Journal of The National Association of College Teachers of Agriculture. vol. XXXV, no. 4. Dec 1991.

Wood, Jeffrey and Ronald Rosati. 1990. "Using Reading Grade Level Indices to Assess Readability of Selected Textbooks in Agricultural Mechanization". Journal of Agricultural Mechanization. no. 5, vol. 2, pp 3-8.

# **AWARDED EXTERNAL GRANTS**

<b>GRANTING AGENCY</b>	<b>AMOUNT</b>	<b>EXPLANATION</b>
2003 USDA Liaison Office	\$76,000.	Student recruitment
2002 USDA AMS Assistantships	\$76,000.	Student assistantships
2001 USDA Liaison Office	\$85,062.	USDA Liaison Office Support
2000 El Sauz Ranch 2000 El Sauz Ranch	\$37,500. \$24,398.	Shrimp Farm effluent mitigation via constructed wetlands
1999 El Sauz Ranch	\$24,396. \$26,775.	Shrimp Farm greenhouse nursery technology Shrimp Farm Effluent Reduction
1999 El Sauz Ranch	\$30,099.	Shrimp Farm Effluent Reduction
1999 USDA Liaison Office	\$50,322.	USDA Liaison Office Support, co-solicitor with Dr. Salin
1997 Archer Daniels Midland	\$27,000.	Tilapia genetics
1997 Sea Grant	\$28,000.	Tilapia YY male production
1997 Sea Grant	\$30,000.	Shrimp Farm Effluent Mitigation
1996 USDA / NCRAC	\$27,000.	tilapia
1996 USDA	\$156,000	recirculating aquaculture study, with Pat O'Rourke
1995 Archer Daniels Midland	\$19,235.	tilapia feed study, co-solicitor with Paul Brown
1995 Archer Daniels Midland	\$11,000.	tilapia YY male production
1995 IL Soybean Operating Bd	\$7500.	tilapia feed study, minor solicitor with Dr. Winter
1995 Archer Daniels Midland	\$10,000.	tilapia sex reversal
1995 USDA / NCRAC	\$13,000.	salmon feed study
1995 NOAA SeaGrant 1995 USDA	\$29,274. \$158,000	perch effluent analysis recirculating aquaculture study, with Pat O'Rourke
1990 OODA		recirculating aquaculture study, with Fat O Rourke
1994 USDA	\$186,000	recirculating aquaculture study, with Pat O'Rourke
1994 USDA / NCRAC	\$18,900.	effluent research, co-solicitor with Henry
1994 USDA / NCRAC	\$35,000.	tilapia feeds research, co-solicitor with O'Rourke
1993-95 USDA	\$37,000.	effluent research
1993 Energenetics, Inc	\$22,000.	corn milling analysis
1993 Archer Daniels Midland	\$25,000.	aquaculture production
1993 USDA - NCRAC	\$49,000.	feeds research with Purdue Univ
1993 USDA	\$189,113	recirculating aquaculture study, co-solicitor with O'Rourke
1993 Spring Grove Fish Farms	\$1200.	ornamental fish production
1992 Archer Daniels Midland	\$15,000.	aquaculture production
1992 USDA	\$189,293.	recirculating aquaculture study, co-solicitor O'Rourke
1992 Energenetics, Inc	\$3750.	aquaculture feeds
1993 Rural Electrification Admin	\$55,000.	aquaculture building lease, minor solicitor with O'Rourke and Henry
1992-93 Red Ewald, Inc	\$4000.	aquaculture equipment
1991 Illinois Corn Mkt Board	\$3000.	ethanol automobile demonstration project minor solicitor with Johnson
1991 USAID / Indonesia	\$300,000.	aquaculture training programs, co-solicitor with Duncan
1991 Illinois Technology	\$100,000.	aquaculture research and technology transfer
Challenge Grant		minor solicitor with Borst, O'Rourke, Henry, and Abner
1990 USAID / Auburn University	\$90,000.	Indonesian aquaculture infrastructure development
1990 Illinois Technology Cnt	\$4500.	aquaculture oxygen injection research
1990 USAID/AASCU	\$13,000.	develop Indonesian aquaculture research program
1990 Illinois Power Company	\$17,000.	aquaculture research, minor solicitor with Drs. Henry, O'Rourke and Borst
1988 World Bank	\$21,000.	Indonesia Curriculum Development Project
1988 IL Dept Nuclear Safety	\$21,000.	school radon study

<u>REFERENCES</u> Available upon request.

# Ron Rosati Statement of Qualifications and Accomplishments

For the position of

# Dean, Nebraska College of Technical Agriculture

October 29, 2012

## Introduction

This document provides some details on my administrative qualifications as evidenced by accomplishments while working at Southeast Missouri State University, Alfred State College and Texas A&M University-Kingsville. These achievements are the result of an administrative style best characterized by:

- 1. A focus on actions which support, motivate, inspire and lead faculty, staff and students,
- 2. An ability to lead a University through the revolutionary changes occurring in higher education, including rapid changes in information management, educational technology, funding sources, and accountability to stakeholders,
- 3. Sound understanding of the techniques and priorities of university management and administration,
- 4. A strong adherence to the principles of shared governance,
- 5. Political acumen with both internal and external constituencies,
- 6. An effective and robust problem solving skill set,
- 7. An entrepreneurial style with a focus on the delivery of tangible outcomes,
- 8. Development and fund raising skills,
- 9. A daily operational style guided by an emphasis on integrity, honesty, character and kindness, and
- 10. A strong work ethic, ambition for my institution, and the energy and health needed to effectively implement multiple initiatives simultaneously.

# Southeast Missouri State University

As Provost and chief academic officer at Southeast Missouri State University, I provided primary academic leadership during a period of time characterized by declining state appropriations and simultaneous revolutionary changes in fundamental higher education procedures. During this time of rapid change, Southeast Missouri State University increased enrollment, increased academic programming, provided faculty raises, facilitated significant construction on campus, increased equipment expenditures, and provided additional student access to new methods of academic programming. This is a summary of the more significant academic accomplishments at Southeast Missouri State University during my administrative tenure:

- 1. Learning Management System: Implemented a new University wide learning management system (Moodle) to increase efficiency with online coursework, facilitate the use of electronic textbooks, and improve digital management of academic programming.
- **2.** Collaborative Course Offerings: Provided primary statewide leadership to develop a system in which courses are offered by one of ten partnering universities to the other universities in the partnership. Students at each University are able to take courses at a partnering University while registering at the home University, paying tuition only at the home University, and receiving credit at the home University.
- **3. Academic Efficiency:** Raised revenue to offset cuts in state appropriations by increasing academic efficiency rather than reducing expenditures. Academic efficiency was increased primarily through an increase in faculty semester credit hour generation and a reduction in academic administration.
- **4. New Winter Session**: We implemented a new academic session between fall and spring semesters which resulted in accelerated student progress toward graduation, raised more than \$400,000 in net revenue to offset cuts in appropriation, and increased faculty income.
- **5. Expanded Summer Session:** We significantly expanded academic programming during summer session through a significant growth in online programming and the use of a creative faculty pay system based on course enrollment. As with Winter session, the net effect was increased student progress toward graduation, a new revenue stream for the University, and increased faculty salary. Assessment of both students and faculty indicate both sessions are highly effective and well received.
- **6. Course Redesign:** Implemented a system to increase student learning and decrease costs primarily through the implementation of progressive uses of new technology, following the model developed at the National Center for Academic Transformation. Twenty University courses have been redesigned by Spring 2013.
- **7. Online Course Offerings:** Significantly expanded online courses and programs in regular semesters and special sessions. Implemented new marketing programs and tuition charges for online courses. Created a new office to support the growth of online programming, including faculty training, course development, marketing, student advising, and recruiting.
- **8. Student Learning Outcomes:** Facilitated the development, assessment and reporting of student learning outcomes in every class syllabus.
- **9. Reaffirmation Of Accreditation:** Provided primary administrative support for a successful reaffirmation of accreditation with the Higher Learning Commission.
- **10. Faculty Handbook Rewrite:** Worked closely with the Faculty Senate to rewrite the Faculty Handbook which serves as a primary academic policies and procedures manual.

# **Alfred State College**

Alfred State College is a College Of Technology in New York State offering certificate, associate degree, and baccalaureate degree academic programs. As Provost and Vice President for Academic Affairs at Alfred State College, I worked with a team of faculty, staff and administrators to lead that college from a period of administrative crisis to its current position of stability, strength and effectiveness. Alfred State is a College of Technology within the State University of New York (SUNY) enrolling approximately 3400 students in Baccalaureate, Associate and Certificate programs. I assumed the position of Vice President for Academic Affairs at Alfred State in June, 2006 and served as Officer-in-Charge when the college was between Presidents in 2007/2008. This is a summary of the more significant college accomplishments during my administrative tenure:

- 1. **Budget:** The College entered the 2006/2007 academic year with a \$1.4 million deficit. By the end of 2007/2008 we achieved a \$1.0 million annual surplus. By 2008/2009 we had an annual surplus exceeding \$350,000 during a national economic downturn which was especially severe in New York State. An additional \$650,000 was redirected internally to allow the college to fund high priority initiatives. A number of academic efficiency measures were developed and implemented to achieve this dramatic fiscal turn-around, including: increased enrollment in high demand programs; improved course scheduling; merger or elimination of low-enrolled classes; increased class size in selected areas; improvement of faculty teaching assignment procedures; improved tracking, benchmarking and reporting of productivity measures; deactivation of low-demand programs; and redirection of resources from low-demand programs to high demand programs.
- 2. Enrollment: The College entered the 2006/2007 academic year with an enrollment decline of 200 students when compared to the previous year. By the start of the 2008/2009 academic year, enrollment trends had reversed and the college saw an increase of 90 students. At the start of the 2009/2010 academic year, enrollment increases continued and the college realized an increase of 258 students compared to the previous year. The enrollment decline was halted and then reversed through the implementation of a number of initiatives including: new baccalaureate degree programs which attract a new population of students and keep students on campus four years instead of two; recruiting in new markets such as international, out-of-state and downstate (New York City region); providing incentives to programs with growing enrollment; increasing on-line program offerings; reducing tuition for on-line courses; redirecting resources from low-enrolled programs to high demand areas to facilitate additional growth; and implementing a competitive grant program for recruiting funds.
- 3. Program development: From 2006 until 2009, these new or modified baccalaureate degrees were approved by SUNY and subsequently implemented at Alfred State College: Business Administration; Financial Planning; Forensic Sciences; Information Security and Assurance; Computer Design and Animation; and Human Services Management. Proposals for these baccalaureate degrees were completed by 2010: Nursing; Architecture; Sport Management; and Organic and Sustainable Agriculture. Significant resources were redirected during a time of declining state support to fund these new baccalaureate programs.
- **4. Development and Integration of Fundamental Institutional Procedures:** Many fundamental college procedures and practices needed to be developed or rebuilt as a result of recent turmoil and administrative turnover. These practices were developed, vetted through the campus shared governance structure and generally integrated into regular college practices:
  - a. <u>Learning Assessment</u> A system for measuring, reporting and improving Student Learning Outcomes was institutionalized for every course during every semester. Course-level learning outcomes were part of an integrated program-level learning outcomes matrix. The program-level learning outcomes were reviewed on a regular cycle to comply with SUNY requirements, regional accreditation requirements and specific disciplinary accreditation requirements.
  - b. <u>Faculty Workload</u> A standardized teaching workload was developed and implemented for all college faculty. This accomplishment was especially challenging with a unionized faculty; a variety of different lecture, laboratory and

- clinically-based programs; and a recent history of a distracted and embattled administration.
- c. <u>Class Schedule</u> A standardized class schedule was developed and implemented so that classes were synchronized and all programs started and ended classes at the same time, with exceptions for specialized situations.
- d. Research Appointments Alfred State College had been a teaching institution during all of its 100 year history. During my tenure, the college developed an elegant and comprehensive plan for infusing research and scholarly activities into faculty life, with clearly defined guidelines for productivity expectations associated with various research appointments, promotion and tenure guidelines, protocol for release from teaching expectations, and significant financial incentives for faculty choosing to engage in grant-funded research activities.
- e. <u>Physical Plant Improvement</u> An annual process was developed and implemented to fund faculty-initiated classroom renovations and teaching equipment acquisition. More than \$1.75 million was allocated annually in this process which has resulted in significant improvements in classroom technology, classroom aesthetics, and student comfort. This process was in addition to a regular renovation and construction process administered though the college physical plant.
- **5. Leadership:** During the year preceding my arrival on campus, the college experienced a crisis in leadership of sufficient magnitude to warrant intervention by a system-level task force sent to campus to analyze the environment and recommend remediation. The situation culminated in the President leaving under duress at approximately the same time I arrived on campus as Vice President for Academic Affairs. The controversy was aired publically in local newspapers as well as in *The Chronicle of Higher Education* and the *New York Times*. While serving as Provost and Officer-In-Charge, we restored calm and established a sense of trust, cooperation and community on campus. The reputation of the college was rebuilt. For the first time in its history, Alfred State College was ranked among "The 50 Best Baccalaureate Colleges in the North" by *US News and World Report* in 2007. In the 2007 and 2008 rankings, Alfred State made the list of "The 50 Best..." with a ranking of approximately 48/50 and 50/50. By Fall 2009, the college had risen to be ranked 31/50 and it was ranked as the ninth best public baccalaureate college in the north.

# Texas A&M University-Kingsville

I served at Texas A&M University – Kingsville for ten years, culminating in a five-year assignment as Dean. This is a summary of the college accomplishments during my tenure as Dean:

# 1. Governmental Relations

- From 2000 through 2005, these *federal government* funding appropriations were secured for the College of Agriculture and Human Sciences and its cooperative partners:
  - Joe Skeen Institute \$94,000 annual appropriation to the college
  - USDA Wildlife Services Field Station \$400,000 annual appropriation
  - USDA liaison office \$30,000 annual appropriation (expired in 2005)
  - USDA Plant Materials Center secured an additional annual appropriation of \$75,000
  - The Center for Young Children appropriations totaling more than \$980,000

- The Mexico Initiative More than \$350,000 has been secured from the American and Mexican federal governments to support joint educational and research efforts
- During the same five years, these *state government* funding appropriations were secured:
  - a \$100,000 annual appropriation to the Caesar Kleberg Wildlife Research Institute
  - an annual appropriation of \$255,000 for the King Ranch Institute (funded in 2005 as the only new special appropriation in Texas)

## 2. Fund Raising

- From 2000 to 2005, \$19 million in pledged and received funds were raised in college capital campaigns, run by the Director of the Caesar Kleberg Wildlife Research Institute and the Executive Director of the King Ranch Institute for Ranch Management.
- From 2000 to 2004, college revenue generated annually from teaching increased from \$1.33 million to \$1.75 million.
- From 2000 to 2004, college research expenditures increased from \$4.0 million per year to \$5.8 million.

## 3. Assessment and Accreditation

- Student learning outcomes were developed at the program or major level and inserted into every course syllabus
- Starting in 2001, departmental operating budgets were adjusted annually based on the assessment of departmental productivity.
- Texas A&M University- Kingsville completed a successful reaccreditation effort in 2005 with its regional accreditation agency. As Chair of the University Accreditation Leadership Committee, I played a significant role in the successful reaccreditation effort.

# 4. Faculty Development

- From 2000 through 2004, faculty productivity increased as measured by semester credit hour generation (19% increase), weighted semester credit hour generation (31% increase), grant fund acquisition (69% increase), and research expenditures (45% increase).
- Faculty refereed publications increased to approximately 1.4 refereed publications per faculty member in 2004. In 2004, agricultural sciences research expenditures grew to \$172,000 per FTE.
- For the time period 2000 through 2005, average faculty salaries increased approximately 34% for Assistant Professors, 19% for Associate Professors and 27% for Professors.

# 5. Programmatic Developments

- The college secured its first independent doctoral degree, a PhD in Wildlife Sciences, in 2004. Texas A&M Kingsville graduated its first independent PhD graduate in 2005 from this program.
- The South Texas Joint Enrollment Program was established in 2003, allowing students to be jointly admitted to the Kingsville campus and the College Station campus during freshman and sophomore years.

- In 2003, The King Ranch Institute for Ranch Management was established.
- A new cooperative USDA Wildlife Services Field Station was established on-campus in August, 2004.

# 6. Facilities Development

- Since 2001, eight media-enriched classrooms were developed for the college teaching program. All large college classrooms were thereby equipped with high quality video projection equipment, computers and other media equipment to facilitate internet-based teaching.
- Construction was completed for a wildlife pathology laboratory in 2002, a research aviary in 2004 and a Wildlife Interpretive Center in 2005. The Director of the Caesar Kleberg Wildlife Research Institute was the primary administrator facilitating these projects. Funds for these buildings were secured from the private sector.
- In 2004, nine offices, two GIS laboratories and two classrooms (including a 90 seat auditorium) were secured from unused space on campus, remodeled and put into use for the College of Agriculture and Human Sciences.

# **Summary**

As Provost at Southeast Missouri State University, I provided primary academic leadership to facilitate the University's rapid increase in creative and progressive academic programming, increases in online and other means of digital information management, the development of collaborative academic offerings, increases in academic efficiency, the implementation of regular academic procedures and policies, the implementation of a system of student learning outcomes assessment, and the development of a new winter session and expanded summer session. During my tenure at Alfred State, the College successfully transitioned from a campus in turmoil and disarray, with a crisis in leadership, low faculty morale, declining enrollment, severe budget deficits, and a deteriorating reputation to a campus with growing enrollments, budget surpluses, significant new academic programs, high employee satisfaction, sound institutional practices, and a strong reputation among its peers. At Texas A-M University-Kingsville, my management team and I substantially improved college funding and resources, implemented significant new programming, improved faculty productivity and work environments and transitioned the college to a balanced teaching/research institution.