



provide the staffing and administrative infrastructure required to support a campus with 700+ student organizations and 42,000 students.

- Facilitated the transition of leadership in the Student Affairs Development Office while increasing private gifts by \$100,000. Directed and provided input into the publication of the first-ever Student Affairs fundraising Case Statement brochure and drafted the upcoming Campaign III Goals proposal for the division. Collaborated with the Development Office to establish the Student Affairs' Parents Fundraising Council.
- Served as a project leader and the sole student affairs resource for the 2006 *Building Administrative Capacity in Bangladesh Institutions of Higher Education* conference in Dhaka Bangladesh, and facilitated three full-day workshops on topics in student services administration.

### **Director of Housing Services**

1995 – 2005

*University of Massachusetts Amherst*

Directed the administration of a comprehensive housing program involving 11,500 students, 85 professional, 250 full-time support and 800 student staff. Provided supervision to eight senior management staff responsible for all aspects of housing services administration, including Residence Life, Facility Maintenance and Operations, Information Technology Services, Room Assignments, Family Housing, Financial Affairs, Human Resources, Wellness Programs and University Child Care. Represented department to external agencies and university governance groups, and participated in policy development on campus-wide issues with senior level administration. Provided oversight to capital improvement and facilities planning activities for 41 residence halls and 345 apartment units encompassing 3 million gross square feet. Supervised personnel administration, including staff selection, training and supervision. Directed the fiscal management of a \$45 million budget, including fee structure development, capital improvement planning, and alignment with University expenditure and trust fund management protocols.

### **Selected Accomplishments:**

- Initiated and directed the Residential Strategic Planning process to enhance the quality of on-campus life and the residential experience of undergraduate and graduate students. Outcomes included the construction of an 864-bed apartment-style housing complex, and a \$3 million base increase to the \$6.5 million Capital Improvement Fund.
- Collaborated with Academic Affairs in the creation of living-learning community programs, resulting in 14 academic theme programs accommodating over 3,000 students. Programs include the Commonwealth College Honors Program, Thatcher Language Program, and the Epoch: First-Year Experience Program.
- Negotiated the transfer of the residential telephone system to the Office of Information Technology, resulting in a \$1.5 million annual savings. Re-invested funds to expand staffing and services for the department's Center for Diversity and Development; establish campus-wide, first-year student educational programs; and introduce new security and capital improvement initiatives.

- Created special interest residential programs (SIRPs), including the Asian/Asian-American, Harambee: African Heritage, and Lewis International House Program, along with the *Special Topics in Social Justice and Diversity* class to enhance the quality of these communities.
- Reorganized the Assignments Office with the input of staff and students resulting in a significant increase in customer satisfaction.
- Upgraded residence hall technology to better serve students. Improvements included high-speed data network access for every resident, the creation of a 60-channel cable television network, and the expansion of security system technology in each residence hall.
- Increased the residence security budget by an additional \$800,000 – a 50% increase in the annual operating budget.
- Initiated an employee wellness program for all full-time department staff – the only management- and union-sanctioned program on campus.

**Director of Residence Life**, Department of Housing Services 1994 - 1995  
*University of Massachusetts Amherst*

Directed the administration of a Residence Life program involving 11,000 students, 31 professional staff and 400 support and student staff. Supervised 8 management-level staff, including an Assistant Director, two Organizational Specialists for Staff and Student Development, and the Director of the Residential Alcohol Education Program. Led staff in assessing needs of and delivering services to a diverse student population. Served as liaison to the Dean of Students on policy matters, and as primary responder in all campus crises involving residence hall system students.

**Associate Director for Residence Life** 1987 - 1994  
*Northeastern University, Boston MA*

Directed a residential life program involving 5,000 students, 28 professional and 350 student staff. Supervised four Assistant Directors responsible for Residence Education, Staff Supervision and Training, Judicial Affairs, and Facilities Management. Led department staff in the assessment of student needs and the development of educational programs and activities. Directed recruitment efforts and administered a Residence Life Office budget in excess of \$2 million. Served as primary responder in all campus crises involving resident students and as primary contact with University Police. Supported student judicial affairs processes as a senior-level hearing and appeals officer.

**Selected Accomplishments:**

- Created a Residence Hall Association (RHA) in collaboration with student leaders to promote student governance and student leadership development opportunities.
- Chaired the Student Affairs Code of Student Conduct Task Force that reviewed all community standards and revised judicial affairs policies and procedures to be more educational and responsive to the needs of the campus.
- Served on the University's Commission on Undergraduate Education; the Strategic Planning Task Force on the Quality and Composition of the Undergraduate Experience; the Enrollment Management Policy and Planning Committee; the Sexual Harassment Network; Multicultural Programming Committee and the President's Commission on the Freshman Year Experience.

**Assistant Director for Residence Life** 1985 - 1987  
*North Carolina State University, Raleigh NC*

Assisted in the administration of a residence life program involving 6,400 students, 20 professional staff, and 300 support, graduate and undergraduate student staff. Supervised, trained and evaluated nine professional Area Directors; designed and implemented training programs and evaluation processes for professional and paraprofessional staff; and directed organizational development activities for the department. Managed staff recruitment and selection.

**Student Affairs Coordinator** 1983 – 1985  
*University of Wisconsin-Madison*

Directed the administration of a residential program housing 800 undergraduate students in a multi-unit housing complex. Supervised, evaluated and provided training for 12 undergraduate House Fellows; served as a disciplinary agent of the Dean of Students Office, including student conduct review and enforcement of University and Housing contract regulations; and advised the student programming board.

**Residence Director** 1981 - 1983  
*Illinois State University, Normal, IL*

Directed the administration of a residential complex housing 800 undergraduate students. Selected, supervised and provided training for 18 Resident Assistants and two Graduate Assistants; interpreted and enforced university policies; advised and counseled students; advised the student government council.

**Graduate Advisor** 1979 - 1981  
*Michigan State University, East Lansing, MI*

Assisted in the administration of a residential program housing 1,200 students.

## TEACHING EXPERIENCE

**Affiliate Faculty, College of Education** 2006 – Present  
*The Pennsylvania State University, University Park*

Appointed to teach, mentor students and assist with academic administrative activities in the College Student Affairs Master's Degree program.

**Adjunct Faculty, School of Education** 2004 - 2005  
*University of Massachusetts Amherst*

Taught a graduate level course entitled *The Policy and Practice of Student Affairs Administration*.

**Instructor, School of Education** 1995 - 1997  
*University of Massachusetts, Amherst*

Designed and taught undergraduate course entitled *Introduction to Student Leadership Development*.

**Instructor, Boston Bouvé College of Education** 1988 - 1992  
*Northeastern University, Boston, MA*

Developed and taught a required graduate course and supervised the progress of eight College Student Personnel Administration graduate students during a 10-month practicum.

## SERVICE TO THE UNIVERSITY

### The Pennsylvania State University

- Member, Executive Committee of The Pennsylvania State University Athletic Conference
- Advisor, Student Activity Fee Funding Allocation Board
- Member, Student Health Services Building Program Study and Construction Design Team
- Member, University Recreation Facility Analysis and Construction Design Team
- Co-Chair, Assistant Vice President for Housing, Food Services and Residence Life Search Committee
- Member, Fayette Campus Chancellor Search Committee
- Member, Associate Vice President for Auxiliary Services Search Committee
- Advisor, Latino Caucus, Lion Ambassadors, and University Park Allocation Committee
- Member, Penn State Newspaper Readership Program Committee
- Member, Business Process Workflow and Department Identity Committee
- Member, University Continuity of Operation and Emergency Planning Committee
- Member, Student Activity Fee Policy Board
- Member, Campus Environment Team

### University of Massachusetts, Amherst

- Member, University Facilities Planning and Oversight Committee, 2004 – 2005
- Co-Chair, Student Housing Construction Design Team, 2004 - 2005
- Member, Sexual Harassment Hearing Board, 2002 - 2005
- Member, Chancellor's Committee on Campus Security, 2001 – 2005
- Member, University Emergency Preparedness Committee, 1998 - 2005
- Member, PeopleSoft Student Information System Conversion Committee, 1996 - 2005
- Member, University Human Relations Council, 1995 - 2005
- Member, Campus Crisis Team, 1995 – 2005
- Member, University Collective Bargaining Team, 2001 - 2003
- Member, Chancellor's Council on Community, Diversity and Social Justice, 2001 - 2003
- Co-Chair, Chancellor's Committee on Student Leadership Development 2001 - 2003
- Member, Faculty Senate Committee on Undergraduate Student Life, 1998 - 2003
- Member, General Education Task Force, Living-Learning Community Subcommittee, 1998 - 2001
- Member, University Student Retention Committee, 1995 -1999
- Member, Convocation Committee, 1995 - 1999
- Member, Commencement Committee, 1995 - 1998
- Co-Chair, Student Affairs Judicial Issues Committee, 1995 – 1998

## AFFILIATIONS

American College Personnel Association (ACPA)  
Association of College and University Housing Officers (ACUHO – I)  
National Association of Student Personnel Administrators (NASPA)

## RECENT PROFESSIONAL PRESENTATIONS

*First, Break All the Rules...What the World's Greatest Student Leaders do Differently*  
Pennsylvania State-wide Student Leadership Conference  
Altoona, Pennsylvania, Summer 2006

*The Role of Student Affairs at Penn State University*  
Keynote Address at the Southeastern Pennsylvania Regional Training Program  
Malvern, Pennsylvania, Spring 2006

*The Faculty's Role in Effective Student Services Planning and Delivery*  
Pennsylvania State University, Bachelor of Science in Business Administration Program Faculty  
Annual Meeting  
University Park, Pennsylvania, Spring 2006

*With the End in Mind: The Role of Housing Consultants with Capital Project Planning*  
Association of College and University Housing Officers – International National Conference  
Milwaukee, Wisconsin, Summer 2005

*The Outcomes Associated with Living-Learning Program Participation at the University of Massachusetts Amherst*  
National Association of Student Personnel Administrators Region I Conference  
Mystic, Connecticut, Fall 2004

*Student Perceptions of Celebratory Riots*  
National Association of Student Personnel Administrators Region I Conference  
Mystic, Connecticut, Fall 2004

*Student Activism/ Student Learning: One Purpose – One Approach*  
American College Personnel Association National Conference  
Minneapolis, Minnesota, Spring 2003

*Staff Development in Student Affairs: A Systematic Approach to Creating High Performance Work Teams*  
American College Personnel Association National Conference  
Minneapolis, Minnesota, Spring 2003

*An Overview of the Resident Assistant Union Movement at the University of Massachusetts Amherst*  
Association of College and University Housing Officers – International National Conference  
Orlando, Florida, Summer 2003

*Supporting Academic Communities: Paradigms for Strengthening Residential Colleges*  
National Association of Student Personnel Administrators National Conference  
Seattle, Washington, Spring 2001