

REBECCA KAROFF, Ph.D.

SUMMARY

- Experienced leader in public higher education at the system level, focused on utilizing the power of the post-secondary state system as a catalyst for equity, innovation and transformation in the 21st-century global society.
- Expertise in advancing strategic and equity-centered educational attainment agendas, designed to enhance student belonging, learning and outcomes, along with the metrics by which success is measured across the student lifecycle.
- Change leader committed to driving collective impact through collaboration with internal and external stakeholders, focused on aspects core to the broad missions of university systems and institutions, and designed to meet state and national needs.
- Successful record of leveraging resources and cultivating internal and external funding to foster innovation in student outcomes, pedagogy, educational delivery and curricular transformation.

EMPLOYMENT

Associate Vice Chancellor for Academic Affairs, University of Texas System

February 2016-Present

Primary Responsibilities:

- **UT System Student Success Framework:** Lead, oversee and advance the UT System's student success work with the System's academic institutions. This broad, equity-driven and interdependent portfolio emphasizes collaboration with institutions and includes:
 - Design, stakeholder engagement, and implementation of former Chancellor William McRaven's strategic goal on Student Success, resulting in securing \$10 million from the UT System Board of Regents in 2017 for competitive awarding to universities for student success initiatives, including Graduation Help Desks at each university and six large grants to five UTs., with ongoing impact and programming.
 - Under new executive leadership of Chancellor J.B. Milliken, cultivation of ongoing support for the System framework for student success grounded in the three pillars of Finances, Advising and Belonging. Key initiatives include three systemwide student success summits, and convening of the Affordable Learning Accelerator Task Force and follow-up on the task force report and recommendations organized to build momentum on Open Educational Resources (OER). Leadership and support for professional development of advisors, through multiple advising institutes and funded projects, to advance the System's 5E Framework for Advising Excellence.
 - Data intentionality and action through alignment and collaboration with the UT System Office of Institutional Research & Analysis, led by Dr. David Troutman, to focus on equitable student success along the student lifecycle, from secondary school

- transitions, to matriculation, to retention and persistence, to completion, and into the workforce.
- Curricular innovation through leadership of *Curricular Innovation in the Post-Pandemic Digital Age* grants to UT institutions, developed and awarded in the first half of 2021, and a Lumina Foundation grant awarded to UT System in August 2021, *Data Agency, Action, and Insight: Redesigning Student Pathways to Ensure Equity*.
 - *Accelerating Latino Student Success Through Hispanic Servingness*, a new initiative requested by several of the UT System's HSIs for which seed funding was secured and systemwide discussions are underway.
 - Teaching, learning, and faculty engagement in student success through Regent-secured, multi-year funding of ACUE's Course in Effective Teaching Practices at academic and health institutions; through liaison role to the UT System Academy of Distinguished Teachers; and through convening of Teaching & Learning Center Directors, and Accreditation & Assessment Liaisons.
 - Library support and collaboration as liaison to Library Deans & Directors, with goals to advance the role of libraries in student success and academic innovation, as well as open and sustainable scholarship through statewide consortial negotiations with publishers.
 - Work with graduate deans to advance excellence in graduate education with a focus on supporting diversity, equity and inclusion, for students, faculty and administrative leadership.
- **UT System P20 Initiatives:** Oversee and advance the System's P20 Initiatives, focused on supporting student transitions, strengthening the college readiness of students, and the readiness of UT institutions to support the state's increasingly diverse students in meeting their educational goals. This work includes:
 - Development of UT System Transfer strategy, at the charge of the Chancellor and Executive Vice Chancellor for Academic Affairs, building on convening of systemwide Transfer Advisory Group, bolstered by UT System Transfer Study, and statutory changes on statewide transfer.
 - Additional transfer work includes the All-Texas Academic Awards Program, organized annually by the UT System Office of Academic Affairs in collaboration with the Texas Association of Community Colleges (TACC), and recognizing the state's top community college graduates. The annual event has resulted in additional collaboration with TACC, including the co-convening of a statewide dual credit task force, participation in the Texas Transfer Alliance, and planning for a jointly sponsored Transfer Advising Institute in May 2022.
 - Supervision of Finish@UT, the UT System's cross-campus online enrollment platform, during a period of transition, evolving institutional needs, and student demand for new modes of course and credential delivery.
 - Design and implementation of former Chancellor's strategic goal on K12 student pipeline development and college readiness, *The Texas Prospect Initiative* (2016-18). Work has continued to strengthen dual credit, and statewide and system-focused efforts to reform educator preparation with a focus on data, policy and practice.

Senior Special Assistant to the Senior Vice President for Academic and Student Affairs, University of Wisconsin System

September 2012-January 2016

Primary Responsibilities:

- **Liberal Education Initiative:** Founded and directed the UW System's Liberal Education Initiative, *LEAP Wisconsin*, an initiative focused on quality student learning and outcomes-based curricular transformation in the 21st-century global society. Primary contact and responsibility for UW System's partnership with the Association of American Colleges & Universities (AAC&U) in the *Liberal Education and America's Promise* (LEAP) Campaign, including the LEAP States initiative. System lead on three AAC&U grant projects, including *Faculty Collaboratives* (2014-2017), *Quality Collaboratives* (2011-2014), and *Give Students a Compass* (2008-2011).
- **Lumina Grant on the UW Flexible Option:** Lead Author and Principal Investigator on \$1.2 million grant received by the UW System to identify a set of alternative student success metrics appropriate to competency-based education, and to produce a web-based blueprint that will serve as a model adaptable by other universities and state systems for how a large public higher education system conceptualizes, develops, and implements a flexible, competency-based delivery program for maximum student success by non-traditional, adult learners. Hired and oversaw five staff members for the grant. Also supervised a data analyst for UW-Milwaukee's Center for the Study of Distance Education and Technological Advancement (DETA) FIPSE grant, a position located in the UW System to connect the student success metrics research of the Lumina grant with the DETA work.
- **UW Flexible Option:** Served as Senior Advisor to the UW Flexible Option. Leadership role in developing the UW Flexible Option, representing the Senior Vice President and UW System Administration in the multiple strands of designing and standing up a completely new competency-based educational delivery model.
- **Gates Grant on State Systems Transformation:** Principal Investigator on \$200,000 planning grant received by the UW System to move systemic change by helping UW institutions reform developmental education. Hired and supervised graduate student assistant to support the grant, and supported ongoing work with UW institutions to coordinate and drive curricular reforms in development education delivery.

Special Assistant to the Senior Vice President for Academic and Student Affairs, University of Wisconsin System

Summer 2010 – Summer 2012

Primary Responsibilities:

- **Board of Regents:** Principal staff liaison to the Education Committee, with full participation and leadership in the development and writing of agendas, policy, minutes, scripts, reports and other communications for the Regent Chair of the Committee and other Regents, as needed. Served as lead staff in Academic Affairs in the development, interpretation, and review of Regent Policy Documents within the purview of the Education Committee. Helped manage sensitive policy and political issues and serve as an important resource on Board issues to people at both System and the institutions. Oversight for all Education Committee materials (working with UWSA staff and the institutions), with responsibility for their final preparation prior to the Board mailing. Support the SVP in the orientation of new Regents.
- **Office of the Senior Vice President (SVP):** Provided comprehensive support for the Senior Vice President in a small, high-functioning, collaborative office with close association to the Office of the President. Advanced the work of Academic Affairs and the integration of distinct System initiatives within the strategic framework of the *Growth Agenda for Wisconsin*. Represented the SVP and the Office, as needed, with a variety of stakeholders. Staffed working groups and committees (search and screen, grant review), both internal to UWSA and those convened with systemwide membership to advance UW System work and initiatives. Member of the SVP's Executive Staff Council.

- **Provosts:** Developed agendas and material for Provosts' meetings. Represented the SVP in exchanges with individual Provosts and the entire group. Direct orientation of newly hired Provosts. Supported Provosts in their interactions with UWSA and the Regents.
- **Liberal Education Initiative:** Director of the UW System's Liberal Education Initiative, *LEAP Wisconsin*, an initiative on quality student learning in the 21st-century global society, as described above.
- **UW System Delivery Team:** Member of the System's Delivery Team, working with the U.S. Education Delivery Institute and UW institutions to help close the achievement gap and increase the number of highly prepared graduates in the UW System.
- **UW System President:** Supported the President, as needed, on writing assignments (speeches, letters, articles) and projects (system-based and national).

Senior Academic Planner and Academic Planner, Office of Academic Affairs, University of Wisconsin System Administration

Fall 2005 - Summer 2010

Primary Responsibilities:

- Principal staff liaison/policy analyst to the Board of Regents Education Committee, with full participation and leadership in the preparation of agendas, policy papers, minutes, scripts and reports for Regent Chair of Committee and other Regents. Lead role in interpreting Regent and System policy on behalf of the Office and the institutions.
- Staff support, analysis, writing and editing for the Senior Vice President for Academic Affairs in work with various constituent groups, and to the UW System President on an *ad hoc* basis.
- Founded and directed the system-wide initiative, *LEAP Wisconsin*, with the support of the Office of the President and the Office of the Senior Vice President. Convened internal and system-wide working groups to conceptualize, plan, seek funding for, and implement initiative in collaboration with UW institutions. Through *LEAP Wisconsin*, the UW System became the pilot partner in the Association of American Colleges & Universities' *Liberal Education and America's Promise* (LEAP) Campaign.
- Principal staff liaison to UW System Provosts, taking a lead role in the preparation of agendas, coordinating annual strategic planning session and orientation for new Provosts, and facilitating communication and work between Office of Academic Affairs and Provosts' offices.
- Primary responsibility for two major system-wide teaching award programs, the Regents Teaching Excellence and the Underkofler Teaching Excellence Awards Programs (until 2008).

Senior Program Administrator, Office of Academic and Student Services, University of Wisconsin System Administration

Fall 2001 - Summer 2005

Primary Responsibilities:

- Staff liaison to the Board of Regents Education Committee, which included preparing monthly presentations to the Board, writing remarks and reports for the Chair of the Education Committee and the Senior Vice President for Academic Affairs, preparing agendas and supporting documentation.
- Staff liaison to the Provosts of the 15 UW System institutions, which included working with the Senior Vice President for Academic Affairs to develop and coordinate meeting agendas and materials.

- Assisted the Senior Vice President for Academic Affairs in conducting research, preparing written and oral reports, and responding to a variety of internal and external constituents in higher education settings and on higher education issues.
- Primary responsibility for two major system-wide teaching award programs, the Regents Teaching Excellence and the Underkofler Teaching Excellence Awards Programs.

Communications Coordinator, Office of Professional and Instructional Development, University of Wisconsin System

Fall 1994 - Summer, 2001

- Cooperatively developed and implemented OPID programming, including annual conferences, workshops, fellowship and grant programs.
- Led administration of the Wisconsin Teaching Scholars Program, designed for outstanding faculty and instructional academic staff at mid-career.
- Served as principal author of policy statements, reports, memoranda, guidelines, correspondence and proposals to the Board of Regents, System Administration offices, Chancellors, Provosts and other administrators, and faculty. Wrote occasional remarks and speeches for the UW System President and Regents.
- Collaborated with the OPID Director to develop diversity and international education initiatives.
- Reviewed grant proposals and participated in funding decisions.

Lecturer, Department of Comparative Literature, University of Wisconsin-Madison

1998 (Fall); 1990-91; 1994

Visiting Assistant Professor, Comparative Literature Program, Colorado College

Fall, 1993

Teaching Assistant, Department of Comparative Literature, University of Wisconsin-Madison

1987-88; 1984-86

Organizer and Leader, Peregrine Tours

Summer Tours to France, 1983 and 1984

Research Associate, Development Office, Boston University

1981-1983

NATIONAL AND STATEWIDE LEADERSHIP ROLES

NASH (National Association of System Heads)

- Co-Architect, NASH *Equity Action Framework*, and Co-Leader of the Equity Action Collaborative, April 2020-Present
- Co-Author, NASH Commitment to Transfer: Student-Centered and Equity-Minded
- Steering Committee Member, NASH Taking Student Success to Scale Initiative, April 2019-Present

DOERS3 (Driving OER Sustainability for Student Success) Collaborative, a group of 28+ public higher education systems and statewide/provincewide organizations committed to supporting student success by promoting free, customizable open educational resources (OER) since 2018.

- Co-Author, *OER Equity Blueprint* and the *Equity Through OER Rubric*
- Chair, Equity Work Group, DOERS3 Consortium, November 2019-Present

Chair, Open Texas Conference, September 21-23, 2022.

Advisory Board, Texas Transfer Alliance, a collaboration of Texas universities and community colleges focused on improving transfer student outcomes, with support from The Charles A. Dana Center at the University of Texas at Austin, and Educate Texas.

- The Alliance was established with resources and technical assistance from *Tackling Transfer*, a three-state effort (MN, TX, VA) that aims to foster the conditions for equitable, scaled and measurable improvements in transfer.
- National partners include the Aspen Institute's College Excellence Program, HCM Strategists, and Sova Solutions.

Lead Organizer, The University of Texas System Vertex Research & Policy Symposium on Concurrent Enrollment and Dual Credit, Denver, CO, October 5-6, 2018.

- A national conference developed in collaboration with Educate Texas, the Education Commission of the States (ECS), Indiana Commission for Higher Education, the National Alliance of Concurrent Enrollment Partnerships (NACEP), the National Association of System Heads (NASH), SAIL (Strategic, Academic, and Innovative Leadership) Institute at SUNY, State Higher Education Executive Officers Association (SHEEO), the University System of Maryland, and the Western Interstate Commission for Higher Education (WICHE).

Co-Organizer, Statewide Dual Credit Task Force convened by the University of Texas System and the Texas Association of Community Colleges, January 2017-January 2018.

- The Task Force included representation from K-12 school districts, community colleges, universities, university systems, several state agencies – including the Texas Education Agency (TEA), the Texas Higher Education Coordinating Board (THECB), and the Texas Work- force Commission (TWC) – and from non-profits and associations focused on education.
- The Task Force and recommendations, *Dual Credit: Where College Meets High School*, were issued in June 2018.

EDUCATION

Ph.D. Comparative Literature, University of Wisconsin-Madison

- Dissertation: "Tropic Containment and Displacement: Reading Style and Consciousness in Broch's *Die Schlafwandler* and Proust's *A la recherche du temps perdu*"
- Minors: French, German
- Universitaet Bonn, West Germany, Courses taken in German, French, and Comparative Literature,

M.A. Comparative Literature, University of Wisconsin-Madison

B.A. (Honors) Literature and Society, Brown University, Providence, Rhode Island

GRANTS AND AWARDS

2021-23 – Principal Investigator and Co-Author, *Data Agency, Action, and Insight: Redesigning Student Pathways to Ensure Equity*, \$550,000 grant from Lumina Foundation.

2014-2017 – Member, Advisory Board, Center for the Study of Distance Education and Technological Advancement (DETA) at the University of Wisconsin-Milwaukee, \$1.48 M grant from the U.S. Department of Education’s Fund for the Improvement of Postsecondary Education (FIPSE).

2013-2016 – Principal Investigator and Lead Author, *Competency-based Higher Education: A Blueprint for Success*, \$1.2 M grant from Lumina Foundation.

2014 – Principal Investigator and Co-Author, \$200,000 *State Systems Transformation Planning Grant* from Bill & Melinda Gates Foundation (March-December, 2014, with work continuing throughout 2015-16).

2008 – Grant from the Johnson Foundation to hold a Wingspread Conference on *Liberal Education and Wisconsin’s Promise: Building Leadership, Advocacy and Support for What Really Matters in College* (April 29-30, 2008).

2005 – Wisconsin Humanities Council Grant for *Literacy and Civic Life: A Series of Fortunate Events*, Seven Campus-Community Dialogues to take place throughout Wisconsin in 2005-06.

1991 - NEH Grant for Summer Seminar for College Teachers: *Film, Literature, and Culture of Interwar France*, University of Iowa.

1988-89 - University Knapp Dissertation Fellowship, University of Wisconsin-Madison.

1986-87 - Universitaet Bonn-University of Wisconsin-Madison Exchange Fellowship.

1983-84 - University Knapp Graduate Fellowship, University of Wisconsin-Madison.

1981 - Modern Literature and Society Award, Brown University.

INVITED KEYNOTES AND SPEECHES

Plenary Speaker, *The World We Want*, The University of Texas at Dallas Honors Convocation, May 13, 2019.

Featured Speaker, *Student-Ready, College-Ready—Reimagining the Path to Student Success*, the University of Texas System’s Chancellor’s Council Annual Meeting and Symposium, April 27, 2018.

Closing Plenary, *LEAPing in Texas*, Annual LEAP Texas Conference, February 2017.

Plenary, *LEAP Wisconsin: One Decade in and Counting*, Annual LEAP Texas Conference, February 23, 2016.

PUBLICATIONS

Rebecca Karoff, "Cross-Sector Collaboration to Improve Transfer in Texas," *Tackling Transfer Blog*, *Inside Higher Ed*, August 26, 2021.

Rebecca Karoff, "New Tool Helps Leaders Leverage Open Educational Resources to Advance Equity," *Frontiers Blog*, WICHE Cooperative for Educational Technologies (WCET), July 29, 2021.

Rebecca Karoff, "Recognizing Advisors and Advising in the University of Texas System," NASH Taking Student Success to Scale Blog, June 21, 2021.

Rebecca Karoff and Dewayne Morgan, "Reflections on the NASH Equity Action Framework by Two of the Equity Action Framework Development Team Members," December 7, 2020.

Rebecca Karoff, Keltee Garbee, Amanda Longtain, Elizabeth Mayer, "Dual Credit: Where College Meets High, Report of the Dual Credit Task Force convened by the University of Texas System and the Texas Association of Community Colleges," June, 2018.

Aaron Brower, Debra Humphreys, Rebecca Karoff, Sandra Kallio, "Designing Quality into Direct-assessment Competency-Based Education," *The Journal of Competency-Based Education*, May, 2017.

Aaron Brower, Sandra Kallio, Rebecca Karoff, Mark Mailloux, David Schejbal, "Measuring What Matters: The UW Flexible Option's Framework to Measure Success from the Student Vantage Point," *Handbook of Research on Competency-Based Education in University Settings*, IGI Global, 2017.

Rebecca Karoff and Laura Pedrick, "The University of Wisconsin Flexible Option: A Multi-Institutional Approach to Competency-Based Education," *Frontiers: Trekking through the e-learning policy and practice wilderness*, WICHE Cooperative for Educational Technologies (WCET) Blog, September, 2013.

Rebecca Karoff, Kevin P. Reilly, Aaron M. Brower, "Who says higher education can't be agile? The University of Wisconsin System's Flexible Option," Featured Article on State Higher Education Executive Officers Association (SHEEO) *State Policy Leadership Website*, August 2013.

David Schejbal, Aaron Brower, and Rebecca Karoff, "Politics, Money, and Public Higher Education: A Perfect Storm," *The EvoLLLution*, January 2013.

Rebecca Karoff, "From Pockets of Excellence to an Integrated Coherent Narrative: LEAP Wisconsin at the Midpoint," *Peer Review: Emerging Trends and Key Debates in Undergraduate Education*, Vol.13, No.2, (Spring 2011): 9-12.

Rebecca Karoff, Review of Julia Kristeva, *Time and Sense: Proust and the Experience of Literature*, *Modern Fiction Studies*, 43/2 (Summer 1997): 551-56.

Rebecca Karoff, "Theory and I: Multivalence of the Word." Review Essay of Mary Lydon, *Skirting the Issue: Essays in Literary Theory*, *International Journal of Politics, Culture and Society*, 9/3 (Spring 1996): 495-504.

Rebecca Karoff, Review of Maria Paganini, Reading Proust: in Search of the Wolf-Fish, and Michael Sprinker, History and Ideology in Proust: A la recherche du temps perdu and the Third French Republic, *Modern Fiction Studies*, 42/1 (Spring 1996): 198-203.

Rebecca Karoff, Review of Peter S. Rogers, Proust: Speculative Scripture, *South Atlantic Review*, 59/4 (November 1994): 146-49.

Rebecca Karoff, Review of Christie McDonald, The Proustian Fabric: Associations of Memory, *Studies in Twentieth Century Literature*, 18/1 (Winter 1994): 135-37.

Rebecca Karoff, Review of Margaret Gray, Postmodern Proust, *SubStance*, 71/72 (1993): 353-56.

Rebecca Karoff, Review of Burton Pike and David Luft, Editors, Robert Musil, Precision and Soul: Essays and Addresses, *SubStance*, 70 (1993): 116-19.

Rebecca Karoff, "Tropic Nostalgia: Reading Odette Swann's Chrysanthemums." *Style*, 26/2 (Summer 1992): 287-309.

CONFERENCES, WEBINARS AND PAPERS (selected)

Co-Presenter, "Exploring the Boundaries of Curricular Innovation in the Post-Pandemic Digital Age Across the University of Texas System," AAC&U Annual Meeting, January 20, 2022, Washington, DC.

Interview, "Conversations on Student Success: Meeting Student Success Goals During a Crisis," ACE Engage Webinar, July 24, 2020.

Presenter, "The OER Equity Blueprint – Work from the Driving OER Sustainability for Student Success Collaborative," WICHE OERwest Network Webinar, May 25, 2021.

Organizer and Co-Presenter, "The OER Equity Blueprint – Work from the Driving OER Sustainability for Student Success Collaborative," Open Texas Conference, March 12, 2021.

Organizer and Co-Presenter, "Building Momentum on OER Across the University of Texas System," Open Texas Conference, March 11, 2021.

Organizer and Co-Presenter, "The Equity Action Framework: A New Tool for Assessing University System Progress Toward Adoption of Essential Equity Practices," AAC&U Annual Meeting, January 22, 2021.

Organizer and Co-Presenter, "Moonshots over California and Texas," AAC&U Annual Meeting, January 24, 2020, Washington, DC.

Co-Presenter, "Building Bridges: UT System Collaborations in Engaged Learning," AAC&U Global Citizenship for Campus, Community, and Careers: Crossing Borders and Boundaries Conference, October 18, 2019, San Antonio, TX.

Co-Presenter, "Where College Meets High School: Report of the Texas Dual Credit Task Force," SHEEO Policy Conference, August 2019, Boston, MA.

Co-Presenter, “HIPs, LEAP, and VALUE: Fulfilling the Promise,” AAC&U Annual Meeting, Atlanta, GA, January 24, 2019.

Co-presenter, “Identifying Non-traditional Metrics to Increase Student Success, AIR Policy Forum, Denver, CO, May 2019

Invited Panelist, HIPs in the States Conference, California State University-Dominguez Hills, February 2018.

Organizer and Co-Presenter, “Who Gets to Graduate? Multiple Contexts/Multiple Approaches to Student Success within the University of Texas System,” SHEEO Policy Conference, August 2017, Minneapolis, MN.

Organizer and Co-Presenter, “Who Gets to Graduate? One System, two campuses, two different approaches to student success,” AAC&U Annual Meeting, January 2017, San Francisco, CA.

Co-Presenter, “Building Capacity for Learning-Centered Faculty Collaboration,” AAC&U Annual Meeting, January 2017, San Francisco, CA.

Organizer and Co-Presenter, “One Decade in: Assessing LEAP Wisconsin, AAC&U Annual Meeting, January 2016, Washington, DC.

Co-Presenter, LEAP States Summit, September 13-15, 2016, Milwaukee, WI.

Organizer and co-presenter, “The Flex Quality Profile: Making Quality – and LEAP – Visible in Competency-based Education,” AAC&U Annual Meeting, January 24, 2015, Washington, DC.

Co-presenter, “Redefining the Enrollment Management Continuum: Delivering Student-focused Competency-based Educational Programming in the University of Wisconsin System,” AACRAO Strategic Enrollment Management Conference, October 29, 2014.

Invited Panelist, Student Learning Symposium on Competency-based Education, SHEEO Higher Education Policy Conference, Denver, CO, August 5, 2014.

Co-presenter, “The UW Flexible Option: A Competency Based Approach to Educational Attainment for Adult Students,” Lumina Adult College Completion Network, WICHE, March 4, 2014.

Organizer and co-presenter, “The Challenges and Opportunities of Competency-based Education: are we swimming upstream or moving towards a sea change in higher education?” AAC&U Annual Meeting, January 23, 2014, Washington, DC.

Invited Panelist, “Competency-based Education: Implications for Liberal Education,” AAC&U Symposium on Integrative Learning, January 22, 2014, Washington, DC.

Co-presenter, “A Competency-based Approach to Educational Attainment for Adult Students,” UW System-WTCS Transfer Coordinators Meeting, October 8, 2013.

Co-presenter, “The UW Flexible Option: A Competency-Based Delivery Model for the 21st Century Wisconsin Idea,” Madison College Flexible Learning Conference, October 18, 2013, Madison, WI

Invited Panelist, *Marketplace of Ideas* Session, Lumina Adult College Completion Network Meeting, October 2, 2013, St. Louis, MO.

Invited Panelist, *Quality Collaboratives* Panel, SHEEO Higher Education Policy Conference, August 6, 2013, Orlando, FL.

Invited Panelist, “LEAP Wisconsin,” *LEAP States Summit*, Broomfield, CO, June 23-26, 2013.

Co-Facilitator, “Faculty at the Center: Engaging the Discourse on Student Success” Workshop, AAC&U *Student Success and the Quality Agenda* Conference, April 6, 2013, Miami, FL.

Co-presenter, “Everything You Wanted to Know about the University of Wisconsin Flexible Option but Were Afraid to Ask!” Adult Student Recruitment and Retention Conference, March 12, 2013, Madison, WI.

Co-presenter, “The Flexible Option: Competency-based education in the UW,” Student Personnel Association Conference, February 28, 2013, Madison, WI.

Co-presenter, “The UW Flexible Option: A New Way to Degree Completion,” UW-Madison Academic Staff Institute, March 1, 2013, Madison, WI.

Co-presenter, “The UW Flexible Option,” AAC&U Board of Directors, January 26, 2013, Atlanta, GA.

Co-presenter, Webinar on UW Flexible Option to California State University System Faculty and Staff, December 12, 2013.

Poster Presentation, *LEAP Day 2012*, UW-Whitewater, February 29, 2012.

Presenter, “Beyond Rhetoric: *Really* Making Excellence Inclusive,” AAC&U Annual Meeting, Washington, DC, January 27, 2012.

Keynote Speaker, LEAP Workshop, UW-Whitewater, January 10, 2012.

Panelist, “General Education Reform: A Collaborative Conversation,” *Provost’s Summit on Teaching and Learning*, UW-Oshkosh, October 26, 2011.

Invited Panelist, “Making Excellence Inclusive in the University of Wisconsin System,” AAC&U’s *LEAP States Summit*, March 2, 2011.

Presenter, “High Impact Practices and the UW-Madison Experience,” *President’s Summit on Teaching and Learning*, Madison, WI, April 22-24, 2010.

Presenter, “Envisioning Inclusive Excellence,” *President’s Summit on Teaching and Learning*, Madison, WI, April 22-24, 2010.

Presenter, “Give Students a Compass, Year Two: Orienteering for Systemic Change,” AAC&U Annual Meeting, January 22, 2010.

Presenter, *High Impact Practices and the Wisconsin Experience*, First-Year Experience Conference, UW-Madison, October 30, 2009.

Presenter, “The UW System’s LEAP Initiative,” Wisconsin Campus Compact Conference, Madison, WI, February 12, 2009.

Organizer with former Lt. Governor Barbara Lawton, Wingspread Conference on *Liberal Education and Wisconsin’s Promise: Building Leadership, Advocacy and Support for What Really Matters in College* (April 29-30, 2008).

Organizer and Presenter, “Liberal Education and the Scholarship of Teaching and Learning: An Integrated System-level Approach,” AAC&U Annual Meeting, Washington, DC, January 23-26, 2008.

Organizer and Presenter, “Liberal Education and America’s Promise: the Wisconsin Pilot,” Association of American Colleges & Universities, Washington, DC, January 26, 2006.

Workshop Leader, "How Did You Get Where You Are: Retracing Your Career Path," Professional Development Institute, UW System Office of Multicultural Affairs, April 19-20, 2001.

Participant, "Globalization and its Discontents: Implications for the Academy," UW System Institute for Global Studies, Lake Geneva, WI, October 2000.

Workshop Leader, "Complicating Diversity," Wisconsin Teaching Fellows Summer Institute, July 2000.

Workshop Leader, "Making the Case for Diversity," UW System- and WAICU-sponsored Conference "Teaching for Learning: From Theory to Practice," UW-Madison, April 9-10, 1999.

Workshop Leader, "Race Matters: Thinking about Race In and Out of the Classroom," Preparing for the Future of Higher Education Conference, UW-Milwaukee and Marquette University, October, 1998.

Presenter, "Thinking about Race in the Classroom," Wisconsin Teaching Fellows Summer Institute, July 1998.

Participant, "Building Multiculturalism into Faculty Development," Center for Research and Learning and Teaching, University of Michigan, Ann Arbor, June 1998.

Coordinator, "Theory and I," Midwest Modern Language Association, Minneapolis, MN, November 1996.

Coordinator, "The Foreign in Proust," International Colloquium on 20th Century French Studies, Stanford University, Palo Alto, CA, April 1995.

Coordinator, "Proust and History," MLA Special Session, Modern Language Association, San Diego, CA, December 1994.

Respondent, "The Subject of Photography," Midwest Modern Language Association, Chicago, IL, November 1994.

"Photography as Biography: the Subject of Jacques Lacan," Eleventh International Colloquium on 20th Century French Studies, Dartmouth College, Hanover, NH, March, 1994.

Coordinator, "Discursive (De)Formations of Historical and National Identity," MMLA Forum, Midwest Modern Language Association, Minneapolis, MN, November 1993.

"Brassai's Le Paris Secret des annees trentes: the Epistemology of the Secret or the Book as Site of Photographic Exhibitionism," Tenth International Colloquium on 20th Century French Studies, University of Colorado, Boulder, CO, March 1993.

"From Commonplaces to No Place: Beloved's Atopia." Midwest Modern Language Association, St. Louis, MO, November 1992.

"Metaphor or the Ennui of Desire Fulfilled," Eight International Colloquium on 20th Century French Studies, University of Texas at Austin, Austin, TX, March 1991.

Coordinator, MLA Special Session, "Le Deshabille dans la Recherche de Proust," Modern Language Association, Chicago, IL, December, 1990.

"The Art of Undress(ing): the *Deshabille* in Proust's Recherche." Modern Language Association, Chicago, IL, December 1990.

PROFESSIONAL SERVICE (selected)

Invited Participant, Lumina-NASH Meeting on High-Impact Practices, February 2019.

Team Member, SHEEO Communities of Practice: Aligning Postsecondary Education and the Workforce, December 2019, in Denver, Colorado.

Team Member, IHEP/ AIR 2019 Interactive Policy Summit, July 31-August 2, 2019, Minneapolis, MN.

Invited Participant, Lumina Quality Assurance Meetings (March 2017, November 2017).

Team Leader, AAC&U General Education & Assessment Institute, Chicago, IL, May 31-June 3, 2017.

Lead Organizer, UT System Advising Institutes, September 2018, and May 2019, 2020 and 2021.

Lead Organizer, UT System Student Success Summits, September 2016, 2017, and 2018.

Lead Organizer, UW System *Faculty Collaboratives Conference: Connecting Your Work to LEAP* Wisconsin, Madison, WI, September 24-25, 2015.

Lead Organizer, *UW System Transfer Symposium*, Final Deliverable of the Lumina Foundation-funded AAC&U *Quality Collaboratives* Project, Wisconsin Dells, WI, February 26, 2015.

Lead Organizer, *College Ready Institute*, Deliverable of the UW System Gates Grant on State Systems Transformation, Madison, WI, November 10-11, 2014.

Team Leader to develop the Flex Quality Profile, AAC&U Institute on General Education & Assessment, Burlington, VT, June 3-7, 2014.

Lead Organizer, *UW System Assessment Institute*, Madison, WI, October 24-25, 2013.

Lead Organizer, *LEAP 2.0: Integrating Liberal Education into a Changing Landscape*, Madison, WI, May 30-31, 2013.

Member, UW System Program Planning and Review Working Group to Revise the Systemwide Process and Policy for Academic Program Planning, Review and Approval, January 2012-June 2012.

Lead Organizer, *Compass Institute*, Wisconsin Dells, WI, November 10-12, 2010.

Convener, Inaugural Meeting of the UW System Assessment Coordinators, Madison, WI, July 2010.

Planning Committee, *President's Summit on Teaching and Learning*, Madison, WI, April 22-24, 2010.

Planning Committee, *Conference on the First-Year Experience*, UW-Madison, August-October, 2009.

Member, Institutional Accountability Working Group, Spring-Summer, 2009.

Lead Organizer, *Liberal Education and Wisconsin's Future: A Unifying Mission for the 21st-Century University*, Madison, WI, November 20-21, 2008.

Planning Committee and Participant, *Rethinking the Civic Mission of Public Higher Education in Wisconsin*, Wingspread Conference, September 26-27, 2008.

Team Leader, AAC&U Institute on General Education, Minneapolis, MN, May 30-June 4, 2008.

Lead Organizer with Lt. Governor Barbara Lawton, *Liberal Education and Wisconsin's Promise: Building Leadership, Advocacy, and Support for What Really Matters in College*, Wingspread Conference funded by the Johnson Foundation, April 28-29, 2008.

Lead Organizer, *Liberal Education and Wisconsin's Promise: Teaching, Learning, and Assessment of Liberal Education Outcomes*, in collaboration with WTCS and WAICU, November 2007.

Member, Think Tank on Preparing Students, UW System Advantage Wisconsin Strategic Planning Process, Fall 2007.

Member, LEAP States Planning Group, AAC&U, Washington, DC, July 2007.

Invited Participant, Leadership Meeting for *Liberal Education and America's Promise*, Association of American Colleges & Universities, Washington, DC, November 14-15, 2005.

Invited Participant, AAC&U SHEEO/Accreditors Meeting, Boulder, CO, September 15-16, 2005.

Participant, UW-Madison Leadership Institute, 2003-04.

Co-Coordinator, UW System Institute for Race and Ethnicity Reading Seminar, Summer, 2002.

Coordinator, "Diversity Works in the Academy," a film series featuring films about diversity in- and outside of academia for UW System Administration employees, 2000-2001 Academic Year.

Grant Evaluator for NEH Summer Stipend Program, Panel on 19th and 20th Century Comparative European Literature, 1997 and 1994.

Chair, Comparative Literature Section, Midwest Modern Language Association, 1996.

REFERENCES

Available upon request.