

CLAUDIA A. PETRESCU, Ph.D.

Overview of Higher Education Positions Held

- Inaugural Vice Provost for Graduate Education and Dean of the Graduate School, Kansas State University (KSU), 2021-present
- Chief Strategy Officer, Oakland University (OU). 2019 – 2021
- Dean, Graduate Education. OU. 2015 – 2019
- Faculty Associate for Policy and Procedure. The Graduate School. Eastern Michigan University (EMU). 2014 – 2015
- Assistant to the Dean of College of Arts and Sciences for Strategic Planning, EMU, 2009-2015
- Program Director, National Leadership Alliance (NLA) EMU. 2004 – 2014
- Department Head (interim). Department of Political Science. EMU. 2005 – 2007

Higher Education Leadership and Administrative Experience

Inaugural Vice Provost for Graduate Education and Dean of the Graduate School. Kansas State University, Jan. 2021- present

Kansas State University (KSU) Institutional profile: Established as the state's land-grant college in 1863, it is a public land-grant research university with its main campus in Manhattan, Kansas. The university is classified among "R1: Doctoral Universities – Very high research activity," with a student population of 20,000 students, including over 4,100 graduate students.

- Provide strategic leadership and vision to advance graduate education in directions consistent with university goals and priorities and the evolving role of graduate education in the 21st century. To lead the growth, development, quality, and continuation of graduate programs and graduate education at KSU.
- Partner closely with the leadership to formulate and implement a comprehensive and visionary strategy that engages prospective and current graduate students from Kansas, across the country, and internationally.
- Support, enhance and strengthen graduate student research, and the overall graduate student experience

Accomplishments:

Enrollment management:

- Developed and implemented a graduate enrollment management plan that builds on market segmentation, creating a synergy between centralized recruitment efforts and

academic units' recruitment efforts. The work done in this area contributed to an increase of 34% graduate applications between Fall 2021- Fall 2024.

- Designed and implemented, in partnership with Office of International Programming, a process to build the University's capacity and infrastructure for international partnerships to support international graduate enrollment and research partnerships.
- Worked with academic units to develop and implement 1+1 agreements with international and domestic universities (MOUs).
- Built up the recruitment of military and military connected students by doubling the credit and non-credit based graduate program offerings at Fort Leavenworth, KS. Built partnerships with other military bases.
- Designed and implemented over 10 graduate retention initiatives based on needs assessment analyses of graduate students and stakeholders. One pilot efficiency initiative alone positively impacted 7 departments and over 600 students.
- Restructured the scholarship model for newly admitted graduate students to include internationals students and to support academic units' recruitment efforts of high achieving students.

Curriculum development:

- Enhanced the Graduate School's role in, and support of, academic units in updating and creating new graduate curriculum, and in ensuring a smooth approval process through the shared governance approval process.
- Piloted a new graduate program review process grounded in strategic planning principles to development sustainability and growth plans for graduate academic program.
- Partner with the Academic Innovation team (Provost Office) to initiate and support innovation in credit and non-credit based graduate curriculum
- Revised policies and processes to support development of academic programs such as accelerated bachelor-master programs, graduate microcredentials that led to an increase in creating interdisciplinary accelerated programs.

Graduate student success:

- Developed and implemented a *graduate student success model* that adapts to graduate students the best undergraduate student success strategies and practices developed by National Institute for Student Success (NISS) and the Gardner Institute
- Launched over several initiatives to support graduate student success.
- Strengthened the partnership with campus units to increase access to graduate students to services such as mental health and funding, and to increase access to professional development opportunities.
- Number of students involved in professional development opportunities increased over 100% in three years.

Strategic planning:

- Designed and launched an inclusive of all graduate constituents *strategic planning* process with p
- Created a Graduate School strategic plan aligned with the University's strategic plan
- Created the first Graduate School Advisory Board

Faculty success:

- Strengthened the shared governance process by giving a strong voice to the Graduate Council in decision making in all areas of graduate education
- Developed a mechanism to acknowledge and appreciate graduate faculty's work, including the launching of a Graduate Faculty Mentor award
- Transparency: Developed a strong communication mechanism to provide accurate and timely information to faculty and all graduate constituents

Fundraising:

- Developed and implemented *an evolving fundraising plan* for Graduate School to address the needs of today's graduate student population.
- Doubled the number of donors.
- Successfully launched the Graduate Student Parent Success initiative to provide support to students who are parents.

Institutional Culture Change and Change Management.

- Launched strategic initiatives, strengthened campus partnerships, built partnerships with local and state communities, revised and updated the infrastructure of graduate education. The impact: an enhanced strategic positioning of the Graduate School within the fabric of the university and with the community to support the Kansas' economic prosperity goal
- Created a communication structure for graduate stakeholders to improve information sharing, to increase transparency and to continuously build trust between graduate faculty and the Graduate School
- Developed and building a *data informed graduate education culture*. Created two dashboards: admission and retention to inform recruitment, retention strategies and graduate education culture building at both institution and at academic unit levels
- Created a continuous review of institutional policies and processes informed by trends in graduate education, faculty and students' needs, and best practices

Operational excellence:

- Developed a process for a data informed review of *policies and practices* that govern graduate education using benchmarking and data. Updated several policies and processes that were hindering graduate student and graduate faculty successes.
- Increased the efficiency and effectiveness of administrative processes within the Graduate School, between the Graduate School and campus/academic units, reducing the number of challenging student situations by over 90%
- Enhanced the Graduate School's role in, and support of, academic units in updating and creating new graduate curriculum, and in ensuring a smooth approval process through the shared governance approval process.

Administrative Appointments At Oakland University, Michigan: 2015 – 2021

Oakland University (OU) Institutional profile: Established in 1957 as one of the 15 public universities in Michigan, with a student population of nearly 19,300 (including 3,400

graduate students). OU offers 142 baccalaureate degree programs and 138 doctoral, master's degree, and certificate programs. It is designated as a R2, doctoral research university with "high research activity."

Chief Strategy Officer, July 2019 – January 2021:

- Reporting directly to the President, worked collaboratively with campus leaders from all divisions, and with the President, to lead and coordinate the implementation of the strategic plan and to develop processes and structures that support and strengthen collaboration among divisions through data driven decision making.

Accomplishments:

- Developed university level key performance indicators and action plans to move the needle towards the implementation of the university's strategic goals by working collaboratively with all vice-presidents and their divisions.
- Provided expert advice and worked on strategic enrollment management, undergraduate student success (i.e. Excellence in Academic advising (NACADA), strategic planning projects.
- Launched and lead projects to support the advancement of women on campus.
- Worked with the Diversity, Equity and Inclusion Council to implement the university's diversity goals. Lead an implementation of advancement of women diversity goal.
- Worked collaboratively with the Re-Imagining OU initiative of identifying strategic approaches and enhanced processes to position the university as a thriving higher education institution, while improving the efficiency and effectiveness of the university's operations. Served as co-chair of the Path Forward committee.
- Worked collaboratively towards developing a University sustainability plan. Served as co-chair of the Sustainability task force.
- Served as co-Institutional Representative to the MI-ACE.
- COVID 19 Pandemic crises planning work: Worked with campus leadership and the emergency operations center to develop processes to address to the pandemic crisis, to develop the return to campus plans, to assess OU's response to the pandemic and to update OU's pandemic preparedness plan.

American Council of Education (ACE) fellow, May 2018 – June 2019 (on leave from OU)

Host institution: Georgia State University (GSU), Atlanta, GA, ranked 2nd most innovative university in the nation and 2nd in the country for its commitment to undergraduate teaching.

Mentors: President Mark Becker (now retired) and Provost Risa Palm (now retired)

Fellowship experience: participation in all high-level decision-making meetings at the President, Provost, Deans, Vice-Presidents for Advancement, Student Success, Student Affairs and Research levels; shadowing GSU leaders; attending University System of Georgia key committee meetings; participating in student success, enrollment management, faculty development, strategic planning and leadership development projects; engaged in practical dialogues about institutional change and innovation with university leaders from several, diverse, higher education institutions.

I strengthened my knowledge and expertise in areas instrumental to innovation and change:

- Student success – developed a very strong knowledge of the Georgia University's and University Innovation Alliance's data driven student success model
- College to Career initiative: development of Career services
- Faculty affairs – revising Promoting and Tenure policies to support interdisciplinarity; and to increase faculty diversity
- Research – data driven strategies to advance faculty research
- Budgeting and Financial Management: strategies and best practices
- Innovation and change management. Organization adaptation and transformation to changes in the external environment.
- Consolidations and merger of higher education institutions
- University system policy and procedures especially in areas of student success, curriculum (i.e. general education), faculty and student policies, centralized administrative processes

Dean, Graduate Education/Graduate School. August 2015 – July 2019

Provide academic leadership and vision to advance graduate education through the integrated process of strategic planning within Academic Affairs. In coordination with all academic units, develop and implement enrollment and retention strategies; lead academic program review and development; lead review and implementation of policies and procedures; nurture a culture of graduate education; engage in fundraising and development of alumni relations; develop services for 3,400 graduate students based on needs assessment. Manage a staff of 22 members and a budget of over \$2.5 million.

Accomplishments:

Institutional Culture Change and change management: Transformed and improved the institutional image of the Graduate School by laying the foundation to become a proactive, student-centered, supportive unit to students and faculty:

- Developed a regular and structured communication mechanism with campus stakeholders.
- Provided transparency of graduate policies and practices which led to improvements in graduate admission and policy implementation processes.
- Advocated for, changed, and enhanced the image of graduate education on campus by actions such as showcasing students and faculty, developing campus-wide collaborations, becoming involved in campus events and university level initiatives.

Enrollment Management: Developed a graduate strategic enrollment plan which led to stopping the graduate enrollment declining trend and an increase in new student enrollment.

- Created and implemented domestic and international recruitment strategies for both undergraduate and graduate students in collaboration with Undergraduate Enrollment.
- Developed new marketing strategies and annual marketing priorities using data analytics.
- Led an international recruitment trip to South Korea, Vietnam and Thailand (Summer 2017) that resulted in three signed MOUs (two with Vietnamese and one with South Korean universities).
- Led the initiative to provide in-state tuition for all domestic graduate students.

Operational excellence - Reorganization: Reallocated duties, changed reporting lines, and annual goals to enhance and prioritize student success and retention, student engagement, and student career development.

- Created a new recruitment unit.
- Worked with the Graduate Council and university stakeholders to identify and address graduate students' and faculty's needs.

Policies and processes:

- Evaluated graduate policies, redesigned processes and implemented new processes to increase efficiency and effectiveness, and to remove bottlenecks, in areas such as graduate students hiring, admissions, graduate policy implementation.
- Led the transformation of paper-based processing into electronic processing.
- Worked with institutional stakeholders on implementing a new bill due policy.
- Worked with the Provost's office to develop a standardized MOU and agreement forms for international collaborations.

Student success: Created new graduate student services and the basis for a student-centered culture

- Developed a customer service-based process that led to the reduction of student complaints by 90% and increased the speed of addressing complaints.
- Developed student graduation exit and needs assessment surveys. Used the results to create new services for graduate students to meet their needs such as PhD monthly mentoring sessions, social events for students, the Graduate Student Research Conference, the 3MT research competition, and graduate students writing support services (in collaboration with the Writing Center).
- Reformed the university-level student research and grant support in collaboration with the Research Office to create dedicated graduate research support for grad students.

Curriculum and university wide initiatives:

- Collaborated with Professional and Continuing Education (PACE) to develop a strategy to create non-credit professional trainings grounded in graduate certificates.
- Developed a Community College to Graduate School pathway (2+2+1) in collaboration with the Registrar's Office that was piloted by one department
- Worked with faculty from all schools/college to revise existing graduate programs and to create new ones based on job market needs. Led the governance process to revise over 20 master programs and graduate certificates, to create two new doctoral programs and to revise a third program.
- Worked with the School of Business to restructure post-graduate certificates to better address student needs and to increase enrollment.
- Developed a process for creating and implementing 4+1 accelerated master programs.
- Identified targeted programs and worked one-on-one with faculty to develop accelerated master programs.
- Worked on a 1+1 master program with an international partner.
- Led the reform of graduate program review: created and implemented a new graduate program review process focused on strategic planning.

Diversity, Equity and Inclusion:

- Developed a plan for a mentorship program for graduate faculty in collaboration with a faculty member and the Center for Teaching and Learning (CETL).
- Contributed to the launching of the inaugural OU Women's Leadership Institute Conference (2016) to support advancement of women on campus.
- Organized and led a Women's Mentoring brown bag circle for high-level female administrators.
- Shaped the development of the Diversity strategic goal for the university and its strategic plan as part of DE&I Steering Council and University Climate Survey committee.

Philanthropy: Established the foundation for philanthropy for the Graduate School

- Developed a Case for Graduate Education for the capital campaign (launched on 2018) based on graduate students' needs' assessment.
- Developed a fundraising process that produced over \$500,000 in gifts (20% of GS campaign goal).
- Secured the allocation of a development officer to Graduate Education.
- Created the first ever Graduate Advisory Board and the first Homecoming event for graduate alumni.
- Served as member of the leadership team that launched OU's Women and Philanthropy initiative.

International initiatives:

- Strengthened collaboration with academic units and international partners resulting in a significant increase in the number of MOUs and agreements signed with partners from China, India, Vietnam, South Korea, and Taiwan in areas of Engineering, Business, and Nursing.
- Developed a strong collaboration with faculty from the School of Education and Human Services to brainstorm and establish non-credit programs, such as the International Women's Table for Iraqi students, and for-credit international programs with China and Iraq.

Administrative appointments at Eastern Michigan University (MI) 2004 – 2015

Eastern Michigan University (EMU) Institutional profile

Founded in 1849, EMU is one of the 15 public institutions in Michigan, with a student population of nearly 20,000 (including 3,300 graduate students). EMU offers 200 undergraduate majors and over 150 doctoral, master's degree and certificate programs. Designated as a R2, doctoral research university with "high research activity."

Faculty Associate for Policy and Procedure. The Graduate School. March 2014 – August 2015.

- Reviewed, updated, and implemented policies and procedures; reviewed and awarded scholarships; troubleshooted and enhanced collaboration with academic units.

Accomplishments:

- Reviewed all graduate academic policies and developed a policy manual in collaboration with the Registrar's office. Streamlined implementation of policies. Designed an electronic process for processing student petitions.
- Designed and implemented a process to award scholarships (\$200,000/AY; with over 1600 applications for approximately 100 – 200 awards).
- Collaborated with academic units to award and to cover student travel grants.
- Addressed and solved challenging student situations by working collaboratively with graduate admissions, auditing offices, and academic departments.
- Addressed graduate employment issues by working with HR, Payroll, Financial Aid, and Student Business Services.

Assistant to the Dean of College of Arts and Sciences for Strategic Planning, 2009 – 2015.

- Led the strategic and annual planning processes for the largest College on campus (18 departments).

Accomplishments:

- Created a strategic planning committee and led the strategic planning process. Outcome: a five-year strategic plan.
- Developed annual implementation plans for the College and aligned the university's and College's strategic plans.
- Contributed to the development and management of administrative leadership retreats.
- Participated in the brainstorming and development of college-wide initiatives, such as a program review process based on HLC criteria, creation of an interdisciplinary program development infrastructure, enhancement of policies and practices that support student learning. Collaborated with the college leadership (dean, associate deans, and department heads) on these initiatives.

Program Director, National Leadership Alliance (NLA, formerly American Humanics) Program, EMU, 2004 – 2014.

- Led, managed, and grew the program. Identify and create academic and non-academic interdisciplinary curriculum, develop relationships with the community.

Program profile: The NLA program at EMU is part of the national Nonprofit Leadership Alliance. The NLA prepares undergraduate and graduate students to be leaders in the nonprofit sector through completion of the Certified Nonprofit Professional (CNP) credential.

Accomplishments:

Student success:

- Created and implemented a recruitment plan. Outcome: increased enrollments from 3 to 83 students/year from all colleges.
- Created and institutionalized an annual student conference and student-centered events.
- Raised money to create and support the Student Funders Group (initiative through which students provide mini-grants to the community).

- Promoted and supported student community engagement initiatives that led to over 90% of the applicants from the university to receive the nationally competitive NLA's NextGen Leader award (\$4500/student).
- Developed and led the NLA Advisory Board composed of community leaders.
- Mentored and coached students.
- Supervised the mandatory NLA internship program for all students (300 hrs/student).
- Developed and implemented external mentorship programs for students
- Developed and implemented a strategic recruitment plan to increase the diversity of the NLA students and to attract students from all disciplines.

Curriculum:

- Created new academic non-credit programs such as The Nonprofit Leadership Excellence Training series (fully online).
- Used the NLA competencies to develop new credit-based curriculum (Graduate Certificate in Nonprofit Management, Nonprofit Administration minor, Public and Nonprofit Administration major).
- Served on the NLA Task Force on post-baccalaureate online certification for non-profit professionals.

Fundraising: Raised money creating two endowments (over \$50,000)

Recognitions:

- NLA's work contributed to EMU receiving:
 - President's Higher Education Community Service Honor Roll (for several years)
 - The Carnegie Engaged University designation (twice).

Marketing

- Created an internal and external marketing plan. Served on the National NLA Brand Roll-out Task Force.

Community engagement acknowledgement:

Institutional Values Award for Community Service and Public Engagement, EMU, 2006

Institutional Profile: ISCFC is an applied research institute providing research and service resources for local and state-wide community development. In 2011 ISCFC was partnering with over 100 community organizations in SE Michigan and had a managing portfolio of over \$4.5 million in grant programs.

Co-director, Institute for the Study of Children, Families and Communities (ISCFC), 2011 (Jan – Aug).

- Worked collaboratively with another co-director to establish a new direction for the Institute thorough analyses of opportunities and challenges for expanding applied research and by developing an efficient and effective organizational structure for ISCFC. Stepped down to install a one director structure, as well as to pursue other responsibilities.

Accomplishments:

- Created new partnerships with faculty and planted the seeds for new grant applications. Oversaw grants accounting.
- Supervised the Autism Collaborative Center (ACC). Served for three months as the ACC interim director. Worked with ACC faculty to create an interdisciplinary research and grant writing agenda.

Interim Department Head, Department of Political Science, College of Arts and Sciences, EMU, 2007 – 2009.

- Led and managed a department of 30 people, including 18 full-time faculty.

Accomplishments:

Management:

- Allocated faculty teaching assignments.
- Made decisions regarding budget allocation.
- Represented department at recruitment fairs.
- Designed and created new marketing materials.
- Concurrently, I continued serving as the director of the American Humanics program (renamed Nonprofit Leadership Alliance (NLA)).

Faculty:

- Reviewed lecturers' and adjunct faculty evaluations.
- Recruited and hired adjunct faculty.
- Did promotion and tenure reviews.
- Supported the successful application of two faculty in receiving the highest university awards in teaching and community service.

Curriculum:

- Worked with faculty to develop strategies to address the loss of a core feeder course due to changes in the general education curriculum.
- Promoted the expansion of online teaching.
- Worked with department committees on policies, new curriculum, and curriculum modification initiatives for undergraduate and graduate programs.
- Worked collaboratively with other CAS departments to coordinate curriculum offerings and to explore development of new curriculum.

Student success

- Advocated for and received additional funding to support participation in national competitions for the Mock Trial and Model UN student groups.
- Developed marketing materials and recruited students.
- Advised students and prepared plans of study.
- Worked collaboratively with the Honors College and with other departments to recruit students.

Fundraising:

- Worked with the development office to connect with alumni and donors.
- Cultivated a donor who bequeathed \$1 million to EMU.

Other Management, Research and Teaching Experiences

Consultant. Buchanan Ingersoll, PC. 2002

Project: A Survey of Community Services and Capacity Among Allegheny County Religious Congregations and Faith-Based Organizations, research funded by the Copeland Fund.

Teaching Fellow. University of Pittsburgh, GSPIA, Sept.-Dec. 2001: Taught students how to use SPSS and Excel in performing statistical analyses and data interpretation.

Researcher. School of Social Work, University of Pittsburgh. 2000 – 2001

Projects worked on: Hope VI Project, Urban League organization-wide evaluation system, CYF Intake Department evaluation. Performed SPSS data entry, data cleaning, data collection.

Interdisciplinary fellow in policy and evaluation, University of Pittsburgh, Sept. 1999 – July 2001

Evaluation Project. Department of Human Services, Allegheny County, PA (Sept. 2000 – July 2001)

Principal investigator. Identified changes that took place in a program run by the Allegheny County. Performed an evaluation feasibility study. Proposed a course of action. Developed an evaluation plan. Collaborated with County officials.

Policy and Evaluation Project. Office of Child Development (Sept. 1999 – Sept. 2000)

As a team member I participated in identifying objectives for, strengths and weaknesses of social programs. Contributed to the development of an evaluation design. Conceptualized and created the instruments for quantitative analysis of data collected through surveys. Performed statistical data analysis. Developed forms and instruments for data collection.

Teaching Assistant, GSPIA, Sept. 1998 – April 1999 (graduate courses)

Prepared teaching materials and exams; taught seminars; advised students on research projects; graded exams.

Adjunct Professor, University of Pittsburgh, GSPIA, Sept. – Dec. 1998

Independently prepared and taught a Public Policy Analysis undergraduate course for a class of 22 students. Assisted students in determining research projects and directed their research.

Policy Center Lab Manager, Duquesne University, Nov. 1996 – July 1997

Supervised and coordinated computer lab activities. Diagnosing and troubleshooting computer problems. Provided technical assistance.

Local Government Academy Intern, Borough of Wilkinsburg, PA, Summer 1997

Designed, planned, prepared and developed a community educational program. Coordinated the program implementation with the school district and school.

Teaching Assistant, Duquesne University, March – August 1996

Prepared and taught seminars for two sociology undergraduate classes. Helped students prepare for exams. Graded exams.

Long Distance Education Course/Project Manager, Center for Open Education and Civil Society, Bucharest, Romania (franchise of Open University, UK), January 1995 – August 1996

Supervised the delivery of a marketing course. Promoted, managed and developed a network of 20 – 25 tutors. Directed, coordinated and supervised the activities of 20 – 25 tutors.

Assisted the general manager in formulating strategies to improve organizational performance. Proposed innovative ideas for business expansion. Proposed new marketing strategies.

Management Expert, The Romanian Institute of Management, Bucharest, Romania, Nov. 1993 – March 1995.

Participated in the research and design of educational programs in strategic planning and management for public and private sectors. Received UNDP fellowship to attend the National Institute of Rural Development, Hyderabad, India (Summer 1994).

Education

Ph.D., 2002. Graduate School of Public and International Affairs (GSPIA), University of Pittsburgh. Ph.D. Dissertation: Advocacy and Management in Human Service Nonprofit Organizations

Master in Social and Public Policy, 2000. Duquesne University, Pittsburgh, PA. Master thesis: How Foreign is Foreign Lobby? The case of the Japanese lobby in the United States

Post-graduate studies in International Affairs. 1995. National School of Public Administration and International Relations, Bucharest, Romania. Thesis: European Security – Myth or Reality?

Master of Economics, 1993. "Babes-Bolyai" University, Faculty of Economics, Cluj-Napoca, Romania. Master thesis: Social Protection in Great Britain (a BS and MEc combined program)

Academic Positions Held

*Associate Professor (tenured)*¹, Department of Political Science, Kansas State University (KSU) – January 2021 - present

Professor (tenured), Public Administration Program, Department of Political Science, OU

¹ The research requirement for KSU (R1) is different than the research requirement at the R2 universities I was at before. Due my extensive and intense leadership and administrative work I was short of two publications for the full professor appointment. Since 2021, I published two articles. I currently have two articles under review for publication and an accepted for publication book chapter.

2015-2021

Professor (2012-2015, tenured), *Associate* (2007-2012, tenured), *Assistant Professor* (2002 – 2007, tenure-track), Public Administration Program, Department of Political Science, EMU

Visiting Professor, Babes-Bolyai University, Faculty of Public Administration, Cluj-Napoca, Romania, August 2014, May 2006

Teaching Fellow, Adjunct Professor, Teaching Assistant, University of Pittsburgh, Graduate School of Public and International Affairs (GSPIA), 1998 – 2001

Faculty Experience: Teaching and Research

Kansas State University:

I am supporting the Political Science department with:

- Recruitment: developing partnerships with military institutions, developing agreements
- Curriculum development, and streamlining the public administration master program

I have been working with the nonprofit management certificate program coordinator in the Staley School of Leadership studies to design the certificate and to develop a recruitment plan.

I am a member of the Sigma Xi and currently serve as the President of Sigma Xi KSU chapter

Oakland University: I was a member of the public administration program in the Political Science Department. I worked with the public administration graduate coordinator to design a non-credit graduate certificate in nonprofit leadership and management.

Eastern Michigan University:

Graduate courses taught: Policy Formulation and Bureaucracy, Organizational Theory, Leadership and Nonprofit Management, Public Administration

Undergraduate courses taught: Leadership and Nonprofit Management, Public Administration, Organizational Theory, American Government, Internship

Courses developed (undergraduate and graduate): Leadership and Nonprofit Management, Historical Development of Nonprofit Organizations, Nonprofit Board Development, Fundraising.

Curriculum Development: Led the creation of the Minor in Nonprofit Management, the Nonprofit Management concentration in the Master of Public Administration program and the creation of the graduate certificate in Nonprofit Management

Working with Students:

- At EMU: I chaired or served on over 15 MPA students' capstone committees and Advised all MPA students in the nonprofit management concentration (undergraduate and graduate)
- At other institutions I have been serving as a mentor and career coach for students from all academic fields, but especially to first-generation and international students.

Teaching Acknowledgements:

Outstanding Faculty in Supplemental Instruction Award, 2004

Nominated for the Ronald W. Collins Teaching Award, EMU

Research Areas: capacity building in nonprofit organizations, social entrepreneurship, adaptability in nonprofit organizations, university – community partnerships

Fellowships/Professional Development

Higher Learning Commission. Peer reviewer 2017- present

Academic Leadership Development Program (for department chairs). GSU. 2018 – 2019

Executive Leadership Academy for Women (for female staff). GSU. 2018 – 2019

Writing Across the Curriculum Summer Institute for enhancing general curriculum. EMU. 2012 – 2013

Community Building Fellowship. Community Building Institute. EMU. 2004

Academic Service Learning fellowship. EMU. 2004

American Humanics fellowship. EMU. 2003

New Faculty Fellow Award, EMU. 2003

Faculty Research Fellowship, EMU. 2003

Data Resources and Research Opportunities in the Study of Philanthropy and the Nonprofit Sector. SSRN Conference. Washington D.C. 2001

Nonprofit Organizations as Advocates - Seminar. The Urban Institute, Washington D.C. 2001

Interdisciplinary Fellowship Program in Policy and Evaluation, University of Pittsburgh. 2001

UNDP Fellowship, the Institute for Rural Development, Hyderabad, India. 1994

Superior Diploma of Management, Ecole Supérieure de Commerce de Marseille, France and the Romanian Institute of Management, Bucharest, Romania. 1994

TEMPUS Fellowship (management, marketing), London School of Economics, UK. 1992

Experiences/Skills**Accreditation**

Peer Review Corps member. Higher Learning Commission. Reviewer for Standard and Open Pathways, Federal Compliance, and Substantive Change, 2017 – present

Carnegie Community Engagement Classification applications, Carnegie Foundation, 2015, 2010

Higher Learning Commission accreditation (AQIP) EMU (chair task force), 2012

Network of Schools of Public Policy, Affairs, and Administration (NASPAA) accreditation for Master in Public Administration program (EMU)

Evaluation

Evaluator, Red Cross of Southeastern Michigan Region. Community Foundation grant. 2014

Evaluator, Creative Scientific Inquiry Experience: Developing Integrated Science Curriculum (CSIE). EMU. National Science Foundation grant, 2008-2011

Evaluator, Building Communities, Building Lives Project grant, funded by the Michigan Department of Education. 2008-2009.

Department of Mathematics, Eastern Michigan University, 2003 – 2005

Project: Title IIA: Linking Teacher Knowledge with Student Learning: A Network of Partnerships, research funded by Michigan Department of Education.

Project: Title IIA: Teachers Learning Together in Detroit: Using Lesson Study for the Retention of Urban Elementary Mathematics Teachers, research funded by Michigan Department of Education.

Strategic enrollment management

- served on strategic enrollment management committees that developed undergraduate and graduate recruitment and retention strategies, including online and international
- worked collaboratively with undergraduate enrollment management units to support undergraduate enrollment management initiatives (recruitment and retention) and to build graduate enrollment management units and strategies
- developed and applied expertise in best student success initiatives (National Institute for Student Success (NIIS), NACADA, Gardner Institute)

Strategic Planning:

- led numerous strategic planning processes at department, college and University level
- work with nonprofit organization on their strategic planning process, led strategic planning retreats
- executive coaching of university and nonprofit leaders and managers

International

In every administrative role I have had at each institution I have worked at, I have been using my international background and experience to seek out and to build relationships with international partners. Examples:

- Work with faculty, campus offices, to build structures for developing international partnerships that lead to student exchange, joined academic programming and enhanced research collaborations
- Participated partnership building and recruitment trips to countries in Asia, Africa and Europe
- Planned, wrote and negotiated agreements with international universities
- Worked with international faculty to identify international partners to establish programmatic and research partnerships. For example, I planted the seeds for a very successful Women's Leadership development program for female Iraqi students. I regularly brainstorm with faculty to create new ways to expand the program internationally, and to connect it with the initiatives taking place in the community.

- I established and developed a research agenda with the nonprofit management faculty of the Faculty of Political, Administrative and Communication Sciences (FSPAC), Babes-Bolyai University in Cluj-Napoca, Romania. It led to several research projects and publications.
- I worked with FSPAC faculty on reviewing the nonprofit curriculum to align to the NASPAA standards. I taught the nonprofit leadership course both online and face-to-face.
- I have used my international background to improve the institutional services offered to international students and to mentor them.

Foreign Languages: Romanian, Hungarian

Grant Funded Research/Projects

Broadening Participation in STEM Graduate Degrees and the U.S. STEM Workforce. October 1, 2024 - September 30, 2027. Award made by Council of Graduate School from National Science Foundation (NSF grant #2336484) grant. \$45,000

Half a Day in the Life of Another. Mini-grant to support advancement of women at Oakland University (\$350). MI-ACE Women's Network

How to Create a Comprehensive Interdisciplinary Internship Practice (CIIP) model (2011–2012). Cohen grant. Nonprofit Leadership Alliance (\$2500). With Russ Olwell. Co-Principal Investigator

Process Evaluation of the Jackson County Health Improvement Organization's Coordinating Council Allegiance Health (W.A. Foote Memorial Hospital) (\$1000). 2011 – 2012. With David Clifford and Colleen Croxall

Engaging Communities Through Student Led Philanthropy (2011). Women in Philanthropy at EMU (\$5000). Principal Investigator

Capacity Building of Nonprofit Organizations Serving Distressed Communities in Wayne and Eastern Washtenaw Counties (2009 – 2011), funded by Strengthening Communities Fund, of the Office of Community Service, in the Administration of Children and Families, U.S. Department of Health and Human Services. In collaboration with Dr. David Clifford, Institute for the Study of Children and Families and Communities (\$1 million). Co-Principal Investigator

Analysis of Programs' Overlap and Strategic Planning. Detroit Area Agency on Aging (2008). In collaboration with Dr. David Clifford, Institute for the Study of Children and Families. (\$5,837). Co-PI

Executive Transition in Nonprofit Organizations. (2007) Michigan Nonprofit Association (MNA). In collaboration with Dr. David Clifford, Institute for the Study of Children and Families (\$28,500). Co-PI

Accountability in Nonprofit Organizations (2006 – 2007). Faculty Research Fellowship, EMU. (50% release time, two semesters, and \$4000). Principal Investigator

Academic-Service Scholars (2006 – 2008) Kellogg grant, Murray State University. In collaboration with Dr. Kathy Stacey, Academic Service Learning Program, EMU (\$3,000). Co-Principal Investigator

Understanding the Value of the Undergraduate AH Programs (2006 – 2007). Cohen grant – American Humanics. In collaboration with Baruch College and the University of San Diego (\$6,000). Co-Principal Investigator

Risk management in nonprofit organizations (2005 – 2006) Cohen grant - American Humanics. (\$2,500). Principal Investigator

How do the Governance, Management and Organizational Practices of the Pittsburgh nonprofit organizations who are considered to be outstanding performers fare when compared with the Standards of Excellence? (2004) Forbes Funds. In collaboration with Tongel Consulting of Pittsburgh, PA (\$25,000). Co- Principal Investigator

Understanding Strategic Management in Nonprofit Organizations. New Faculty Research Fellowship. EMU. 2004-2005 (\$4957). Principal Investigator

Peer Reviewed Publications

Peer reviewed publications in Journal of Nonprofit Education and Leadership, International Journal of Voluntary and Nonprofit Organizations, International Leadership Journal, Nonprofit Management and Leadership, The Journal of Nonprofit Management, International Review of Administrative Sciences.

Tracking student progress through graduate programs. 2024. Discover Education. With Young, M., Miller, M and Urban, C. <https://doi.org/10.1007/s44217-024-00129-3>

A Content Analysis of the Journal of Nonprofit Education and Leadership: Results from Empirical and Theoretical Article Analysis. 2023. Journal of Nonprofit Education and Leadership. With Carpenter, Taylor, Goodman, Fox et.al. <https://doi.org/10.18666/JNEL-2022-11474>.

Internal Functioning of Romanian Non-Profit Organizations – A New Governance Model and Its Effect on Services and Community Relations. Transylvanian Review of Administrative Sciences, [S.l.], p. 72-84, June 2020. ISSN 1842-2845. Available at: <https://rtsa.ro/tras/index.php/tras/article/view/629>. With Balogh, M, Balogh N, and Beudean, P.

The Status of the Romanian Nonprofit Sector and Its Readiness for Social Entrepreneurship. Transylvanian International Conference in Public Administration: Cluj-Napoca, Romania, 2-4 November 2017 / ed.: Cristina M. Hînțea, Bogdan A. Moldovan, Bianca V. Radu, Raluca M. Suciu. - Cluj-Napoca : Accent, 2018, With Balogh, M, Balogh N, and Beudean, P.

Expectations versus Reality in a University-Community Partnership: A Case Study. With Jeannette Kindred. VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations, Aug. 2014. DOI 10.1007/s11266-014-9471-0

Can this Collaboration be saved? Book chapter. With Jeannette Kindred. In Case Studies of Nonprofit Organizations and Volunteers. ISBN-10: 1433126893

The Key Role of Department Chairs in Equity Efforts: Lessons from writing an Advance Catalyst grant proposal. With Inger Bergom, Carol Haddad, Harriet Lindsay, Marianne Laporte, Russ Olwell. The Department Chair Journal. Fall 2014

- Are we better today than we were yesterday? Changes in leadership practices of nonprofit governing boards.* International Leadership Journal. 2013, 5(3), 72–88
http://www.tesc.edu/documents/ILJ_Fall_2013.pdf
- The Keys to University –Community Engagement Sustainability.* With David Clifford. Nonprofit Management and Leadership. 2012. Vol 23 (1) 77:92
- Do They All Perform Alike? An Examination of Perceived Performance, Citizen Satisfaction and Trust with U.S. Federal Agencies,*” with Forrest Morgeson. International Review of Administrative Sciences, 2011, Vol.77 (3) 77: 45. Translated in French and Chinese
- Preparation of New Executive Directors for the Job: Lessons for Potential Executive Directors and Their Organizations.* With David Clifford. The Journal of Nonprofit Management. 2010
- Organizational Characteristics of Successful Advocates.* The Michigan Academician. Spring 2007
- Views From the Outside: How the Nonprofit Community Characterizes High Performance Nonprofit Organizations.* 2006. With Tongel, M. Transylvanian Review of Administrative Sciences. Edited by the Public Administration Department, Faculty of Political, Administrative and Communication Sciences, No. 18E/2006
- Capacity building through Service Learning.* With Kapucu, Naim. Academic Exchange Quarterly, Spring 2006
- Government Funding and the Nonprofit Sector: Exploring A New Census Bureau Data Source - Federal Audit Clearinghouse.* With Jalandoni, N. and Green, G. Nonprofit Voluntary Sector Quarterly (NVSQ), March 2005, 34: 260-275.
- How do the Governance, Management and Organizational Practices of the Pittsburgh nonprofit organizations who are considered to be outstanding performers fare when compared with the Standards of Excellence?* Forbes Funds Reports. 2004
- Nonprofits and Federal Funding: An Analysis of the Money Trail in Addressing Public Need.* Book chapter in Proceedings of the International Research Symposium in Public Management VIII. The Office of the Prime Minister of Hungary. 2004
- The Development of Women in Rural India.* The Management Magazine. The Romanian Institute of Management, Bucharest, Romania. 1995
- Corruption in Russia (translation and adaptation).* The Management Magazine. The Romanian Institute of Management, Bucharest, Romania. 1994

Peer Reviewed Presentations

- Leading Graduate Education in Challenging Times: Managing Up, Down, Laterally.* Midwest Association of Graduate Schools (MAGS). With Wilks, Kerry. April 2025
- Shaping the future strategically: Reimagining the Graduate Program Review Process through a Strategic Planning Lens.* Midwest Association of Graduate Schools (MAGS). With Payne, Phil. April 2025

OverARCHing Issues for Graduate Education in Dynamic Times. Midwest Association of Graduate Schools. With Miller, M and Young, M. April 2024

High impact organizational practices: the effect of having a data informed holistic graduate student success framework on graduate students. The Graduate Student Experience Conference, Gardner Institute. With Miller, M. March 2024

Building and Implementing a Data-informed Framework for Holistic Graduate Student Success. The Graduate Student Experience Conference. Gardner Institute. With Miller, M. March 2024.

How the ACE Leadership Development Program is Transformative. Magna Higher Education Leadership conference. Panel presentation. October 2023

Maslow's needs hierarchy: a tool for designing a student-centered graduate education campus. Midwest Association of Graduate Schools. With Miller, April 2022

Content analysis of the Journal of Nonprofit Education and Leadership. Research Articles from the First 10 Years. With Carpenter, Goodman, Fox, Taylor. Association for Research on Nonprofit Organizations and Voluntary Action. 2021

JNEL Content Analysis. With Dolch, Carpenter, Goodman, Mendel, Mirabella, Taylor. Nonprofit Academic Centers Council (NACC) Summer Research and Administration Summit. 2021.

A Critical Examination of University -Community Engagement via Academic Service-Learning: Positives and Potential Pitfalls. . With Jenny Kindred. Association for Research on Nonprofit Organizations and Voluntary Action. 2019.

A Stimulating Graduate Program Review Process: Connecting Program Review to Strategic Planning. Midwest Council of Graduate Schools conference. 2018

Capacity Building: Importance and Long-Term Organizational Impact. With Jenny Kindred. Association for Research on Nonprofit Organizations and Voluntary Action. 2017.

A Governance Model in an Emerging Nonprofit Sector. With Martin Balogh, Natalia Monica Balogh, Ph.D., Paula Beudean. Association for Research on Nonprofit Organizations and Voluntary Action. 2017.

Becoming Business Like? The Impact of Organizational Changes. With La Forice Nealy and Laura Pipis. Association for Research on Nonprofit Organizations and Voluntary Action. 2014. Denver, CO

Gen Y and Philanthropy: skills development through a philanthropic project. Association for Research on Nonprofit Organizations and Voluntary Action. 2014. Denver, CO

Measures of organizational effectiveness in higher education institutions. With Peggy Liggitt. Association for Research on Nonprofit Organizations and Voluntary Action. 2013. Hartford, CT

Together or Separate? The Meaning and Impact of Restructuring on Nonprofit Operations. With La Forice Nealy and Laura Pipis. Association for Research on Nonprofit Organizations and Voluntary Action. 2013. Hartford, CT

The Usefulness of a Capacity Building Intervention. With Jenny Kindred, David Clifford, Peggy Wiencsek, Association for Research on Nonprofit Organizations and Voluntary Action. 2012. Indianapolis, IN

- Expectations versus Realities in a University-Community Partnership: A Case Study.* With Jenny Kindred. National Communication Association (NCA) 99th Annual Convention, November 21-24, 2013 in Washington DC
- Building Communication Capacity in Nonprofit Organizations.* With Jenny Kindred, David Clifford, Peggy Wienczek, Association for Research on Nonprofit Organizations and Voluntary Action. 2011. Toronto, Canada
- Institutionalization and Sustainability of an Interdisciplinary Research Center at a Midsize University: Lessons and Challenges.* Benchmark 3.5, March 2011. San Diego. Presented with David Clifford
- Creative Scientific Inquiry Experience Program: A Model of Student Success and Retention.* Higher Learning Commission of the North Central Association. April 2011. Chicago With Nina Contis, Kathy Stacey and Anne Seaman
- Increasing Retention of Stem Students* Tenth International Research Conference on Service-Learning and Community Engagement. Indianapolis, IN. October 2010. With Nina Contis, Kathy Stacey and Anne Seaman.
- The Creative Scientific Inquiry Experience (CSIE) Program Makes a Difference at EMU.* The First Annual EMU Academic Student Success Summit. September 2010. With Nina Contis and Kathy Stacey
- Strengthening Communities: A Nonprofit Capacity Building Program for Small Nonprofit Organizations.* With David Clifford. Association for Research on Nonprofit Organizations and Voluntary Action. 2010. Arlington, VA
- Should They All Perform Alike? A Cross-Agency Examination of Determinants of Citizen Satisfaction, Trust and Confidence with U.S. Federal Agencies* Annual Meeting of the Midwest Political Science Association, Chicago 2010. With Morgeson, Forrest.
- Executive Transitions in the Nonprofit Sector: What Do We Need to Know.* Michigan Political Science Conference, October 15-16, 2009. With David Clifford.
- The Road to a Leadership Position in the Nonprofit Sector: Nonprofit Executive Transitions.* With David Clifford. Annual Meeting of the Midwest Political Science Association, Chicago 2009
- Budget Solvency and Nonprofit Organizations in Times of Crises: The Case of Michigan's Human Service Agencies,* With Jerry Zhao. Association for Public Policy and Management. November 2007. Washington, D.C.
- Nonprofit Executive Transition: Lessons Learned.* With David Clifford. Association for Research on Nonprofit Organizations and Voluntary Action, 2007. Atlanta, GA
- Community Foundations: What Does the Future Hold for Them?* With David Clifford. Association for Research on Nonprofit Organizations and Voluntary Action, 2006. Chicago, IL.
- Capacity Building of the NGO Sector in Palestine – Planning for A Partnership Approach.* With David Clifford. Association for Research on Nonprofit Organizations and Voluntary Action. 2006
- Disaster management: Network and collaboration among nonprofit organizations.* Association for Public Policy and Management 2006. Washington, D.C.

Gender and State Courts: The More Things Change, the More They Stay the Same. With Martin, E. and Sneed, B. Annual Meeting of the Midwest Political Science Association. 2006

The move towards stricter accountability: the Washtenaw County nonprofit organizations and the Sarbanes Oxley Act. Michigan Academy 2006

Porter's generic strategies in social service nonprofit organizations. Association for Research on Nonprofit Organizations and Voluntary Action, November 2005, Washington, D.C.

Competition and Collaboration Strategies: United Ways and Community Foundations in a Period of Transition. With David Clifford. Association for Research on Nonprofit Organizations and Voluntary Action, November 2005, Washington, D.C.

Sarbanes-Oxley Act and Strategic management in nonprofit organizations. Michigan Political Science conference, October 2005, Dearborn, MI

Competition and Collaboration Strategies Between United Ways and Community Foundations. With David Clifford. Michigan Letters Academy Conference, March 2005, Ypsilanti

Human service nonprofit organizations and their involvement in state and local politics. Michigan Letters Academy Conference, March 2005, Ypsilanti

Community Building through Academic Service- Learning: the case of Eastern Michigan University and the University of Central Florida. 2005 Teaching Public Administration Conference, February 2005, Fort Walton Beach, Florida

The Governance, Management and Organizational Practices of the Pittsburgh nonprofit organizations. Forbes Funds Conference and Workshop, October 2004, Pittsburgh, PA

Government Funding and the Nonprofit Sector: Changes in the Level of Federal Government Grants During 2001-2000. Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), November 2004. Los Angeles, CA

Governance, management and organizational practices in best performing nonprofit organizations. With Marsha Tongel. Association for Public Policy and Management (APPAM). October 2004, Atlanta, GA

Nonprofits and Federal Funding: An Analysis of the Money Trail in Addressing Public Need. International Research Symposium in Public Management VIII. Budapest University of Economic Sciences and Public Administration, March 21– April 2, 2004, Budapest, Hungary

Government Funding and the Nonprofit Sector: Exploring A New Census Bureau Data Source - Federal Audit Clearinghouse. In collaboration with Green, G., Jalandoni, N. Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), November 2003, Denver, Colorado

Social Service Providers: Advocating at State and Local Levels. Midwest Political Science Association (MPSA). April 2003, Chicago

Competitive Management in Advocating Human Service Nonprofit Organizations. The American Society for Public Administration (ASPA). March 15-18, 2003, Washington, D.C.

Advocacy and Competitive Management in Human Service Nonprofit Organizations. Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference. November 2002, Quebec, Canada

Effective Advocacy and Management: A Study of Human Service Nonprofit Organizations Identified as Effective Participants in State and Local Policymaking. Nonprofit

Organizational Effectiveness and Performance: Challenges and Advances in Theory and Practice Conference, April 2002, Kansas City, Missouri.

Effective Advocacy: Nonprofit Organizations in State and Local Policymaking. The Sixth International Research Symposium in Public Management (IRSPM6), University of Edinburgh, April 2002

Strategic management in effectively advocating human service nonprofit organizations. 2001 Association for Public Policy and Management (APPAM). 2001, Washington, D.C.

Effective Advocacy: Factors Affecting the Influence of Nonprofit Organizations in State and Local Policymaking. ARNOVA's 30th Annual Conference, Miami, November 2001

An Application of Chaos Theory to the Study of Japanese Lobby in the United States. The Student International Studies Research Conference, Virginia Commonwealth University, April 1998, Richmond, Virginia

Professional Presentations (selected)

Giving Voice to Stakeholders in the Graduate School's Strategic Planning Process. Presentation at the "Preparing for Uncertainty: Strategic Planning at Critical Junctures" pre-meeting workshop. Council of Graduate Schools Annual meeting. December 2024

Fundraising for Graduate Education. With Solomon and Siegal. Council of Graduate Schools Annual meeting. December 2023

Creating and Implementing Cultural and Managerial Changes in a Large College. With Kate Mehuron. Michigan American Council on Education (ACE) Conference. June 2013

Nonprofit Careers. September 2012. The Michigan Capital Area of American Association for Public Administration

The Nonprofit Board: The Essentials in a Nutshell. June 2012. The Michigan Association for Adult and Continuing Education.

Empowerment Through Strategic Planning. Michigan American Council on Education (ACE) Conference. June 2013

What Is the Relationship Between Capacity Building and Social Entrepreneurship in Nonprofits? February 2012. The Center for Entrepreneurship, EMU

How a Create Win-Win Collaborations: The Rules of Engagement. 2011. The Association of Fundraising Professionals, Lansing Chapter

Collaborations and Capacity Building: The Good and the Bad. 2011. The Detroit Executive Services Corps

University Service

Kansas State University

- Strategic Enrollment Executive Team
- Strategic Enrollment Management Council
- Financial Value Transparency working group

- President's Commission on Diversity, Equity and Belonging committee
- Committee for a Health Promoting University
- Board member, McNair program
- Deans' Promotion and Tenure committee
- Search committee for two deans and vice-president for research positions
- Data Governance Council
- Academic Innovation Fund
- I Change. Let's talk money. APLU project
- Microcredential Initiative
- Compensation study, Chair, Grad assistant compensation section
- Sigma Xi, President

Oakland University

- University Senate, Senator
- University Senate Planning committee, member
- Senate Budget strategic planning committee, member
- Diversity, Equity, and Inclusion Council (develop DE&I strategies), member
- Co-Institutional representative to MI- ACE network
- Climate Survey Committee (launched the 2017 climate survey), member
- Community Engagement Steering Committee (preparing for the Carnegie Community Engagement designation application), member and chair of a sub-committee
- EAA Excellence in Academic Advising project. Steering committee member
- Search Committee for Associate Vice President for Research, chair, 2015-2016
- Strategic plan Goal 2: Research strategic planning committee, member
- Student success steering committee (assess existing and develop new strategies), member
- Women in Philanthropy committee (launched the Women in Philanthropy initiative), member
- Women Leadership Institute Advisory Board (launched the first Women Leadership conference, 2016), member

Eastern Michigan University

University level

- Community Engagement Council member, 2008- 2015 (resulting in two successful applications for Carnegie Classification for Community Engagement)
- Faculty Senate Budget Committee member 2013-2015
- Strategic Enrollment Management Council, member, 2012
- Community Engagement (Category 9) AQIP re-accreditation, chair 2010-2012
- Autism Collaborative Center, Interim Executive Director, Winter 2011
- 1st Year Student Experience Evaluation Committee (2009-2010)
- Community Engagement Council, leadership team member – development of Carnegie Classification for Community Engagement application, 2014, 2008

College of Arts and Sciences level

- College Committee on Research & Sabbatical Leaves (CCRS�)

- College Advisory Council
- Grade Grievance Committee

Department and program level

- I served on almost all department committees
- In addition to building a brand-new nonprofit curriculum, I was deeply involved in the two NASPAA program accreditations for the Master in Public Administration program (MPA). For the second NASPAA accreditation based on the new standards, I used student feedback, analysis of NASPAA guidelines, analysis of retention and graduation rates, to develop and promote new curricular ideas to increase graduate students' retention and graduation rates. My recommendation to transform the capstone project, the biggest hurdle towards graduation, into an applied consulting project for public/nonprofit organization was adopted after I left the department. It led to increased retention and graduation rates.
- Mentored junior faculty.
- Served on search committees for several new faculty as chair or committee member.
- Served on capstone committees as chair or member for over 15 students' capstones.

Service to the Profession

- Sigma Xi, member and currently President of Sigma Xi KSU chapter
- American Council of Education, Outreach and Engagement committee (member)
- Midwest Association of Graduate Schools. Budget Committee Chair (present)
- Council of Graduate Schools (CGS).
 - Advancement Advisory Committee (AAC) 2025-2027
 - Distinguished Master Dissertation Awards Committee (MAGS) (2016-2018)
- Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Distinguished thesis review committee
- American Society for Public Administration (ASPA)
- Brand Roll-Out task force, national Nonprofit Leadership Alliance (2010-2011)
- Competencies review task force, national Nonprofit Leadership Alliance (2010-2015)
- Reviewer for academic journals: Journal of Public Affairs Education (JPAAE), International Review of Administrative Sciences, The Nonprofit Leadership Education (JNEL), Modern Management Science & Engineering
- Associate Editor, The Nonprofit Leadership Education (JNEL) (2016-present)
- Corporation for National and Community Service (CNCS) Peer Reviewer

Service to the Community

- Command and General Staff College Foundation (CGSC), Fort Leavenworth, Board member, 2023-present
- Konza United Way Board member, 2024 - present
- Rotary Club, Manhattan, KS Member and Board member, 2021-present
- American Romanian Art Festival, grant writer, consultant, executive coach (2008-present)

- Community Dental School, Board member (2014-2016) and volunteer consultant (2016-present)
- American Society for Public Administrators (ASPA) Detroit chapter, Board member, 2011-2013
- Center for Occupation and Personalized Experience (COPE), Board member, 2010-2014
- Strategic planning consultant (pro-bono) 2002-present for nonprofit organizations such as: Rotary, Greater Manhattan Community Foundation, Ann Arbor Art Fair, Ann Arbor; The Center for Occupational & Personalized Education (COPE) Ypsilanti; The Michigan Association for Adult and Continuing Education (MAACE), Lansing; SOS Community Services, Ypsilanti; Belleville Arts Council, Belleville; Great Lakes Rabbit Sanctuary, Ypsilanti, Family Learning Institute, Ann Arbor; Ecology Center, Ann Arbor