

# Michael Harris

## Education:

*Ph.D., in Public Policy, Indiana University, 1993*

*M.A., in Public Policy - Public Management and Budgeting, Tel Aviv University, Israel, 1986*

*B.A., in Economics - Business Administration, Bar Ilan University, Israel, 1982*

*Oxford Round Table. Harris Manchester College; University of Oxford, Oxford, England. August 2012*

*Institute for Educational Management (IEM). Harvard Institutes for Higher Education; Harvard Graduate School of Education; Harvard University. July 2006.*

*Management Development Program (MDP). Harvard Institutes for Higher Education; Harvard Graduate School of Education; Harvard University. June 2001.*

## Academic Administrative Experience:

*Since October 1, 2012 - Present*

*Senior Fellow, AASCU. American Association of State Colleges and Universities*

*Fellow, SUNY Levin Institute*

## *Indiana University Kokomo*

**July 2010 – September 2012: Chancellor and Professor of Public and Environmental Affairs, Business and Education**

The Chancellor of Indiana University Kokomo is the Chief Executive Officer, responsible for the total operation of the campus and accountable to the Board of Trustees through the President of Indiana University.

IU Kokomo is one of five regional campuses within Indiana University currently enrolling over 3,700 students and offering more than 90 programs at the undergraduate and master's level.

Under my leadership there was a strong commitment to enhance academic excellence and student success, engage in global education, build relationships and make friends, advance regional transformation as a catalyst for economic development and regional prosperity.

## Major Achievements:

During my tenure as Chancellor, I led a fundamental transformation of the campus. That effort resulted in comprehensive positive outcomes and phenomenal records in measurable indicators. Among them: enrollments numbers and quality reached a 67 year historic record; fund raising reached all-time high (including a \$1.25M gift); initiated the design, planning, approval and secured all the funding needed to begin construction of the Milt and Jean Cole Family Wellness and Fitness Center. Oversaw significant improvement in student success and academic quality; introduced 16 new academic programs; initiated sports and joined NAIA; campus infrastructure and beautification were elevated significantly; IUK became a

key partner in regional transformation in North Central Indiana. Under my leadership IUK was ranked for the first time by U.S. News and World Report. The campus cash reserves increased significantly. Fall 2012-13 State Budget Appropriation Bill, IUK received the highest appropriation (+9.7%) of all campuses.

**Enrollment Growth:**

*Fall Enrollment 2012:* Total enrollment reached 3,719 surpassing the previous record set in 1992 of 3,523, with an increase over Fall 2011 by 12.1%. Growth was experienced in both undergraduate degrees by 6.1% and graduate degrees by 21.1%. New students admitted represented 29.5% of undergraduate credit hours with an increase in recent High School graduates of 6.8%. High School Students admitted with an Academic Honors degree increased by 15% and minority student enrollment increased by 9.1%. Undergraduates enrolled full-time reached 70.2%. Credit hours increased by 8.3% reaching a campus record of 35,088 Fall hours.

*Summer Enrollment 2012:* Continuing the growth experienced in Summer 2011, total enrollment for Summer 2012 reached 1,212 an increase of 9.5%. Undergraduate enrollment increased by 13.3% with new students admitted experiencing an increase of 100.0% and first time in any college students increased by 196.9%. Full-time enrollment increased by 6.9%. Credit hours increased by 6.5% reaching 6,526.5 hours.

*Spring Enrollment 2012:* Total enrollment reached 3,152, an increase over Spring 2011 of 9.6%. Growth was experienced in both undergraduate degrees by 3.5% and graduate degrees by 13.0%. New students admitted increased by 64.3% with those admitted for the first time in any college experiencing an increase of 54.8%. Undergraduates enrolled full-time reached 68.8%. Credit hours increased by 8.4% reaching a campus record of 30,379 Spring hours.

*Fall Enrollment 2011:* Total enrollment reached 3,318, an increase over Fall 2010 of 6.7%. Undergraduate enrollment increased by 2.8% with new admitted students having increased by 7.8% and recent High School graduates experienced an increase of 13.2%, the largest freshman class in campus history. Full-time enrollment increased by 3.5%, with 70% of undergraduates enrolled full-time. Credit hours increased by 6.2% reaching a campus record of 32,394 Fall hours.

*Spring Enrollment 2011:* Total enrollment reached 2,876, an increase over Spring 2010 of 3.2%. Undergraduate enrollment increased by 1.8%. Full-time enrollment increased by 2.4%, with 66.8% of undergraduates enrolled full-time. Credit hours increased by 1.1%.

*Fall Enrollment 2010:* Total enrollment reached 3,109, an increase over Fall 2009 of 3.9%. New admitted students represented 28.1% of undergraduate hours. Full-time enrollment increased by 8.2% with 70% of undergraduates enrolled full-time. Credit hours increased by 3.9% reaching a campus record of 30,507 Fall hours.

Experienced phenomenal growth in the ROTC program: from 4 students in 2010, to nearly 30 enrolled in Fall 2012.

**Degree Completion and Retention:**

Retention increased.

Increased degree completion of seniors.

Introduced 4 new exploration initiatives to encourage and support students to graduate within 4 years: Student Tuition Discount, a Co-op Program, a Student Engagement Program as well as the “What Year Will You Graduate” initiative. These efforts closely mirrored the new standards later set forth by the Indiana Commission for Higher Education regarding college degrees and performance funding criteria, August 2012.

Devoted resources to higher students on campus and bring a cultural shift.

### **New Degree Programs:**

Developed and received approval from the IU Board of Trustees as well as the Indiana Commission for Higher Education for 16 additional degree programs, 2010-2012.. Among them: Masters of Nursing; Bachelor of Science in Biochemistry; Bachelor of Fine Arts; Bachelor of Science in Psychology; Bachelor of Science in New Media

Developed and received approval from the IU Board of Trustees for 2 additional degree programs, summer 2012. Need to be approved by the Indiana Commission for Higher Education.

#### *Degrees:*

- Bachelor of Applied Science
  - o This program will be the first of its kind in Indiana, allowing those with an Associate of Applied Science degree to pursue a four-year degree at IU Kokomo
- Bachelor of Science in Hospitality and Tourism

Initiated the development of 45 high quality online courses and launched the first online schedule of classes from the Registrar’s office, 2010-2012.

### **Vision and Strategic Planning:**

Implemented three campus themes that guided the campus forward looking vision: Academic Excellence and Student Success; Building Relationships and Making Friends; Regional Transformation, August 2010.

Collaborated with faculty and staff to develop a three-year Strategic Plan, 2012-2015, which includes 7 priorities with specific goals, Spring 2012.

#### *Priorities:*

- Enhance Academic Excellence and Enrich the Learning Environment
- Promote Research, Scholarship and Creative Work
- Promote Student Success, Improve Retention and Degree Attainment
- Increase Enrollment of New Students
- Enhance Relationships and Increase Visibility
- Facilitate Regional Transformation
- Develop Staff and Their Supporting Environment

Within two years addressed over 60% of a CUPA salary gap on campus, FY 2010-2012.

### **Student Success, Academic Development and Partnerships:**

Designed and implemented a new holistic Student Success Center, located in the Library. The center provides students a path to academic success and graduation by combining and coordinating various student services offered, Fall 2011.

#### *Services offered*

- Writing Center
- Information Technologies
- English as a Second Language (ESL)
- Academic and Peer Advising
- New Digital Media Center
  - o The center was created as a multimedia production facility allowing students, faculty, and staff to create graphics, work on Web projects, create or edit videos, record audio, and author CDs or DVDs. It offers six Mac multimedia stations and two production rooms.

Financial Aid:

Increase of 18% for 2012-2013.

Increase of 27% for 2011-2012.

Increase of 48% for 2010-2011.

Initiated campus-wide efforts to employ students with an increase of 47.6% in dollars paid for student work study 2010-2012.

Created for the first time, graduate assistant positions, 2012-2013.

Ranked for the first time by U.S. News & World Report among the best regional campuses in the Midwest. This mention for the campus includes a Tier 1 level, with our campus being the only IU regional campus to receive this recognition. The 2013 annual report, lists IU Kokomo as a top regional campus in the category of regional colleges. Among the 74 ranked, only seven of those were public institutions, September 2012.

IU Kokomo is one of only four universities in Indiana to earn a "B", the highest grade of any campus/university in Indiana, from the American Council of Trustees and Alumni (ACTA). The organization gives schools a letter grade based on whether students had to fulfill a "core curriculum" in the disciplines of composition, literature, foreign language, U.S. government or history, economics, mathematics and natural or physical science, May 2012.

Initiated the "Student Success Tuition Discount Program" pilot, which incentivized students to graduate in 4 years (while paying for only 3 years). The program was featured in AASCU's *Innovation Exchange*, August 2011; Received national recognition from Lumina Foundation President James Merisotis, who testified to U.S. House education committee on campus' initiative, December 2011; Indiana Chamber featured our Student Success Tuition Discount program in the statewide publication, *BizVoice* Magazine, March 2012. The Federal Government Department of Education (DOE) adopted the "Promising and Practical Strategies to Increase Postsecondary Success" featuring our Student Success Tuition Discount initiative, September 2012.

Received a grant from the Community Foundation of Howard County to enhance college math readiness. The campus partnered with the Kokomo-Center School Corporation to assure Kokomo High School students are prepared for college-level math classes when they graduate, August 2012.

Received an invitation to the U.S. Department of Commerce to discuss the growth of university-based innovation, entrepreneurship and commercialization efforts. Senior leaders of universities identified by higher education organizations, like AASCU, that have strong efforts to promote innovation and entrepreneurship will gather to participate in this discussion, October, 2012.

Identified a team from our campus to collaborate with the Kokomo YMCA committee to develop a plan for space utilization of the new YMCA facility, September, 2012.

Significantly reinvented the Academic Bulletin/Catalog, which allows students to easily search the Bulletin along with adding quicker and easier access to IU Kokomo's main web pages. The catalog will be updated annually, allowing changes to programs and courses to be recognized more quickly, July 2012.

Introduced and implemented Friday classes within one year. More than 10% of courses offered on Fridays by Fall 2011.

Achieved successful 10 year accreditation from AACSB with no deficiencies in the School of Business, April, 2011.

One of the initial campuses to pledge support of transfer credits from Ivy Tech's CORE classes, December 2011.

Partnered with Sungshin University and Jesus University to exchange students and faculty, South Korea, June 2011

Partnered with Ivy Tech to co-sponsor a Coordinator of Transfer for the new Transfer Center. The "Complete Two at IU Program" offers IU Kokomo classes at both the Logansport and Marion Ivy Tech campuses, May 2011.

### **Campus Setting: The Learning Environment; Landscaping and Buildings:**

Constant and meticulous efforts to enhance grounds and buildings to provide a beautiful and inviting oasis.

Initiated and directed several significant renovations on campus, 2010-2012.

#### *Examples include:*

- Adding new sidewalks and repairing damaged ones
- Planting flowers and trees to create an atmosphere reminiscent of a park
- Renovating the third floor of the East building, the primary facility for faculty offices
- Renovation of the IU Kokomo Havens Auditorium. (First renovation in 50 years)
- Washed the limestone exterior of all campus buildings
- Painting projects, campus-wide
- Addition of banners to enhance campus pride and spirit
- Redesigned and replaced all campus signs to allow for clear direction and a more beautiful campus

Initiated the design, approvals, funding and begun construction of the Milt and Jean Cole Family Wellness and Fitness Center, June 2012. The \$4 million and 22,000 square foot facility is to be completed through campus fundraising and will open July 2013.

Construction and completion of a new Welcome Center located in the Kelley Center. This new area provides a welcoming, inviting and engaging atmosphere for campus guests, April, 2012.

Led the construction and completion of a new pavilion to be used for Commencement ceremonies as well as other campus and community activities, April, 2012. (First Commencement held in pavilion: May 2012)

Initiated the construction and completion of the campus's first outdoor basketball and volleyball courts, April, 2011. (Facility equipped with outdoor lighting)

Developed and opened the Next Generation classroom with University Information Technology Services (UITS). This high-technology learning space was designed to immerse students in a technology-rich collaborative learning environment, Spring 2011.

Opened the state-of-the-art, million-dollar Nursing Simulation Center, August, 2011.

Substantial renovation of former daycare facility into student lounge and activities center, August 2012. Reconstruction and beautification of adjacent outdoor patio to be completed by April, 2013.

Launched and implemented the “Cougar Card” as the official identification card for IU Kokomo. The card will serve to facilitate the purchase of food items, the purchase and re-sell of textbooks, access to the new Milt and Jean Cole Family Wellness and Fitness Center, and printing funds. Partnerships with local businesses will also allow for discounts with local vendors, Fall, 2012.

Installation of security card access to main entrances on campus, Spring, 2013.

Improvement of air quality in fine arts building, Summer, 2013.

Installation and opening of a new coffee shop, Spring, 2013.

#### **Advancement:**

Initiated the “Inspire Power” campaign to fund the Milt and Jean Cole Family Wellness and Fitness Center, Summer 2011. Secured all the funding needed for the construction. .

Received \$1.25 million donation from the Milt and Jean Cole family for the “Inspire Power” campaign to support the construction of a new Milt and Jean Cole Family Wellness and Fitness Center for the campus – largest cash gift in IU Kokomo history, January, 2012.

During my first year on campus, raised two and a half times the average of the previous four years.

Started the Seiberling Society to recognize donors giving at least \$5,000 in a year, and inducted the first 13 donors into the Society in October 2011.

Led the “Make Your Move” 2011 Internal Campus Campaign to raise money for the planned Milt and Jean Cole Family Wellness and Fitness Center with a 74% participation rate compared to national participation rate of 55%, April 2011.

#### **Transforming the Region:**

Enhanced the economic prosperity of Kokomo through many successful regional transformation initiatives that contributed to naming of Kokomo as “Community of the Year” by the Indiana Chamber of Commerce, Fall, 2011.

Selected by the Awards Committee of the University Economic Development Association (UEDA) as one of three finalists for the 2012 Awards of Excellence in the category of Leadership and Collaboration for our Regional Transformation project, August, 2012. (Finalists: Indiana University Kokomo, University of Georgia and Kansas State University)

IU Kokomo contributes \$52.1 million to the state’s economy each year, according to Tripp Umbach’s “An Economic Engine for North Central Indiana-An Economic Impact”, May, 2012.

Named "Person of the Year" by the Kokomo Perspective for exceptional leadership of both the IU Kokomo campus and the Kokomo community incorporating a triple helix of industry, government and education. This award was presented in the same year that Kokomo was named "Community of the Year", December, 2011.

Hosted and facilitated the Regional Town Hall Meeting at IU Kokomo with more than 60 regional leaders of north central Indiana in attendance. This meeting focused on leveraging the collective strength of the university, industry and government as a catalyst for regional transformation, May, 2012.

Testified before Indiana legislative study committee seeking input on higher education and its role in boosting the economy, regarding IU Kokomo at the forefront of leading a cutting-edge, triple helix approach to enhancing economic development through entrepreneurship and innovation in north central Indiana, August, 2011.

Hosted "Mayors Summit" to bring north central Indiana leaders together to discuss regionalization and other collaborative ideas to successfully land businesses and improve quality of life, July, 2011.

Introduced an initiative to commission a metric study of north central Indiana to gauge necessary steps needed to create a more competitive economy based on knowledge, innovation, and entrepreneurship. More than 70 business, government, education, and cultural leaders participated in the first Regional Organizational Collaborative (ROC) on campus, May, 2011.

Presented the metric study "Kokomo Metropolitan Statistical Area (MSA)" in an effort to enhance north central Indiana's economic competitiveness and broadly advance its quality of life. Report prepared by Kelley school of Business-Indiana Business Research Center, November, 2011.

Hosted "The Great Connect," bringing more than 500 community and business leaders together to discuss continued economic growth. More than 15 educational, economic and cultural organizations participated in the ROC, May, 2011.

#### **Providing Advanced Technology to Enhance Learning and Productivity:**

Constant and intentional efforts to keep university technology (i.e. desktop computers, laptops, iPads, printers, copiers, and scanners) current and relevant, 2010-2012

Created a culture focused on social media resulting in a significant increase in campus website hits, social networking, and Google notifications regarding campus events and activities, 2010-2012.

Introduced a mobile learning lab to support enrollment growth and utilize space, August 2012.

Adopted e-Textbooks for students at the highest percentage of all IU regional campuses. This helps drive costs down for students while still providing high quality materials. Fall 2011.

Installed the EBSCO Discovery Service (EDS), a state-of-the-art research tool that allows users to explore numerous databases at the click of a mouse, February, 2012.

Implemented the new Unicom phone system, the first IU campus to embrace this new system, November, 2011.

#### **Club Sports and National Association of Intercollegiate Athletics (NAIA):**

Initiated the introduction of club sports including competitive men's basketball and women's volleyball to our campus while preparing for acceptance in to the NAIA, 2010-2011. This initiative had a tremendous impact on campus by enhancing the character-building aspects of our students and a sense of community and pride. The NAIA's mission closely aligns with and matches the three themes of our campus.

Approved for membership in the NAIA within one year and competed as full members to include men's basketball, women's volleyball, and men's and women's cross country, April, 2012.

Added cheerleading to begin competing, August, 2012.

### **Kettering University**

#### **July 2007 – June 2010: Provost and Vice President for Academic Affairs and Professor of Public Policy**

Serve as the Senior Vice President and the chief ranking academic officer. The Office of the Vice President for Academic Affairs is responsible for all aspects of the academic mission of the University. This includes oversight of the academic budgets, the appointment of faculty and all academic and curricular matters. In addition, serve as the Vice President for Student Affairs. The office of the Vice President for Student Affairs is dedicated to providing opportunities for student participation, learning and discovery in an environment that will capitalize on their university experience and prepare them to be upstanding citizens who function to benefit their community in a meaningful way.

#### **Major Accomplishments:**

Developed and implemented an innovative program to teach Entrepreneurship Across the Curriculum and the Institution. The goal was to enhance graduates Entrepreneurship mind set. Led Academic Affairs and Student Affairs in developing a vision and strategic plan. Increased retention from 85.1% in 2007 to 94.3%. Initiated and negotiated a variety of agreements in China, Germany and Sweden. Led Kettering University to an international collaboration in alternative energy. Initiated a variety of new programs. Enhanced efficiencies

#### **Professional Development:**

Initiated and negotiated a professional development strategic training partnerships with SGMW which is a three-shareholder joint venture, with share capital from two domestic partners – SAIC Motor Corporation Limited and Liuzhou Wuling Motors C. Limited – and GM. SGMW Headquarters, manufacturing facilities and the state-level Technical Development Center (TDC) located in Liuzhou. The first delegation arrived on campus in March 2010 for a year long program.

Initiated and negotiated a professional development strategic training partnerships with China Automotive Technology & Research Center (CATARC), Tianjin (April 2010).

Developed and executed an ongoing professional development program with Chongqing Bureau of Foreign Experts which is the government agency responsible for personal development in the city of Chongqing (government, business and academics). Delegations begun arriving in 2008 for six months of certificate training.

#### **Academic Programs:**

Initiated and oversaw the development and implementation of the following new academic programs :



Pre-Med minor in Biochemistry, minor and concentration in Computer Systems & Data Security, minor and concentration in Computer Gaming, Bachelors of Business Administration, minor in Entrepreneurship, Chemical Engineering, and Aerospace Specialty.

Oversaw a Curriculum Reform in the Computer Science Department. The reform was set in place to demonstrate a model for flexibility in curriculum and to allow for more student choice.

Guided new initiatives with the College Town Collaboration which included: the University of Michigan-Flint and The Community Service; Academic Service Learning Center, The Financial Literacy Series, and the Ice Hockey Club.

Supported the enhancement of the Chemical Agent Fate Research Project. The project uses computer-based mathematical models to predict the spread and persistence of chemical elements in the air, on the ground and on other surfaces. Worked to secure an earmark \$1 million in the Defense Appropriations Bill for 2008.

Represented Kettering University on a community based steering committee in a Medical School Feasibility Study. Initiated by Hurley Hospital of Flint, Michigan, and conducted by the BARD group of Needham, Massachusetts.

Initiated and oversaw the development of a comprehensive TechWorks Business Accelerator Program. This includes a variety of programs and resources dedicated to economic development and helping companies grow. The program focuses on sustainable, advanced technologies such as alternative energy, advanced manufacturing and materials, Web 2.0, defense/homeland security, life sciences, and automotive.

**Advancement:**

Awarded \$1.651 million from the Kern Family Foundation as the Principal Investigator for the implementation of Entrepreneurship Across the Curriculum and Institution.

Awarded \$225,000 from the Kern Family Foundation as the Principal Investigator for the implementation of Entrepreneurship Across the Curriculum.

Facilitated the granting of \$500,000 awarded by the Federal government to Kettering University, ECE Department, as part of the American Recovery and Reinvestment Act. The grant is for the purpose of creating new courses and the development of two laboratories focused on hybrid electronics, batteries and green power.

Led Kettering University to collaborate with Swedish Bio-gas International, and the city of Flint, Michigan to develop the Flint Center of Energy Excellence, which is the first such center in the State. A total of \$8 million dollars of contributions were made by: C.S. Mott Foundation, the Michigan Economic Development Corporation, and the Swedish Energy Agency. The COEE will produce bio-gas from waste removed from the city's wastewater treatment plant. Kettering will work toward adapting vehicles so that they can utilize the bio-methane as fuel. Kettering's incubator will house Swedish Biogas. The ground breaking ceremony took place at Kettering University and included His Majesty Carl XVI Gustaf, King of Sweden and Governor Granholm. (September 26, 2008).

Guided the Michigan Small Business and Technology Development Center. The Center offers an array of intellectual and technical resources to seed entrepreneurship in Genesee and Lapeer counties. The staff at the center offers basic 'starter point' help. The center helped to create 174 jobs and \$3.4 million in capital

from 2007-2008.

**Assessment:**

Initiated, appointed, and oversaw the Assessment Learning Team (ALT). A university wide team that is responsible for planning, developing and enhancing, a university assessment system. The purpose is to oversee, enhance and invigorate a culture of assessment at all levels and in all activities. The ALT reports directly to the Provost.

Implemented in Academic and Student Affairs the Staff Performance, Assessment & Review (PAR) Process. The Process links performance planning, ongoing performance assessment and performance reviews.

Initiated and oversaw five Shared Governance Initiatives. These included: Assessment, First Two Years Student Experience, Employee Performance Appraisal, Teacher-Scholar model, and Academic Calendar Scheduling. All resulted in specific actions and outcomes. Of special interest was the enhanced culture of Shared Governance.

**Strategic Planning:**

Revitalized internal process for external accreditation. This resulted in improving of quality and success of accreditation outcomes. This was used to oversee the submission of two reports to the Higher Learning Commission of the NCA in August, 2008 as a follow up to the February, 2007 Reaccreditation Campus Visit and Self Study: the first "Adoption of a New Mission Statement, Associated Strategic Plan, and Implementation Plan," and the second "Adoption of Institutional Effectiveness and Assessment Measures of their Use (Dashboard)."

Led Academic Affairs and Student Affairs in developing a vision and strategic plans based on the University's revised strategic plan, vision and mission.

Initiated the formation The Strategic Planning Group (SPG). This is a university wide group that is responsible for overseeing the implementation of the University's Strategic Plan. Specifically, for reviewing Divisional plans and for revisiting the Plan annually to measure progress and determine if any changes to the Plan are needed. The SPG reports directly to the Provost.

Oversaw the successful first ABET accreditation of the Computer Science Department in 2007/08. The department became one of only six in the state of Michigan to be accredited by ABET.

Initiated systematic and substantial efficiency increases in degree production. Under my leadership the student/faculty ratios production of bachelor's degrees awarded by engineering faculty increased every year (as measured by the American Society for Engineering Education, ASEE). In 2007-08 Kettering was ranked number 3 overall and number 1 among privates. In 2008-09 Kettering was ranked number 2 overall. Kettering University's productivity was 25% higher than the next ranked private (Lawrence Tech).

Oversaw a successful HLC Focus Visit (March 2010).

Oversaw a successful ABET accreditation of the University's 4 engineering programs (November 2009).

**Faculty Leadership:**

Challenged the faculty and oversaw the development of an extension of university promotion and tenure guidelines and processes at the department level.

Oversaw the preparation of the 2008 Department of Business Programs Interim Report as mandated by the ACBSP.

Conducted a comprehensive comparative Faculty Salary Analysis.

Approved the Faculty Advisor Rights and Responsibilities (FARR) Policy relating to the Senior Thesis. The policy set forth, for the first time, faculty guidelines as they serve in a capacity role.

Launched the development of the Faculty Distinguished Citizenship Award. The award is conferred upon a faculty member who serves the University through sustained engagement in a variety of activities.

Guided the Institutional Conversion to Letter Grades for undergraduate courses to be implemented in the Academic Year of 2009-2010. The letter grades (4.0 scale) will replace the current numerical (65-100 scale) grading system. This process had failed twelve times previously since 1983, was achieved with full support of the faculty.

### **Student Success:**

Initiated for the first time the implementation of a Study Abroad Course.

Initiated cooperation and signed Letters of Agreement and transfer programs with universities around the world that included: Tongji University, Dalian University of Technology, Wuhan University of Technology (WUT and Xi'an Polytechnic University, the University of Burgundy in Dijon-Nevers, France, regarding professional training, undergraduate recruitment, faculty collaboration, and study abroad programs.

Initiated proposal that has allowed Kettering University students to participate in the Harvard National Model United Nations (HNMUN) competitions. Kettering students attended the February 16-19, 2012 competition in Boston where they met hundreds of students from all over the world.

Established the International Exchange Student Program for the first time in China which included: Yanzhou University and Dalian.

Supported the implementation of Red Flag Referral Program. This program was designed to assure that faculty and staff will identify at-risk students as soon as a problem surfaces. In order to provide appropriate interventions that will lead to the student's success.

Established the Student Civic Engagement Center, which facilitates the institution's ability to engage students in comprehensive service-learning projects and community involvement such as Michigan Campus Compact and Engineers Without Borders. The center also coordinates a variety of civic engagement activities and serves as the focal point for the coordination of College Town activities in collaboration with other institutions of higher education.

Reorganized Student Affairs with emphasis on enhancing campus life.

Challenged departments in which there was a high student failure in specific classes to conduct analysis in an effort to determine causes and to take action to address the problem. As a result student success increased while academic quality was enhanced.

Worked to increase the number of students in very small classes to enhance efficiency.

Implemented an Online Math Placement exam that was successfully administered for the first time to the entering class of 2008-2009. This significantly impacted scheduling and class planning.

Allocated resources to sustain the Mathematics Olympiad at Kettering, a competition designed to identify and encourage students with interests and abilities in mathematics.

### **Enrollment and Retention:**

Initiated strategies to increase enrollment for graduate programs. This resulted in an 8.7% increase in 2007-2008. That included a transformation from business/corporate model to an individual student model base. This was done in response to changes in the economy and business environment such as: The elimination of tuition assistance at Ford and Chrysler, the reduction in workforce at General Motors and Delphi, along with the elimination of OSEP.

Appointed a F1 Visa Task Force to address the challenges of recruiting students who can participate in Kettering University's co-op program. The Task Force's recommendations allowed for constructive actions on issues as they related to student recruitment.

Oversaw and allocated resources for an innovative student orientation credit and grade-bearing course (counted in overall GPA) taught by collaborative teams of upper-level students, staff and faculty. This activity resulted in increased retention from 85.1% in 2007 to 94.3% in 2008.

Provided leadership to achieve four national rankings in the 2009 and 2010 edition's of "America's Best Colleges" in the category of Undergraduate Engineering schools, whose highest degree is a bachelor's or master's degree. Including, # 1 - Industrial and Manufacturing Engineering and # 2 - Mechanical Engineering.

### **Policies:**

Initiated a new process for implementing the Conflict of Interest/Commitment Policy. This was the first time the policy was enforced for all faculty, staff, and administrators.

Initiated an Intellectual Property/Patent Policy.

Developed a Graduate Assistantship Policy which defined teaching and research assistantship roles and expectations. Policy includes an application process for both professors and students and a probation policy to ensure investment integrity.

Developed and implemented a Zero-based Budgeting Process for Academic and Student Affairs.

## **Ferris State University**

### **July 2004 - May 2007: Vice President for Academic Affairs and Professor of Public Policy**

Served as the chief ranking academic officer. The Office of the Vice President for Academic Affairs is responsible for all aspects of the academic mission of the University. This includes oversight of the academic budgets, the appointment of faculty and all academic and curricular matters.

### **Major Accomplishments:**

Led major space renovation to enhance a Learned - Centered paradigm shift. Led major accreditations. Initiated a significant online course offering and faculty development. Initiated and led the University's

selection and participation as one of eight universities nationwide in the Political Engagement Project (PEP),

Initiated a strategic effort to enhance articulation agreements with other colleges and universities.

Enhanced efficiencies. Developed and instituted a faculty growth model which colleges are rewarded for increased credit hour production.

### **Campus Development:**

Led the renovation of the Instructional Resource Center (IRC) at a cost of \$8.5 million. The project sought to create a space that would enhance a cultural shift toward a learning-centered paradigm and foster a variety of teaching methods and learning styles. The goal was to create an environment that would enhance learning inside and outside the classroom, encourage learning through teamwork and interaction, facilitate learning through the use of technology and create an interdisciplinary learning environment. A key element was to develop a space that would enhance a sense of community.

Oversaw renovation of 45 classrooms and labs for a total investment of \$3.7 million. The goal was to support a new learning-centered paradigm and maximize student's potential for success through appropriate physical space, technology, and furniture and faculty development.

### **Professional Development:**

Initiated ongoing and sustainable professional development activities for administrators that included monthly meetings as well as summer retreats on topics relevant to higher education leadership.

Initiated and developed professional development workshops for adjunct faculty at off campus sites.

Developed multiple-year contracts for temporary employees with increased benefits to attract and retain qualified temporary faculty.

Worked to develop sense of divisional identity by holding divisional meetings and social gatherings.

### **Enrollment:**

Worked with Admissions to enhance admissions criteria for students resulting in a gradual increase in admission standards and subsequent gains in retention.

Oversaw a comprehensive effort to increase summer enrollment +5% annually between 2004-2007.

### **Academic Development:**

Initiated and successfully managed the process that led to the approval from the Higher Learning Commission allowing Ferris State University to "deliver fully online certificates and degree programs."

Challenged academic programs to complete a comprehensive review of curriculum and hours required for graduation, requesting programs to reduce to 120 hours and no more than 128 hours. As a result, all programs in all colleges revised their course offerings and adjusted curricula to meet the challenge.

Instituted a review process and addressed programs that have a small number of graduates per year. The review resulted in three program closures.

Invigorated and reorganized assessment activities including assigning oversight responsibility to Vice President's office, appointed faculty coordinator, developed assessment database, initiated rewards and recognitions for successful assessment activities, enhanced faculty development, initiated an assessment fair, created university-wide assessment committee and revised administrative program assessment instrument to reflect emphasis on learning outcomes.

Revitalized the internal process for external accreditation and the role of Academic Affairs. Implemented an accreditation review process to include early planning and a thorough review of self study by Vice President, as well as active participation in site visits which resulted in improved quality of the accreditation outcomes, most notably in Pharmacy and Optometry.

Led the Ferris State University delegation to An Giang University in Long Xuyen, An Giang, and Vietnam. Successfully executed an Agreement for Educational Cooperation and initiated discussions on collaborative efforts between the two universities.

Successfully executed an Agreement for Educational Cooperation between Ferris State University and Fundação Armando Alvares Penteado, San Paulo, Brazil for international exchanges.

Initiated a strategic effort regarding online offerings resulting in annual increase (+25% each year) in student credit hours produced online 2004-07. Special effort was given to the development of an on-line certification program for faculty that focuses on the development of a variety of skill levels needed to deliver a variety of on-line courses.

Initiated a strategic effort to enhance Off-Campus offerings. Successfully launched off-campus site in Livingston County and Macomb Community College with embedded baccalaureate degrees. Developed a new model in Southwest Community College and articulated an agreement to join Lansing Community College new center.

Worked with State of Michigan to develop the "Troops to Teachers" program, with Ferris State the only university in Michigan to participate in the program.

Successfully coordinated the transfer of responsibility of the Freedom to Learn Project to Ferris State University in 2004-2005 and led its continuation in 2005-2006. In conjunction with the State Department of Education and the Federal Government, a total of \$5.2 million in federal funds and \$3.95 million in state funds were granted and administered in during 2004-2007. Freedom to Learn was an innovative program implemented in a variety of Michigan middle schools, the core of which was to maximize student access to laptop computers and associated technology. It encourages multi-disciplinary education. Over 20,000 students and 1,000 teachers in 180 buildings from southeast Michigan to the Western Upper Peninsula were engaged in the project.

Initiated and led the University's selection and participation as one of eight universities nationwide in the Political Engagement Project (PEP), an initiative of the American Association of State Colleges and Universities (AASCU) American, The Carnegie Foundation for the Advancement of Teaching and the New York Times. The initiative was grounded in the American Democracy Project (ADP).

Supported and enhanced civic engagement on campus through membership in the Michigan Campus Compact (MCC), a statewide initiative since 2003 for the purpose of establishing partnerships between Michigan colleges and universities and their surrounding communities with the specific mission to address the needs of those in poverty in Michigan communities.

Initiated and supported focused effort to develop academic service learning to foster civic engagement

while enhancing curricular relevance.

Initiated the development of the BS in Integrative Studies curriculum to allow flexible degree options for students new to the University, transfer students, students who are interested in unique majors, and working adults.

Initiated a computer replacement plan for the Division of Academic Affairs whereby a systematic approach is used in replacing computers for faculty, staff and administrators. Each year one-third of the hardware is replaced.

During 2004-2007 completed restructuring of the College of Allied Health Sciences, College of Business, International Education, FLITE, College of Education and Human Services, Michigan College of Optometry and University Center for Extended Learning. The new structures allowed an enhancement of the academic environment and a more effective and efficient operation.

Revitalized and reorganized General Education. That included: reassignment of the responsibility for General Education oversight and invigorated assessment.

Analyzed small class size and low-enrolled programs. Initiated measures to address the challenge which resulted in a 50% decrease in small classes between 2004 and 2007.

Provided support for student learning communities including the Justice Learning Community, the Visual Design Learning Community, and a group of tied courses in psychology and English.

Provided support for redesign of Criminal Justice curriculum to a problem-based pedagogy. Support included renovation of four classroom spaces to create learning environment to support problem-based curriculum.

Initiated a transformation of programs, especially in the College of Technology, from a 2+2 structure (Associate to BS completion) to adding a 0+4 option in order to attract a wide variety of students who are interested in a bachelor's degree.

Worked with the College of Arts & Sciences to secure \$100,000 to begin the planning process of a permanent facility for the Jim Crowe Museum of Racist Memorabilia.

Revitalized and reorganized International Education. This was done based upon the Harvard model of "inclusion", redistributing services for international students within the larger framework of services; international recruiting; changing international student advising and study abroad programs.

Initiated a comprehensive and systematic effort to enhance student transfer to Ferris State University which included a variety of activities, building awareness and culture, new structures, a review of all Transfer Guides for consistency and accuracy, the development with Admissions of special scholarships, and new and revised policies and processes. In addition, changes were made to the way Ferris interprets the MACRO agreement.

Initiated a strategic effort to enhance articulation agreements with other colleges and universities. During my tenure 81 (2004-2007) new articulation agreements were initiated and completed. The total number of articulation agreements increased from 39 to 120. As a result Ferris State University saw a significant increase in the number of student transfer.

Led the Division of Academic Affairs in a successful conversion to and implementation of the Banner

system.

Developed an Office of Scholarship and Sponsored Projects. Hired two employees, developed an organizational structure of mentors, began offering a variety of workshops and implemented a tracking and support system. As a result the number of grant applications increased from 4 submitted in 2003 to close to 40 in 2007. The number of grants increased from \$89,948 in 2003 to close to \$3 million in 2007.

Reinvigorated Art Walk project, an art in public places initiative aimed at creating intentional learning opportunities in campus landscaping in order to further efforts to create campus-wide learning environment.

Worked in conjunction with Michigan Department of Labor and Economic Growth and Michigan Works to develop accelerated programming in Allied Health, Business and Technology to be delivered off campus to assist economic recovery in Greenville, Michigan region.

Oversaw a budget of approximately \$90 million during challenging economic and financial times while maintaining a positive balance.

**Advancement:**

Oversaw the migration from the WebCT Campus Edition to WebCT Vista (Ferris Connect) thus allowing faculty to facilitate and enhance learning, assessment and course content in new ways, and promote the enrichment of online offerings. Total project budget \$1.5 million.

Obtained, as the principal investigator, a grant from the Michigan Department of Education, 2004 Title II Part A (3) "Closing the Gaps: Improving Teacher Quality and Student Achievement in Alternative Education" in the amount of \$30,000.

Obtained, as the principal investigator, a grant from the Michigan Department of Education, 2006-2007 Title II Part A (3) "Closing the Gaps: Improving Teacher Quality and Student Achievement in Alternative Education" in the amount of \$184,102.

Obtained as the principal investigator a grant from the Herbert H. and Grace A. Dow Foundation in the amount of \$1 million for construction of a new facility to house the Michigan College of Optometry and the Center for Collaborative Health Education at Ferris State University.

**Faculty Leadership:**

Instituted several new awards to recognize and honor faculty and staff contributions in a variety of areas, including new recognition for Diversity Enhancement, Outstanding First-Year Advocate and Outstanding Service.

Enhanced support to the Faculty Center for Teaching and Learning in order to foster faculty and administrative development and a culture of Teacher-Scholar. Initiated a variety of new programs; funded a Director's position and hired an instructional designer.

Developed and instituted a faculty growth model for hiring new faculty in which colleges are rewarded for increased credit hour production. As a result of the model, 22 new tenure-track faculty positions were added in 2004-2005 and 2005-2006.

Initiated New Faculty Orientation program based upon learning-community model. New faculty take part in one week intensive seminar prior to the beginning of classes followed by year-long weekly seminars



aimed at fostering interdisciplinary teaching and innovation.

### **Eastern Michigan University**

Served as the second ranking academic officer of the University and as the chief academic officer in the absence of the Provost and Vice President for Academic Affairs.

#### **Major Accomplishments:**

Developed, implemented, and managed a comprehensive Program Review process. Coordinated all Learning Outcome Assessment activities. Successfully led the preparations of the NCA reaccreditation self-study report and site visit. Coordinated and initiated academic efforts that resulted in a significant raise in graduation rates.

#### **Academic Development:**

Developed, implemented, and managed a comprehensive Program Review process.

Managed a five year initiative to diversify academic curriculum.

Developed the 2001-2002 through 2009-2010 academic calendars and secured approval from the Cabinet and the Board of Regents.

Successfully coordinated the Division of Academic Affairs transition to and implementation of the Banner system.

Supervised the University Librarian, the Director of Academic Programming, the Director of Program Maintenance, the Director of Course and Program Development, the Director of Undergraduate Studies, the Director of the University Honors Program, the Director of Academic Service Learning, the Director of Community College Relations, the Faculty Association for Student Evaluations, the Liaison to the Higher Learning Commission: a commission of the North Central Association, the Director of Assessment, and the Coordinator of Diversity in the Curriculum.

Initiated and completed a comprehensive overhaul of the curriculum, course and program development input process, and signed into action over 3,000 changes.

Coordinated all Learning Outcome Assessment activities.

Responsible for community college relations. Since July 1, 2002, initiated, oversaw, completed and signed 35 articulation agreements with 11 community colleges in 16 different departments and programs.

Launched new Academic Affairs website.

Implemented comprehensive changes to the university catalog development process and initiated the online catalogs.

Managed the Individualized Studies Program (the fifth largest undergraduate program on campus).

Successfully supervised a campus program that developed to be a national leader in the implementation of Academic Service Learning.

#### **Faculty Leadership:**

Supervised the Faculty Course evaluation process.

Responsible for student academic appeals and grade grievances at the Step III level.

Coordinated the preparation of the agenda and supporting materials for the Faculty Affairs' Committee and the Educational Policies Committee of the Board of Regents.

Served as liaison to the Faculty Council.

**Strategic Planning:**

Successfully led the preparations of the NCA reaccreditation self-study report and site visit, which resulted in Eastern Michigan University receiving a 10-year reaccreditation and the approval of new doctoral degrees in Clinical Psychology and Technology.

Coordinated and oversaw all specialized accreditation activities (approximately 50).

**Enrollment and Retention:**

Coordinated and initiated academic efforts that resulted in a significant raise in graduation rates. Graduation rates increased from 33% in 1999 when I was appointed as undergraduate coordinator to 41% in 2004, an increase of 6.9 percent points.

Launched Degree Navigator, in collaboration with the Division of Enrollment Services, to better facilitate academic advising.

Implemented major undergraduate and graduate policy changes leading to a decrease in course withdrawals, better progress toward degrees, an easier transfer process and improved student retention and credit hour productivity. These include: Late Registration Policy, FTIAC Withdrawal, Pre-requisite Enforcement, Application of MACRAO, Late Withdrawal, Graduate School Residency, Maximum Registration Hours, and Enrollment in Graduate Courses by Advanced Undergraduate Students, 500-Level Independent Studies Courses, Doctoral Programs and Establishing Equivalency Numbers for Courses. This has led to better progress toward degrees, an easier transfer process and improved student retention, graduation rates and credit hour productivity.

**Fiscal Planning:**

Oversaw a budget of close to \$10 million.

Established a new Eastern Michigan university record for the 8th consecutive year.

*\* Title was changed from Associate Vice President for Academic Affairs to Associate Provost to reflect increased responsibilities.*

**February 2001 – July 2001: *Interim Provost and Vice President for Academic Affairs and Professor of Political Science***

The Provost and Vice President for Academic Affairs is responsible for the development, administration, and quality of the academic enterprise. Professor of Political Science.

**Major Accomplishments:**

Engaged the Division of Academic Affairs in a process of strategic planning that led to the development of a comprehensive Strategic Plan for 2002-2007.

Developed a comprehensive plan that resulted in the reassignment of Academic Human Resources functions to the Division of Academic Affairs.

Developed a comprehensive and innovative contract proposal and managed negotiations with the Eastern Michigan University-FT lecturers, which resulted in EMU's first four-year contract with the lecturers.

Successfully managed the university's preparations for the NCA Reaccreditation Site Visit which resulted in Eastern Michigan University receiving a 10-year reaccreditation and the approval of doctoral degrees in Clinical Psychology and Technology.

Coordinated activities related to other major accreditation requirements and site visits.

Led faculty recruitment, orientation, retention, support, promotion, tenure and professional development efforts.

Played a major role in Eastern Michigan University reaching \$15 million in grants and contracts for FY2001.

Oversaw the preparation of the 2001-2002 Division of Academic Affairs budget.

Worked toward implementing the university's first Ph.D. program in Clinical Psychology.

Designed and developed (with University Planning, Budgeting and Analysis) a new format for the Academic Department Profile. This format is arranged by line item and allows for a more convenient comparison of data across departments.

Implemented major undergraduate and graduate policy changes leading to a decrease in course withdrawals, better progress toward degrees, an easier transfer process and improved student retention and credit hour productivity. These include: Late Registration Policy, FTIAC Withdrawal, Pre-requisite Enforcement, Application of MACRAO, Late Withdrawal, Graduate School Residency, Maximum Registration Hours, and Enrollment in Graduate Courses by Advanced Undergraduate Students, 500-Level Independent Studies Courses, Doctoral Programs and Establishing Equivalency Numbers for Courses. That led to better progress toward degrees, an easier transfer process and improved student retention, graduation rates and credit hour productivity.

Served as a member of the President's Cabinet.

**May 1999 – April 2000: *Undergraduate Studies Coordinator, Division of Academic Affairs and Associate Professor of Political Science***

**Major Accomplishments:**

Enhanced Freshman Interest Groups (FIGs).

Strengthened and revised UNIV 100 and UNIV 101 (freshman orientation seminar helping students make the transition to college) by revising curricular content.

Established College Academic Advising Centers.

Modified the PASS (Promote Academic Survival and Success) Program.

Created new freshman seminars with special emphasis on interdisciplinary content.

Enhanced communication and cooperation among divisions in order to maximize students' potential for success, graduation rates and retention.

**Academic Experience:**

**Indiana University Kokomo**

2011 – Present: Professor of Business and Education

2010 – Present: Professor of Public and Environmental Affairs

**Kettering University**

2007-2010: Professor of Public Policy

**Ferris State University**

2004-2007: Professor of Public Policy

**Eastern Michigan University**

2000- 2004: Professor, Department of Political Science & MPA Program, College of Arts & Sciences. 1998

– 2000: Associate Professor, Department of Political Science & MPA Program, College of Arts & Sciences.

May 1998 - August 1998: Interim Department Head, Department of Political Science & MPA Program, College of Arts & Sciences.

1994-1998: Assistant Professor, Department of Political Science & MPA Program, College of Arts & Sciences.

**Tel Aviv University**

1993 – 1994: Assistant Professor, Graduate Program in Public Policy, (1994 - 1995 on leave) College of Social Sciences.

**Publications:**

**Books:**

*The Learner-Centered Curriculum: Design and Implementation.* (2012) Jossey-Bass, A Wiley Imprint San Francisco, CA. [with Cullen, R; Hill, R.]

*Leading the Learner-Centered Campus.* An Administrator's Framework for Improving Student Learning Outcome. (2010). Jossey-Bass, A Wiley Imprint San Francisco, CA. [with Cullen, R]

*Innovation and Entrepreneurship in State and Local Government.* (November 2003). Lexington Books. [with Kinney, R (Ed.)] Paperback Edition November 2004

*Term Limits.* (May 2001). Lexington Books. [with Doron, G]

*Public Policy and Electoral Reform: The Case of Israel.* (July 200). Lexington Books. [with Doron, G]

**Journal Publications and Book Chapters:**

Higher Education as a Catalyst for Regional Transformation (Summer 2012) AASCU publication  
*Public Purpose 24*

Using National, State, and Local Data for Administrative Decision Making (Chapter 6) in  
Secolsky, C. & Denison, D.B. (Eds.) (2012) *Handbook on measurement, assessment, and evaluation in higher education.* New York, NY; Routledge. [With Sathasivam 'Kris' Krishnan, Chengbo Yin, William Mahler, Albertha Lawson, and Karen Ruedinger]

Secolsky, C. & Denison, D. B. (Eds.) (2012). Routledge Press (Summer 2011). [with Krishnan, S; Yin, C; Mahler, W; Lawson, A; Ruedinger, K]

Design, Implementation and Assessment of Entrepreneurial Workshops for an Entire University Faculty. In the *Proceedings of the 14<sup>th</sup> Annual Conference of the National Collegiate Inventors and Innovators Alliance (NCIIA).* San Francisco, CA, March, 2010. [With William J. Riffe, and M. Tavakoli].

Values-based Leadership: At the Heart of Sustaining School Reform and Improvement. *In School Leadership - International Perspectives.* (2010). Stephan Gerhard Huber [Ed.]. Springer. Chapter 8, 145- 159. [with M. Johnston].

Assessing Course Syllabi to Determine Degree of Learner- Centeredness in *Designing Effective Assessment.* (2009). (Eds.) Banta, T, Black, K, & Jones, B. San Francisco, CA: Jossey Bass. [with Cullen, R]

Online Learning: More than Technical Savvy (September 2009). *National Teaching and Learning Forum*, 18 (5), 1+.[with R. Cullen]

Assessing the Degree of Learner-Centeredness in a Department or Unit, *Academic Leader*, (April 2009) 25 (4) 1+.[with R. Cullen]

Supporting New Scholars: A Learner-Centered Approach to New Faculty Orientation. *Florida Journal of*

- Educational Administration and Policy*, (Fall 2008), 2 (1), 17-28. [with Cullen, R]
- A Model for Curricular Revision: The Case of Engineering Education (2008) *Innovation Higher Education*. 34 (1), 51-63 DOI. 10.1007/s10755-008-9090-z. [with Cullen, R]
- The Dash to Dashboards. *Academic Leader* (Fall 2008) 24 (10), 2-3 [with Cullen, R]
- Mission Statements Reconsidered. *National Teaching and Learning Forum* (Fall 2008) 17 (5), 7-8. [with Cullen, R]
- Department Chair Development: Catalyst for Change. *Department Chair* (Summer 2008) 19 (1), 21-24. [with Cullen, R]
- Assessing Learning-Centeredness. *Assessment and Evaluation in Higher Education* (April 2008) 33 (2), [with Cullen, R] First Published Online, DOI 10.1080/02602930801956018
- Course Syllabi as Assessment Data. *The Department Chair* (Spring 2008). 18 (4), 18-20. [with Cullen, R]
- Using Assessment to Bring About Cultural Change: The Value of Assessing Learning Spaces. *Assessment Update* (May/June 2008). 20 (3), 6-10. [with Cullen, R]
- Observing the Learner-Center Class. *Florida Journal of Educational Administration and Policy*, (2008) 1(1), 57-66. [with Cullen, R]
- Renovation as Innovation: Transforming a Campus Symbol and a Campus Culture. *Perspectives: Policy and Practice in Higher Education*, (2008). 12 (2), [ with Cullen, R]
- Learning and Leadership. *Academic Leader*, (February 2008). 24 (2), [with Cullen, R]
- Learner-Centered Leadership: An Agenda for Action. *Innovative Higher Education*, (2008). 33 (1), 21-28. [with Cullen, R]
- Investing in Leadership. *Academic Leader*, (September 2007) 23 (9), 1 & 8. [with Cullen, R]
- Civic Engagement and Curricular Reform. *The National Teaching and Learning Forum*, (May 2007) 16 (4), 4-6. [with Cullen, R]
- Seeking Quality, Balance, and Values in Educational Leadership. *The Report: News from the Michigan Association for Supervision and Curriculum Development*, (December 2006). [with Johnston, M]
- Creating an Assessment Culture at Eastern Michigan University: A Decade of Progress. *Assessment Update*, (March/April 2005) 17, [with Bennion, D]
- Building a Sense of Community through Conflict Mediation. *Academy of Managerial Communications Journal*, 5 (1&2), (2001) 45-53. [with Kinney, R & O'Connor, B]
- Food Gatherers: Role of Entrepreneurship and Political Context in Sustainable Community Programs. In *Creating Sustainable Community Programs*. (January 2001, Ed. Daniels, M). Westport: Connecticut. 221-233. [with Kinney, R &.]
- Policy Termination: The Case of Term Limits in Michigan. *International Journal of Public Administration*. (March 2001) 24 (3), 323-339.
- The Israeli Kibbutz. *Review Essay: Utopian Studies*, (2000). 11 (2), 209-213.
- The Israeli Democracy: Assessing the Electoral Reform of 1992 and its Impact on the Elections of 1996 and 1999. *Israel Studies*, (Fall 1999) 4 (2), 16-39. [with Doron, G]
- The Kibbutz: Uncovering the Utopian Dimension. *Utopian Studies*, (1999). 10 (1), 115-127.
- In the Name of G-D and Our Rabbi: The Politics of the Ultra-Orthodox in Israel. *Israel Affairs*, (Autumn 1998) 5 (1), 1-18. [with Doron, G & Kook, R]
- Economic Constraints and Political Entrepreneurship: Medicaid and Managed Care in Michigan. In *Medicaid and the American States: The Politics of Managed Care*. (1998). Ed. Daniels, M. Westport Connecticut: Greenwood Publishing Group, Auburn House. 169-185. [with Kinney, R]
- Ideology and Privatization Policy in Israel. *Government and Policy*, (Fall 1997) 15, 363-372. [with Katz, Y., Doron, G., & Woodlief, A]
- Policy Termination: Uncovering the Ideological Dimension. *International Journal of Public Administration*. (Fall 1997) 20 (12), 2151-2175.
- Enhancing Teaching Effectiveness in "Government Budgeting": The Case of Service Learning. *Proceedings of the 20th National Conference on Teaching Public Administration*. (March 6-8, 1997 ). Sponsored by Virginia Commonwealth University. Prepared by: The institute for Public Affairs and Policy Studies College of Charleston, Charleston ,SC. [with Schneider, M]

- Uncompensated Costs and Indigent Health Care: Volunteers and a Community Services Budget. *Non Profit Quarterly*, Volume 21, Number 4, (Winter 1992). 351-366. [with Mark Rosentraub and Karen Harlow]
- A Methodological Framework for Analysis of Public Sector Management (PSM) in Africa. *Special Action Program for Public Administration and Management in Africa (SAPAM) United Nations*, (December 1990). [with Morgan, Philip]
- The Water Crisis, An Analysis of the Reasons and Policy Proposals for Resolution. Biosphere, A Publication of the Environmental Protection Agency, Department of Interior, Israeli Government. (January 1988) 17/4, 5-8. (In Hebrew).
- The Water Crisis, Policy Analysis. Hassadeh - Israeli Agricultural Monthly, (September 1987) 2421, 2429-2432, 2419. (In Hebrew).

### **Published Book Reviews:**

- Barrus, R., Eastby, J., Lane Jr., J., Marion, D., & Pontuso, J. (Summer 2006). The Deconstitutionalization of America: The Forgotten Frailties of Democratic Rule. *Perspectives on Political Science*. Heldref Publications. 35 (3).
- Alperovitz, Gar (Spring 2005). America Beyond Capitalism: Reclaiming Our Wealth, Our Liberty, and Our Democracy *Perspectives on Political Science*. Heldref Publications. 34 (2).
- Morris, Oppenheimer, & Karol Soltan (Ed.). (Fall 2004). Politics from Anarchy to Democracy. *Perspectives on Political Science*. Heldref Publications. 33 (4).
- Avraham , Brichta (2001). Political Reform in Israel: The Quest for a Stable and Effective Government. (2003). *Israel Studies Forum*. Sussex Academic Press. 18 (2) 135-138.
- Yassour, Avraham (1997). The Kibbutz: Vision & Daily Life (2<sup>nd</sup> volume). *Utopian Studies*. Tel Aviv: Yaron Golan Press. 10 (2), 342-344.
- Sims, L, S. (1998)(Summer 1999). The Politics of Fat. *Perspectives on Political Science*. Heldref Publications. 28 (3). 154.
- Glasberg, D, & Skidmore, D. Aldine de Gruyter, a division of Walter de Gruyter, Inc. (Winter 1998). Corporate Welfare Policy and the Welfare State. *Perspectives on Political Science*. Heldref Publications. 27 (1). 39.
- Sanders, J, & Narveson, J (Fall 1997). For and Against the State: New Philosophical Readings. Rowman & Littlefield Publishers. *Perspectives on Political Science*. Heldref Publications. 26 (2). 247.
- Weissert, C, & Weissert, W. (Spring 1997). The Job Hopkins University Press: Governing Health: The Politics of Health Policy. *Perspectives on Political Science*. Heldref Publications. 26 (2) 113.

### **Honors, Awards and Grants:**

- Nominated by the Kokomo Perspective newspaper as **one of 10 finalists for “Kokomo Perspective’s Person of the Year 2012.”** The enthusiastic former chancellor of Indiana University Kokomo pushed the school to new heights ..... In just two years, Harris left his mark. **His accomplishments will be remembered for years to come.** December 2012.
- Invited to attend a symposium for University Presidents and Chancellors, July 29 – August 2, 2012 at Harris Manchester College in the University of Oxford, Oxford, England. The conference is sponsored by the Forum on Public Policy in collaboration with the Oxford Round Table.
- Listed in **Maariv** which is one of the two largest Hebrew language daily newspaper published in Israel as “one of “The Most Successful Israeli’s in the World (outside of Israel).... **The most successful academic.**”
- Acknowledged in **Indiana Commission for Higher Education’s** *Reaching Higher, Achieving More* publication for innovative tuition discount incentive for on-time graduation, “**Chancellor Harris has made increasing graduation rates a top priority** for IU Kokomo.....pursue bold innovative ways to make it happen.....” page 18, March 2012.

Assumed duties as “**Honorary Wing Commander**” for the 434<sup>th</sup> Air Refueling Wing at Grissom Air Reserve Base at a special ceremony that took place on Sunday, February 12.

Recognized by **Omicron Phi Chapter of Alpha Kappa Alpha** sorority, Kokomo, IN, 2012..

Noted on Fox59 News as one of three campuses that set new spring-semester records for enrollment, 2012.

IU President Michael A. McRobbie acknowledged: "It is especially gratifying to see strong growth of...Kokomo...as they find innovative ways to serve their regions." January 18, 2012.

Noted in *Kokomo Tribune* article “IUK reports highest numbers in 62-year-history – school has largest-ever spring freshman class,” January 18, 2012.

Highlighted in *Grissom & Air Force Headlines* article as one of seven business leaders to be selected to participate in Grissom’s “Honorary Commanders” program for 2012. January 9, 2012

**Selected by Grissom Air Reserve Base (U.S. Air Force) officials as “Honorary Wing Commander 2012,”** Duties assumed at a special ceremony on February 12, 2012. Grissom ARB is one of only five Air Force Reserve Command bases in the nation and is home to reserve units from the Air Force, Army and Marine Corps. The host unit is the 434<sup>th</sup> Air Refueling Wing which is equipped with a fleet of KC-135R Stratotanker aircraft.

Lead IU Kokomo in efforts that contributed to record-breaking enrollment with the highest number of full-time students ever, making history with spring enrollment up nearly 10 percent. January 2012.

Led IU Kokomo in receiving the largest cash gift in its history, a \$1.25 million donation from the Milt and Jean Cole family to support the construction of a new Wellness and Fitness Center for the campus. January 2012.

Featured in AASCU (American Association of State Colleges & Universities) Innovation Exchange for IU Kokomo’s Student Success Tuition Discount Program pilot initiative, January 13, 2012.

Noted in *Kokomo Perspective* story ....”IU Kokomo went much further under the guidance of Chancellor Michael Harris, introducing 10 new degree programs and an athletics program. This brought the school closer to its goal of being a school of first choice for students across north central Indiana.” *Kokomo Perspective*. January 4, 2012.

Noted in *Sports Journal of Central Indiana* for his ambitious goal in early 2011 of forming a Women’s Volleyball and Men’s Basketball team for the 2011-2012 season with no coaches, players or facilities. “Congratulations to Dr. Harris and the new Cougar Nation on setting the bar high and going for broke. We hope the NAIA application is approved and more sports are added in the future.” *Sports Journal of Central Indiana*. January 3, 2012.

Listed by the *Kokomo Perspective* as one of “the leaders in this community who are doing their jobs well and are making Kokomo and Howard County a better place to work and live,” and mentioned in a separate article for his participation in the Transformative Regional Engagement Roundtable panel on “Accelerating Regional Solutions: Finding Unique Pathways to American Prosperity.” *Kokomo Perspective*. December 28, 2011.

Noted in *Kokomo Perspective* Editorial...”IU Kokomo is a success story in and of itself with its multiple new degree programs and aggressive growth strategies that have more students attending the Kokomo campus than ever.” December 28, 2011.

Selected by the **editorial Board of the *Kokomo Perspective* newspaper** as 2011, “Kokomo Perspective’s **Person of the Year.**” For: “making his presence felt academically, athletically and as a member of the larger community.” It’s difficult to know where to start in listing his accomplishments. *Kokomo Perspective*. December 21, 2011.

Reviewer for International Political Science Review manuscript entitled “Changing the rules of the game. Determinants of successful electoral system change in Central and Eastern Europe.” November 2011

Lead IU Kokomo’s initiative to transform North Central Indiana. This innovative effort significantly contributed to the city of Kokomo receiving the “2011 Community of the Year” award from the Indiana Chamber of Commerce. The city of Kokomo was officially honored with the Community of the Year Award during the Indiana Chamber’s 22<sup>nd</sup> Annual Awards Dinner on November 17<sup>th</sup> at the JW Marriott Hotel, Indianapolis. Mayor Goodnight of Kokomo acknowledged the leadership and

contributions of Chancellor Harris in his acceptance address.

Presented an **award** by Lee Se-Ung, Ph.D., the Chairman of the Shin II Educational Foundation Board for: **“furthering the globalization of education.”** Seoul, South Korea, September 19, 2011

**Appointed by Governor Daniels** to serve on the Indiana Automotive Council, August 2011

Joined 20 state legislators on Wednesday, August 17, 2011, for an air refueling flight at the 434th Air Refueling Wing, Grissom Air Reserve Base near Bunker Hill, Indiana

Noted in *Kokomo Perspective* Editorial ...“Kokomo is changing for the better” ....“the exemplary education provided by Indiana University Kokomo under Chancellor Michael Harris.” June 2, 2011

Selected for membership in **Beta Gamma Sigma** the international honor society for collegiate schools of business – Indiana University Kokomo, May 2011

Selected for membership into the “highest honor attainable by Greeks **the Order of Omega** (Eta Eta Chapter, Kettering University)... To recognize those...who have attained a high standard of leadership in inter-fraternity activities.” June 2010

Awarded a **\$1.651 million grant** as the **Principal Investigator** from the **Kern Family Foundation** for the development and implementation of **Entrepreneurship Across the Curriculum (EAC) and Entrepreneurship Across the Institution (EAI)** at Kettering University. March, 2010.

Received on behalf of Kettering University the **“Best in Class” national award** for developing and implementing an academic program aimed at enhancing students “mindset of innovation and entrepreneurship.” The award was presented by the **Kern Entrepreneurship Education Network (KEEN)** during its winter convention in Orlando, Florida, on January 8, 2010.

Elected, initiated and Inducted into, **Pi Tau Sigma**. The International Mechanical Engineering Honor Society by Kettering University – Delta Chi Chapter. October, 2009.

Awarded a **Michigan Incubator Grant**, \$250,000 by the Michigan Economic Development Corporation (MEDC). March 2009.

Awarded **“Best in Class”** for 2009 by the Kern Family Foundation for developing for Kettering University **Entrepreneurship Across the Curriculum (EAC)** to enhance student mindset for innovation and entrepreneurship

Awarded a **\$225,000 grant** as the **Principal Investigator** from the **Kern Family Foundation** for the development and implementation of **Entrepreneurship Across the Curriculum (EAC)** at Kettering University. November, 2008.

Recognized as **“Faculty Member of the Year”** through the Kettering University Greek Life Organization. 2007-2008.

Appointed to the **Board of Directors** of the West Central Michigan Health Care Regional Skills Alliance, Michigan. August 2006-2007.

Elected **Chair of the Academic Affairs Officers Committee of the Presidents Council**, State Universities of Michigan for a two-year term (2006-2008). June 2006.

Awarded **\$209,069** as **principal investigator** from the Michigan Department of Education for the grant entitled, “Closing the Gaps: Improving Teacher Quality and Student Achievement in Alternative Education.” 2006.

Awarded **\$1 million** grant as **principal investigator** from the Herbert H. and Grace A. Dow Foundation for construction for the Michigan College of Optometry and the Center for Collaborative Health Education. Ferris State University. 2006.

Appointed as **Consultant-Evaluator**, Peer Review Corps, serving the Program to Evaluate and Advance Quality (PEAQ) by the Higher Learning Commission, a commission of the North Central Association. 2005 -2008.

Appointed as Academic Quality Improvement Program (AQIP) **Systems Portfolio Appraiser**, The Higher Learning Commission, a commission of the North Central Association. 2005.

Appointed to the Assessment of Student Learning **Think Tank and Electronic Groups** for The Higher Learning Commission, a commission of the North Central Association. 2005.

Recognized in Academic Keys’ **Who’s Who in Higher Education Administration**. 2005.



Received an **Honorary Doctorate** in Educational Administration from **Ave Maria College**. May 2, 2003.  
**Chair of the Ann Arbor Building Authority** (1998-2003). Responsible for issuing 15 million dollars in bonds.

**Recognized by the Department of the Army** for outstanding support of the United States Army R.O.T.C. cadre and cadets at Eastern Michigan University. March 15, 2002.

**Recognized by the United States Army Cadet Command** at Fort Monroe, Virginia, for outstanding support of the United States Army R.O.T.C. cadre and cadets at Eastern Michigan University. March 12, 2002.

**Appointed as an Adjunct Faculty Professor at Ave Maria College and University. First non-denominational appointee, 2001.**

Recipient of the **Excellence Award** for Outstanding Service to Community Mediation for Washtenaw County. The Dispute Resolution Association of Washtenaw County, 2001.

**Recognized by the Division of Enrollment Services, Eastern Michigan University** for contributions made during the 2000-2001 Academic Year.

**Recognized in the 56<sup>th</sup> edition of Marquis Who's Who in America** 2002.

**Recognized in Strathmore's Who's Who** 2001-2002.

Sole candidate nominated by Provost Ronald Collins, Eastern Michigan University for the Outstanding First-Year Student Advocate award. This award is sponsored by the University of South Carolina's National Resource Center for the First-Year Experience and Students in Transition. 2000. (Was not selected for award).

Awarded the title of **Honorary Michigan Colonel** from the Department of Military Science at Eastern Michigan University. 2000.

**Recognized in Who's Who Among America's Teachers** 2000 for teaching excellence.

Recipient of an **honorary membership**, Phi Kappa Phi, 2000.

Recipient of the Michigan Association of Governing Boards - (MAGB) **Distinguished Faculty Award**. 2000.

**Chairperson, Eastern Michigan University Hillel Steering Committee** (1996-1999). Under my leadership we raised \$100,000 a year.

Described in **Eastern Michigan University: A Sesquicentennial Portrait** (1999) [as one of the] "more prominent scholars to have graced the campus during the first 150 years." "An experienced researcher and teacher."

**Recognized by The American Political Science Association and Pi Sigma Alpha** for "outstanding teaching in political science," 1999.

Recipient of the **Golden Medallion Award**, Eastern Michigan University, 1999.

Awarded the "**Outstanding Teaching Award**" by Eastern Michigan University Alumni Association, 1999.

**Faculty Research Fellowship**, Eastern Michigan University, winter, 1999.

**Honorary Member** Golden Key National Honor Society, 1999.

**Excellence Award**, in recognition of "contribution to the residential community." Eastern Michigan University, 1998.

**Recognized by The American Political Science Association and Pi Sigma Alpha** for "outstanding teaching in political science," 1998.

**Chairperson of the Academic Division for the United Way Campaign** for 1998 and 1999. Under my leadership we raised close to \$56,000 each year.

**Faculty Appreciation Award**, Division of University Marketing and Student Affairs, Eastern Michigan University, winter 1998.

**Board member and Treasurer, Michigan Public Management Institute** (1996-1997).

**Distinguished Faculty Teaching Award**, Eastern Michigan University, 1997.

**Barriers to Learning Award**, Presented by Eastern Michigan University President, winter 1997.

**Faculty Fellow**, Academic Service-Learning, Eastern Michigan University, winter 1997.

Eastern Michigan University, Spring-Summer **research grant**, 1995.

Received Ph.D. from Indiana University, Public Policy, 1993. The program is ranked No. 2 overall program in the country, ahead of Harvard, Princeton and other major universities. Completed my

preliminary Doctoral exams with Dr. Elinor Ostrom, the 2009 Nobel Prize laureate in economics.  
**MacArthur Scholar**, Indiana University Center on Global Change and World Peace, 1990 -1991.  
**Inducted, Pi Alpha Alpha**. The national honorary for graduates of programs of public affairs and administration, Indiana University, 1991.

### **Areas of Specialization:**

- Public Policy and Policy Analysis
- Public Management and Administration
- Organizational Theory
- Government and Public Budgeting
- Political Economy
- Higher Education
- Leadership

### **Presentations and Conferences (A Partial List):**

- Presentation to Logansport Noon Kiwanis “The Importance of Higher Education in an Ever-Evolving Economy, June 19, 2012.
- “Advising in a Learners Centered Environment”, presented at IU Regional Campus Advisors Conference, at University Place Conference Center, June 1, 2012.
- ACE Council of Fellows Weekend: Leading to the Future Amidst Rapid Change, Engagement in Turbulent Times, panelist, at University Place Conference Center, June 2, 2012.
- Presentation about IU Kokomo impacts region through boosting economy, leading transformation. Indiana University Kokomo's impact on the region and the state of Indiana reaches far beyond the yearly \$52.1 million, and the campus stands out as a clear leader in paving the way for higher education institutions to take on a key role in the economic and social well-being of the communities they serve, on May 23, 2012.
- Invited to attend Oxford Round Table regarding Higher Education to be held July 29 – August 2, 2012. Invitations sent to selected persons throughout the world based on nominations from previous participants, recommendations of those who are actively involved in higher education, or recognition for presentations and awards by state and national organizations.
- Guest speaker at the Capital Warrior Battalion - Military Formal at the J.W. Marriot in Indianapolis. The Capital Warrior Battalion operates in 6 universities/campuses, including IUPUI and Butler, February 11, 2012.
- Discussant for the Transformative Regional Engagement Roundtable entitled “Making Regionalism Work” in Washington DC, December 6, 2011.
- Presentation of commissioned Regional Benchmark Study that will foster regional transformation and help promote and stimulate discussion among community leaders and the public, IU Kokomo campus, on November 21, 2011
- “The Quest for a Meaningful Life and the Pursuit of Happiness,” presented at 17<sup>th</sup> Annual Indiana University Undergraduate Research Conference, IU Kokomo campus, on November 18, 2011
- Presented “Value-Based Leadership” and led panel at University Partnership and Reciprocity Conference supported by the Lilly Endowment’s Sustaining Grant to Promote Educational Opportunities through Collaborations, University Place, Indianapolis, on November 14, 2011
- “Learning Outcomes and Assessment at IU Kokomo: Practices and Challenges” presented at 2011 Indiana Trustees Academy, University Place, Indianapolis, on September 26, 2011
- “Triple Helix” presentation (testimony) at the Interim Study Committee on Economic Development at Indiana Statehouse on August 25, 2011

Addressed Higher Education Commission at meeting held on IU Kokomo campus. May 13, 2011

Keynote Address Delivered at Ivy Tech Community College Commencement. May 12, 2011

"Catalyst for Change; Charting a Regional Transformation," Installation Speech, Indiana University Kokomo. October 22, 2010

*"The Quest for a Meaningful Life and the Pursuit of Happiness,"* Commencement Speaker, Kettering University Commencement. June 12, 2010.

"Measuring the Impact of: "Entrepreneurship Across the Curriculum."" At the Annual Conference of the American Society for Engineering Education (ASEE). Louisville, KY, June 20-23. [With Andrew Borchers, Sung-Hee Park, William Riffe and Massoud Tavakoli].

"Preparing for the visit: lessons learned." 2010 ABET Symposium, Las Vegas, April 15-17, 2010. [With Mark Wicks and Ken Kaiser].

"Developing an Entrepreneurial Mindset in Engineering Students at Kettering University." At the 14<sup>th</sup> Annual Conference of the National Collegiate Inventors and Innovators Alliance (NCIIA). San Francisco, CA, March 25-27, 2010. [With William J. Riffe].

"Design, Implementation and Assessment of Entrepreneurial Workshops for an Entire University Faculty." At the 14<sup>th</sup> Annual Conference of the National Collegiate Inventors and Innovators Alliance (NCIIA). San Francisco, CA, March 25-27, 2010. [With William J. Riffe, Massoud Tavakoli].

"The Role of Higher Education as a Pathway to Prosperity: Technology as a Catalyst for Educational Reform." The Governor's 13<sup>th</sup> Education Summit. March 4, 2008. Lansing, Michigan.

"Undergraduate Education in the 21<sup>st</sup> Century: Challenges and Opportunities" at the Michigan Academy of Science, Arts and Letters Annual Meeting, Ferris State University. March 9, 2007. 1:05-1:35 p.m. Big Rapids, Michigan.

"Value-Based Leadership: Shackleton's Way" at the Michigan Career Education Conference, Marriott Renaissance Center. February 12, 2007. 3:00 – 4:00 p.m. Detroit, Michigan.

"Political Engagement without Political Firestorms" at the American Association of State Colleges and Universities (AASCU) 2007 Academic Affairs Winter Meeting at Sheraton. February 4, 2007. 1:45 – 3:30 p.m. San Antonio, Texas.

"Challenges Facing Undergraduate Education in the 21<sup>st</sup> Century" at the University of Florida. January 18, 2007. 11:00 a.m. – 12:00 p.m. Gainesville, Florida.

"Universities Partner for Educational Reform and Development: Ferris State University in Michigan and An Giang University in Vietnam for Improving Student Achievement in the Mekong Delta" with Dr. Michelle Johnston at the Asia-Pacific Educational Research Association (APER) International Conference 2006. The Hong Kong Institute of Education. November 30, 2006. 11:20 a.m. - 12:50 p.m. Hong Kong, China.

"Strategic Choices and Political Leadership" panel at the Midwest Political Sciences Association 64<sup>th</sup> Annual National Conference at the Palmer House Hilton, Chair and Discussant. April 22, 2006. 3:45 p.m. Chicago, Illinois.

"Issues and Practices in Retention, Promotion and Tenure" at the American Association of State Colleges and Universities (AASCU) 2006 Academic Affairs Winter Meeting at Charleston Place, Charleston, South Carolina. Moderator. Tuesday, February 7, 2006. 9:45-11:00 a.m.

"Leadership, Innovation and Entrepreneurship" at the National Council for Workforce Education 2005 Conference at the Hyatt Regency. Monday, October 24, 2005. 3:00 p.m. San Antonio, Texas.

"Israel's Withdrawal from Lebanon (2000) and Gaza Pullout (2005): Lessons for U.S. Policy in the Middle East" at the Michigan Conference of Political Scientists 37<sup>th</sup> Annual Meeting at the Fairlane Conference Center. October 21, 2005. 8:45 a.m. Dearborn, Michigan.

"Teaching Political Science and Civic Engagement Panel", Discussant, at the Michigan Conference of Political Scientists 37<sup>th</sup> annual Meeting at the Fairlane Conference Center. October 20, 2005. 4:00 p.m.

Dearborn, Michigan.

- “Values-Based: The heart of sustaining school reform and improvements” with Dr. Michelle Johnston at the International Seminar: The Professionalization of School Leadership. October 3-8, 2005. University of Erfurt, Germany.
- “Ten Top Barriers to Assessment and How to Overcome Them” with Dr. Donald Bennion at the 110<sup>th</sup> Annual Meeting of the Higher Learning Commission at the Hyatt Regency. April 11, 2005. 3:45-4:30 p.m. Chicago, Illinois.
- “Ten Barriers to Effective Assessment and How to Prevent or Remove Them” with Dr. Donald Bennion at the 2004 Assessment Institute at the University Place Conference Center. Tuesday, November 2, 2004. 2:25 – 2:55 p.m. Indianapolis, Indiana.
- “How Eastern Michigan University Improved its Assessment Program by Benchmarking it Against ‘Best Practices’ Assessment Programs” with Dr. Donald Bennion at the 2004 AAHE Assessment Conference at Adam’s Mark Hotel. June 14, 2004. 9:45 a.m. – 10:45 a.m. Denver, Colorado.
- “Developing a Culture of Assessment at Eastern Michigan University” (with Dr. Donald Bennion). Presented at the 109<sup>th</sup> Annual Meeting of the North Central Association. March 29, 2004. Chicago, Illinois.
- “Using Assessment Results to Change Academic Programs: The Eastern Michigan University Experience” (with Dr. Donald Bennion). Presented at the 2003 Assessment Institute. November 3, 2003. Indianapolis, Indiana.
- “Creating a Culture of Assessment at Eastern Michigan University: A Decade of Progress.” (with Dr. Donald Bennion). Presented at the AAHE Summer Meeting. June 22, 2003. Seattle, Washington.
- “Developing a Directory of Assessment Activities” (with Dr. Donald Bennion). Presented at the 2002 Assessment Institute at Indianapolis. November 4, 2002. Indianapolis, Indiana.
- “Developing Faculty for Increased Performance in Freshman Interest Groups (FIGs)” (with Barry Fish, Betsy Morgan, and Susan Moeller). Presented at the First Year Experience Conference. July 4, 2002. Bath, England.
- “Faculty Buy-In: The Essential Component to a Coherent First-Year Experience” (with Betsy Morgan). Presented at the First Year Experience Conference. July 2, 2002. Bath, England.
- “Preparing the University Assessment Program for a Visit from its Regional Accreditation Agency”. Presented (with Don Bennion) at the AAHE 2002 Assessment Conference. June 21, 2002 (3:00-4:00 PM). Boston, Massachusetts.
- “Integrating Strategic Planning, Reaccreditation, and Program Review.” Presented at the AARC 2002 Winter Meeting of Chief Academic Officers. February 9, 2002. San Antonio, Texas.
- “Israeli-Palestinian Conflict Revisited.” Presented at the Military Studies Group of the University of Michigan’s Department of Military Science. November 2, 2001. Ann Arbor, Michigan.
- “Election 2000: Things You Can See from Here, You Can’t See from There.” Paper presented at the 33<sup>rd</sup> Annual Michigan Conference of Political Scientists. Aquinas College. October 18-19, 2001. Grand Rapids, Michigan.
- “University in Transition.” Paper presented at the Fourteenth International Conference on the First-Year Experience. The Sheraton Waikiki. July 9-13, 2001. Honolulu, Hawaii (with Elisabeth Morgan).
- “Remembering the Past for the Sake of the Future.” Keynote Speaker at the Official State of Michigan Holocaust Commemoration. The Capitol Rotunda. April 25, 2001. Lansing, Michigan.
- “Economic Prosperity and Policy Innovation in State Government.” Paper presented at the MIDWEST Political Science Association 59<sup>th</sup> Annual Meeting. Palmer House Hilton. April 19-22, 2001. Chicago, Illinois (with Rhonda S. Kinney).
- “Term Limits, Political Activism and the Public Agenda.” Paper presented with Gideon Doron at the 2000 Annual Meeting of the American Political Science Association. August 31, 2000. Washington, D.C.
- “Term Limits in Michigan.” Paper presented at the 31<sup>st</sup> Annual Michigan Conference of Political Scientists. University of Michigan-Dearborn. November 5, 1999. Dearborn, Michigan.
- “The Israel Electoral System: A Comprehensive Analysis.” Paper presented at the 15<sup>th</sup> Annual Meeting of the Association for Israel Studies. American University. May 23-25, 1999. Washington D.C. (with Gideon Doron).

- "The Israeli Democracy: Assessing the 1992 Reform." Paper presented at the MIDWEST Political Science Association 57th Annual Meeting. Palmer House Hilton. April 15-17, 1999. Chicago, Illinois (with Gideon Doron).
- "Managed Care and Medicaid: Analyzing Determinations of Policy Outcomes." Presented at 30th Annual Michigan Conference of Political Scientists. Sponsored by Grand Valley State University. Eberhard Center, Grand Valley State University. October 30, 1998. Grand Rapids, Michigan (with Rhonda Kinney).
- "Enhancing Teaching Effectiveness in 'Government Budgeting' Courses: The Case of Service-Learning." Delivered at the Service-Learning in Teacher Education: Caring, Commitment, and Learning in Context seminar. The seminar was sponsored by the National Service-Learning in Teacher Education Partnership. August 9-10, 1998. McKenny Union, Eastern Michigan University.
- "The Politics of the Ultra-Orthodox Parties in Israel." Paper presented at the 56th Annual Meeting of the MIDWEST Political Science Association. Palmer House Hilton. April 23-25, 1998. Chicago, Illinois (With R. Kook and G. Doron).
- "Rational Choice and Political Science: An Interdisciplinary Assessment." Delivered at the 29th Annual Michigan Conference of Political Scientists. Eastern Michigan University. October 23-24, 1997; McKenny Union.
- Discussant: "Administrative Leadership." Panel at the 55th Annual Meeting of the Midwest Political Science Association. April 18-20, 1997. Chicago, Illinois.
- "Electoral Reform: Changing the Rules, Changing the System: The Case of Israel", 1996. Paper presented at the 55th Annual Meeting of the MIDWEST Political Science Association. Palmer House Hilton. April 10-12, 1997. Chicago, Illinois (With G. Doron and J. Bernstein).
- "Enhancing Teaching Effectiveness in 'Government Budgeting': The Case of Service Learning." Paper presented at the 20th National Conference on Teaching Public Administration. March 6-8, 1997. Richmond, Virginia (With M. Schneider).
- "Formulating and Implementing Government Public Policy: The Case of the Israeli Kibbutzim." Paper presented at the 23rd Annual Communal Studies Conference. October 10-12, 1996. Amana, Iowa.
- "Privatization in Israel: The Experience Under Labor Versus Likud Governments." Paper presented at the 28th Annual Michigan Conference of Political Scientists. Sponsored by Wayne State University. McGregor Conference Center, Wayne State University. October 10-11, 1996. Detroit, Michigan.
- "A Challenging Birth: Case Study of the Development of an Interdisciplinary Academic Minor in Political Economy." Participated on a panel of professors from Eastern Michigan University who have been involved in a project to establish a new minor in Political Economy. Presented at the 18th Annual Conference of the Association for Integrative Studies. Eastern Michigan University. Marriott Conference Center. October 3-6, 1996 (with Edgern, Hanna, Cray and Sidlow). Ypsilanti, Michigan.
- "Ideology and Privatization Policy in Israel: Comparing Two Decades." Paper presented at the 54th Annual Meeting of the Midwest Political Science Association. April 18-20, 1996. Chicago, Illinois (With Y. Katz and G. Doron).
- "Growth in Presidential Staff: An Institutional Analysis." Paper presented at the 54th Annual Meeting of the Midwest Political Science Association. April 18-20, 1996. Chicago, Illinois (With R. Kinney).
- "The Evolution of Medicaid Reform in Michigan." Paper presented at the Annual Meeting of the Michigan Academy of Science, Arts and Letters. March 1-2, 1996. Alma, Michigan (With R. Kinney and S. Gatchell).
- "A study in Institutional Change: Explaining Growth in White House Staff." Paper presented at the 27th Annual Meeting of the Michigan Association of Political Scientists. October 26-27, 1995. Kalamazoo, Michigan (With R. Kinney).
- "The Kibbutz: Uncovering the Utopian Dimension." Paper presented at the 22nd Annual Communal Studies Conference. October 12-14, 1995. Estero, Florida.
- "Organization Theory and the Search for a Theoretical Framework for Analyzing the Kibbutz." Paper presented at the MIDWEST - Political Science Association 53rd Annual Meeting April 6-8, 1995.

Chicago, Illinois.

Discussant: "Fiscal Federalism: Federal, State, and Local Budgetary Issues." Panel at the MIDWEST - Political Science Association 53rd Annual Meeting. April 6-8, 1995. Chicago, Illinois.

"The Israeli Kibbutz from Advent to Anachronism: An Organizational Theory Perspective." Paper presented at the 4th International Meeting of Kibbutz Research. December 1993. Givat Haviva, Israel.

"The Social and Economic Crisis of the Israeli Kibbutz." Paper presented at a conference titled "People Empowerment: Challenges for Access in the Developing World." Sponsored by The Indiana Center on Global Peace and World Change. Indiana University. March 1992. Bloomington, Indiana.

"A Repertoire of Long Term Care: A Political Economy Framework." Paper presented at the Gerontological Society of America. 44th Annual Scientific Meeting. 1999. San Francisco, California.

"Democracy in Israel." Paper presented at the Workshop in Political Theory and Public Policy. Indiana University. December 1990.

"Public Use Data Files: Mining Nontraditional Data Sets for Gerontological Research - HCFA's Long Term Care Survey (MMACS)." with K.S Harlow and D.S. Harlow. Paper presented at the Gerontological Society of America 43rd Annual Scientific Meeting. November 1990. Boston, Massachusetts.

"State Policies and Environmental Constraints: Impact on Quality of Care Nursing Home Environments." with K.S. Harlow and D.S. Harlow. Gerontological Society of America. 43rd Annual Scientific Meeting. November 1990. Boston, Massachusetts.

### **Political Commentary:**

Regularly contribute to U.S. and Israeli news media (TV, radio and newspapers). These include National Public Radio (NPR), Fox News "Fox and Friends," the ABC, NBC, CBS and Fox local affiliates (Detroit metro, Grand Rapids, Flint, Lansing), as well as Israeli television; The Voice of Israel, The Voice of the Israeli Defense Forces, WJR, WWJ, WEMU, WOOD News Radio, Metro Networks of Westwood One of Viacom and WAAM; The Detroit Free Press, Washington Post, Pioneer, Grand Rapids Press, The Ann Arbor News, and Ha'aretz. I serve as a political commentator in areas such as: Israeli politics and society, government budgeting, federal, state and local elections, U.S. national security, the impeachment process of President Clinton, Middle East politics and the peace process, governor's race in Michigan, elections to the Michigan House and Senate and the President's State of the Union address.

### **Courses Taught (Graduate and Undergraduate):**

- Public Policy
- Public Administration
- Public Affairs
- Urban Policy & Politics
- American Government
- Government Budgeting
- Organization Theory
- Privatization Policy
- Decision Making in the Public Sector
- Israeli Politics
- Leadership
- Politics and Leadership
- Ethics and Leadership

### **Faculty Leadership Committee Work:**

Chairperson of the Personnel & Finance Committee (P & F), Department of Political Science  
(Academic year 1999/2000)

Member of the Eastern Michigan University Calendar Committee (1998-2000)

Member of the Eastern Michigan University Barriers to Learning Advisory Committee (1997-2000)

Member of the Faculty Center for Instructional Excellence (FCIE) Advisory Board, Eastern Michigan  
University (1997-2000)

Member of the Learning Center Advisory Board, Eastern Michigan University (1998-2000)

Member of the Graduate Student Essay Contest Committee on Mediation, Eastern Michigan University  
(1996-1998)

Faculty Advisor, Eastern Michigan University Hillel (1995-1999)

College of Arts and Sciences Advisory Council, Eastern Michigan University (1996-1999)

Member of a Task force developing a Minor in Political Economy, Eastern Michigan University  
(1995-1998)

Department of Political Science, Public Administration Committee, Eastern Michigan University  
(1994-2000)

Member of the Eastern Michigan University Health for Learning Task Force, Eastern Michigan University  
(1998)

Member of the Undergraduate Symposium College of Arts and Sciences Committee, Eastern Michigan  
University (1997/1998)

Chair of the Art's Committee of the College Advisory Council, Eastern Michigan University (1997-1998)

Member of the University Class Attendance Task Force, Eastern Michigan University (1997)

Faculty Advisor, Pi Sigma Alpha, Political Science Honorary, Eastern Michigan University (1996 - 1998)

Department Search Committee - American Government/Methodology, Eastern Michigan University (1996-  
1997) Faculty advisor, Alpha Epsilon Pi Fraternity, Eastern Michigan University  
(1996-1997)

Department Ad Hoc Committee on Department Evaluation Document & New Contract, Eastern Michigan  
University (1996-1997)

Department Computer Equipment Committee, Eastern Michigan University (1995-1997)

Coordinated, with Rhonda Kinney, a departmental colloquial research series, Eastern Michigan University  
(1995-1996)

Academic Affairs Planning Committee in honor of Martin Luther King, Jr., Eastern Michigan University  
(1995-1996)

Department Search Committee - Department Head, Eastern Michigan University (1994-1995)

### **Professional Development (a partial list):**

American Strategic Management Institute's (ASMI) "Budgeting and Financial Management for Colleges and  
Universities 2005", December 6-7, 2005. Embassy Suites Hotel, Boston, Massachusetts.

New Consultant-Evaluators and Team Chairs Intensive Training; The Higher Learning Commission, a  
commission of the North Central Association, November 8-11, 2005. Lisle, Illinois.

The Eli Broad Graduate School of Management Executive Development Programs at Michigan State  
University, "Using the Balanced Scorecard" workshop, October 2005. Lansing, Michigan.

Academic Quality Improvement Program (AQIP) Systems Appraiser Training; The Higher Learning  
Commission, a commission of the North Central Association, May 2005.

American Association of State Colleges and Universities (AASCU) Grants Resource Center External Funding  
Workshop, "Gaining New Ground Through Proactive Alliances"; March 2005. Washington, DC,

Six Sigma Leadership Program. ELI Broad Graduate School Executive Development Program; Michigan  
State University, December 2003. Lansing, Michigan

Implementing Successful Organizational Change. Program on Leadership for Senior Executives, Center for  
Management Research, November 2002.

Program on Negotiation for Senior Executives. Program on Negotiation; Harvard University, Massachusetts Institute of Technology, and Tufts University, September 2001.

### **Additional Professional Experience:**

Special Project Manager, Resin & Partners, Inc., 1992, Alexandria, Indiana.

Oversaw the \$23 million acquisition of US Leisure, a manufacturer of outdoor plastic furniture.

Responsibilities included: a cost benefit analysis of the investment; marketing strategies analysis; overseeing the construction of the facility and machine purchase. Presented the investors in negotiations with various organizations such as: commercial banks, city council, Indiana Commerce Department, chamber of commerce, and community outreach.

*Marketing Consultant, Wallace International Silversmiths Inc.*, 1993-94, Boston Massachusetts.

Responsibilities included: Developing long-term marketing strategies for Syroco, a manufacture of outdoor plastic furniture. Special emphasis was given to an analysis of export opportunities.

*Vice President for Finance and Marketing, Tomer Furniture Industries Inc.*, 1986-1989, Israel.

Managed financial and marketing strategies for a corporation consisting of three separate plants producing plastic, wood and steel furniture for local and export markets. Combined factories had a \$22 million annual income. Responsibilities included: finance, marketing, economic growth, organizational structure, investments and budgeting.

*Chief Economist, Credit Union for Corporations*, 1982-1985, Israel.

Oversaw the finances and budget for a Credit Union which served as a financial fund for 70 corporations, each representing a \$12-\$25 million entity. Responsibilities included: Analyzing investments, marketing, and assessing economic growth opportunities.

*Authorization Representative, VISA-Israel Credit Cards (I.C.C.), 1980-1982, Israel.*

*Managed financial transactions of individuals and corporations.*

*Branch Manager, Timorim-Agricultural and Industrial Cooperative, 1978-1980, Israel.*

*A key part of a dynamic team responsible for an irrigation system of 2,000 acres.*

*Military: Israeli Defense Forces, Rank of Major (Ret.). 1974-1978 and reserve duty until 1989*

[http://en.wikipedia.org/wiki/Michael\\_Harris\\_%28academic%29](http://en.wikipedia.org/wiki/Michael_Harris_%28academic%29)

### **Professional Memberships (a partial list):**

AASCU New Presidents' Academy Advisory Committee

AASCU Committee Economic and Workforce Development

TRE Networks