

# MATTHEW HARTLEY

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Higher Education Division, Graduate School of Education, University of Pennsylvania  
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## EDUCATION

**Ed.D.** (Doctor of Education; Administration, Planning, and Social Policy), June 2001, **Harvard University**, Cambridge, MA

**Dissertation:** *“There is No Way without a Because”: The Influence of Institutional Ideology on Organizational Change*

**Ed.M.** (Administration, Planning, and Social Policy), May 1994, **Harvard University**, Cambridge, MA

**B.A.** (Art History), *distinction in the major*, May 1986, **Colby College**, Waterville, ME

## ADMINISTRATIVE EXPERIENCE

**Associate Dean of Academic Affairs, University of Pennsylvania, Grad. School of Education** 2015 to present

The Associate Dean serves as chief academic officer for a school of 1,300 students. The Associate Dean is responsible for leading the areas of academic and faculty affairs, student affairs, admissions and the registrar. Reporting to the Dean, the Associate Dean works across the School with division chairs to provide oversight and clarity for GSE’s academic policies and is responsible for leading various initiatives and school-wide governing committees. The Associate Dean supervises Assistant Dean for Faculty Affairs, the Assistant Dean of Admissions and Financial Aid, the Assistant Dean of Student Services, and the Director of Career services. The Associate Dean also serves as Graduate Group Chair and oversees the doctoral admissions process and provides ongoing strategic direction for enrollment priorities.

**Chair, Higher Education Division**, May 2011 – May 2014, July 2020 - present

## TEACHING EXPERIENCE

**Professor of Education**, University of Pennsylvania, Philadelphia, Pennsylvania, May 2014 to present

**Associate Professor of Education (tenured)** May 2008 – May 2014

**Assistant Professor of Education (tenure-track)** Fall 2002 – April 2008

**Lecturer**, Fall 2001 – Spring 2002

Policy, Management and Evaluation Division, University of Pennsylvania, Philadelphia, Pennsylvania

*Courses Taught:* Pursuing Institutions of Excellence (with Alan Ruby); Proseminar in Research and Analysis; Faculty and Academic Governance; Case Studies in Higher Education Administration; Contemporary Issues in Higher Education; Organizational Change in Higher Education; Research Topics; EdD Collaborative Course/Practitioner Inquiry; West Philadelphia Seminar (with Professor Henry Teune, Political Science)

*Executive Format:* Introduction to Doctoral Studies Research, Qualitative Research Methods; Proseminar in Research and Analysis

**Instructor**, Boston Internship Program, Fall 1999 – Spring 2001  
Hobart and William Smith Colleges, Geneva, New York

**Teaching Fellow**, Graduate School of Education, Spring 1997 – Fall 1998  
Harvard University, Cambridge, Massachusetts  
*Courses taught:* Service Learning: A Teaching Methodology (Professor Joann Stemmermann); Leadership and Organizations (Professor Susan Moore Johnson)

**Adjunct Instructor**, Spring 1996  
Bradford College, Haverhill, Massachusetts  
*Courses taught:* Individual and the Community

## PUBLICATIONS

### Books and Edited Books

Sagintayeva, A. K., Hartley, M., Eckel, P. D., Zhakypova, F. N., Orunkhanov, M. K., Gunger, D. S., Bilyalov, D.N., Apergenova, R.S. Aben, D. A. (2018). Corporate governance: Higher education institutions in Kazakhstan. Astana: Nazarbayev University Graduate School of Education. ISBN 978-601-328-312-8. (Published in English, Kazakh, and Russian.)

Benson, L., Harkavy, I., Puckett, J., Hartley, M., Hodges, R., Johnston, F. & Weeks, J. (2017.) *Knowledge for Social Change*. Temple University Press, Philadelphia, PA.

Hartley, M. and Ruby A. (Eds.) (2017.) *Higher Education Reform and Development: The Case of Kazakhstan*. Cambridge University Press, Cambridge, United Kingdom.

Saltmarsh, J. and Hartley M. (Eds.) (2011.) *“To Serve a Larger Purpose”: Engagement for Democracy and the Transformation of Higher Education*. Philadelphia: Temple University Press, p. i-312.

Hartley, M. and Huddleston, T. (2010). *School-Community-University Partnerships for a Sustainable Democracy: Education for Democratic Citizenship in Europe and the United States of America*, Council of Europe Publishing, Strasbourg, France, p. 1-62.

Hartley, M. (2002). *A Call To Purpose: Mission-Centered Change at Three Liberal Arts Colleges*. New York, NY: RoutledgeFalmer.

### Articles in Refereed Journals and Peer-reviewed Monographs

Orphan, C. & Hartley, M. (2020.) How Change Unravels: The Failure of Ideal-Centered Organizational Change at Regional Comprehensive Universities. *The Journal of Higher Education*. (In press.)

Jonbekova, D., Sparks, J., Hartley, M., Kuchumova, G. (2020.) Development of University-Industry Partnerships in Kazakhstan: Innovation Under Constraint. *International Journal of Education Development*, 79, 2 – 10.

Harkavy, I., Hartley, M., Hodges, R.A., & Weeks, J. (2016). Working to Educate Global Citizens and Create Neighborly Communities Locally and Globally: Penn’s Partnerships in West Philadelphia as a Democratic Experiment in Progress, *Higher Learning Research Communications*, Vol. 6. No. 2, 1 – 13.

Hartley, M., Gopaul, P., Sagintayeva, A., & Apergenova, R. (2015). Learning autonomy: Higher education reform in Kazakhstan. *Higher Education*, p. 1–13.

Bilyalov, D, Orunkhanov, M, Sagintayeva, A & Hartley, M. (2014). Shared governance in HEIs. *Kazakhstan Higher Education*, 4, 11-15.

- Harkavy, I., Hartley, M., Hodges, R. & Weeks, J. (2014). The Promise of University-Assisted Community Schools to Transform American Schooling: A Report from the Field, 1985-2012, *Peabody Journal*, 88 (5), p. 525 – 540.
- Harkavy, I. & Hartley M. (2012). Integrating a Commitment to the Public Good into the Institutional Fabric: Further Lessons from the Field. *Journal of Higher Education Outreach and Engagement*, 16 (4), p. 17-36.
- Harris, M.S. & Hartley, M. (2011). Witch-hunting at Crucible University: The Power and Peril of Competing Organizational Ideologies. *The Journal of Higher Education*, 82 (6), p. 691-719.
- Hartley, M., Saltmarsh, J. & Clayton, P. (2010). Is the Civic Engagement Movement Changing Higher Education? *British Journal of Educational Studies*, 58 (4), p. 391-406.
- Harkavy, I. & M. Hartley, (2010). “Pursuing Franklin’s Dream: Philosophical and Historical Roots of Service-Learning.” *American Journal of Community Psychology*, 46 (3), p. 418-427.
- Hartley, M. (2010). Reconcilable Differences: Factors Influencing Conflict and Collegiality in a Unionized Environment, *Community College Journal of Research and Practice*, 34 (4) , p. 318– 336.
- Hartley, M. (2009). Reclaiming the Democratic Purpose of American Higher Education: Tracing the Trajectory of the Civic Engagement Movement. *Learning and Teaching*, 2 (3), p. 11-30.
- Hartley, M. (2009). Leading Grassroots Change in the Academy: Strategic and Ideological Adaptation in the Civic Engagement Movement. *Journal of Change Management*, 9 (3), p. 323 -338.
- Harkavy, I. & Hartley, M. (2009). University-School-Community Partnerships for Youth Development and Democratic Renewal. *New Directions for Youth Development*, 122, p. 7-18.
- Hartley, M. & Morphew, C. C. (2008). What's Being Sold and to What End?: A Content Analysis of College Viewbooks. *Journal of Higher Education*, 79 (6), p. 671-691.
- Eckel, P. & Hartley, M. (2008). Developing Academic Strategic Alliances: Reconciling Multiple Institutional Cultures, Politics, and Policies. *Journal of Higher Education*, 79 (6), p. 613-637.
- Hartley, M., Harkavy, I. & Benson, L. (2006). Building Franklin's Truly Democratic, Engaged University: Twenty Years of Practice at the University of Pennsylvania. *Metropolitan University*, 17 (3), p. 23-37.
- Morphew, C. & Hartley, M. (2006). Mission Statements: A Thematic Analysis of Rhetoric Across Institutional Type. *Journal of Higher Education*, 77 (3), p. 456-471.
- Hartley, M., Weeks, J., Bowman, C. & Harkavy, I. (2005). University-Assisted Community School Program of West Philadelphia: Democratic Partnerships that Make a Difference. *New Directions for Youth Development*, 107 (Fall), p. 35-44.
- Hartley, M., Winter, A., Nunery II, L. D., Muirhead, B. & Harkavy, I. (2005). Factors Influencing Civic Engagement at Australian and U.S. Research Universities: Two Illustrative Examples. *Journal of Higher Education Outreach and Engagement*, 10 (2), p. 25-47.
- Hartley, M. & Schall, L. (2005). An Endless Good Argument: An Analysis of the Adaptation of Institutional Mission at Two Liberal Arts Colleges and Implications for Decision Making. *Planning for Higher Education*, 33 (4), p. 5-11.
- Toma, J. D., Dubrow, G. & Hartley, M. (2005). The Uses of Institutional Culture: Strengthening Identification and Building Brand Equity in Higher Education. *ASHE Higher Education Report*, 31 (3). (128 pages)

Hartley, M. (2003). "There is No Way Without a Because": Revitalization of Purpose at Three Liberal Arts Colleges. *The Review of Higher Education*, 27 (1), p. 75-102.

Hartley, M. (2003). The Promise and Peril of Parallel Governance Structures. *American Behavioral Scientist*, 46 (7), p. 923-945.

Hartley, M. (2001). Student Learning as a Framework for the Work of Student Affairs—Rhetoric or Reality? *NASPA Journal*, 38 (2), p. 224-237.

### Special Issues

Harkavy, I., & Hartley, M. (Eds.). (2009). *Universities in Partnership: Strategies for Education, Youth Development, and Community Renewal*. 122. San Francisco, CA: Jossey-Bass, p. 1-133.

### Book chapters

Hartley, M. (2019). Selectivity of Higher Education Institutions, *The Sage Encyclopedia of Higher Education*. Sage Publications, Inc.

Hartley, M. & Ruby, A. (2017). Higher Education Reform in a New Nation State: Kazakhstan's Experience. In Hartley, M. & Ruby, A. (Eds.) *Higher Education Reform and Development: The Case of Kazakhstan*. Cambridge University Press. Cambridge, United Kingdom, p. 1 – 12.

Sagintayeva, A., Hartley, M. & Zakypova, F. and Apergenova, A. (2017). The Road to Autonomy: Governance Reforms in Kazakhstan's System of Higher Education Since Independence. In Hartley, M. & Ruby, A. (Eds.) *Higher Education Reform and Development: The Case of Kazakhstan*. Cambridge University Press. Cambridge, United Kingdom, p. 13 – 28.

Hartley, A., Sagintayeva, A., Gopaul, B., Zakypova, F. and Bilyalov, D.. (2017). Governance Challenges and Changes: The Evolving Role of Boards of Trustees. In Hartley, M. & Ruby, A. (Eds.) *Higher Education Reform and Development: The Case of Kazakhstan*. Cambridge University Press. Cambridge, United Kingdom, p. 1 – 12.

Hartley, M. & Ruby, A. (2017). *Why, and How, Elite College and Universities Are Joining Forces*. In Martin, J., Samels, J. (Eds.) *Consolidating Colleges and Merging Universities: New Strategies for Higher Education Leaders*. Johns Hopkins University Press, Baltimore, MD, p. 90-103.

Saltmarsh, J & Hartley, M. (2017). *A Brief History of the Civic Engagement Movement in American Higher Education*. In C. Dolgon, T.D. Mitchell & T.K. Eaton (Eds.) *The Cambridge Handbook of Service Learning and Community Engagement*. Cambridge University Press, Cambridge, United Kingdom, p. 112 – 124.

Hartley, M. & MacDonald, K. (2017). *Rankings in North America (US and Canada)*, in E. Hazelkorn (Ed.). *Global Rankings and the Geopolitics of Higher Education: Understanding the Influence and Impact of Rankings on Higher Education, Policy, and Society*. Routledge, Oxford, UK, p. 190-202.

Harkavy, I., Hartley, M., Hodges, R.A., and Weeks, J. (2017). *Recognizing excellence in engaged teaching and scholarship and creating neighbourly communities locally and globally: Penn's partnerships in West Philadelphia as a democratic experiment in progress*. In Francesco Xavier Grau, John Goddard, Budd Hall, Ellen Hazelkorn, and Rajesh Tandon (eds.) *Higher Education in the World Report 6 (Global University Network for Innovation)*.

Harkavy, I., Hartley, M., Hodges, R.A., and Weeks, J. (2016.) *Working to educate global citizens and create neighborly communities locally and globally: Penn's partnerships in West Philadelphia as a democratic experiment in progress*. In Genevieve G. Shaker and William M. Plater (eds.). *Higher Learning Research Communications 6(2)*, Special Issue on "Higher Education, Community Engagement, and the Global Public Good" (HLRC, 2016), 237-249. DOI: <http://dx.doi.org/10.18870/hlrc.v6i2.311>

Hartley, M. & Saltmarsh, J. (2016). *A Brief History of A Movement: Civic Engagement and American Higher Education*, In M. Post, E. Ward, N Longo & J. Saltmarsh (Eds). *Publicly Engaged Scholars: Next-Generation Engagement and the Future of Higher Education*. Stylus Publishing, Sterling, VA, p. 34 – 60.

Saltmarsh, J. & Hartley, M. (2016). *The Inheritance of Next-Generation Engagement Scholars*, In M. Post, E. Ward, N Longo & J. Saltmarsh (Eds). *Publicly Engaged Scholars: Next-Generation Engagement and the Future of Higher Education*. Stylus Publishing, Sterling, VA, p. 15 – 33.

Harkavy, I., Hartley, M., Hodges, R. & Weeks, J. (2016). *The History and Development of a Partnership Approach to Improve Schools, Communities and Universities*. In Lawson, H.A., van Veen, D. *Developing Community Schools, Community Learning Centers, Extended-service Schools and Multi-service Schools*. Switzerland: Springer International Publishing, p. 303 – 321.

Hartley, M. (2015). *Creating Responsive Universities and Preparing Leaders to Guide Them*. In *Asian Universities in New Times*, The HEAD Foundation Workshop Reports, No. 2, p. 9 – 18.

Hartley, M. (2015). *Higher Education and Democratic Innovation: Pulling the Threads Together*. In Bergan, S, Gallagher, T. & Harkavy, I. (Eds.) *Higher Education for Democratic Innovation*. Strasbourg, France, Council of Europe Publishing, p. 243 – 247.

Harkavy, I, Hartley, M, Hodges, R.A., Sorrentino, A. & Weeks, Joann. (2014). *Effective Governance of a University as an Anchor Institution: University of Pennsylvania as a Case Study*. In *Leadership and Governance in Higher Education for Decision-makers and Administrators*. Raabe Academic Publishers, Berlin, p. 2 – 17.

Hartley, M., Gadsden, V., Harkavy, I. & Hodges, R. (2013). *Leading Institutional Change to Promote a Diverse Democracy*. In Bergan, S., Egron-Polak, E., Kohler, J & Purser, L. (Eds.), *Leadership and Governance in Higher Education: Handbook for Decision-Makers and Administrators*. Raabe Academic Publishers, Berlin, p. 2-18.

Hartley, M. & Harkavy, I., *The Civic Engagement Movement and the Democratization of the Academy*, In Cynthia Gibson and Nicholas Longo (Eds.) *From Command to Community: A New Approach to Leadership Education in Colleges and Universities*, Medford, MA, Tufts University Press, p. 67 – 82.

Hartley, M. (2012). *An Engagement for Democracy*. In Harward, D. (Ed.) *Civic Provocations. Bringing Theory to Practice Monographs: The Civic Series*. Washington, D.C, p. 51-53.

Hartley, M. (2011). *Organizations, Leadership and Governance*, In Harper, S. and Jackson, J. (Eds.) *Introduction to American Higher Education*. New York and London: Routledge, p. 461-462.

Saltmarsh, J. & Hartley, M. (2011). *Democratic Engagement*. In J. Saltmarsh & M. Hartley (Eds.), *To Serve a Larger Purpose: Engagement for Democracy and the Transformation of Higher Education*. Philadelphia: Temple University Press, p. 14-26.

Hartley, M. (2011). *Idealism and Compromise and the Civic Engagement Movement*. In J. Saltmarsh & M. Hartley (Eds.), *To Serve a Larger Purpose: Engagement for Democracy and the Transformation of Higher Education*. Philadelphia: Temple University Press, p. 27-48.

Hartley, M. & Saltmarsh, J. (2011). *Creating the Democratically Engaged University—Possibilities for Constructive Action*. In J. Saltmarsh & M. Hartley (Eds.), *To Serve a Larger Purpose: Engagement for Democracy and the Transformation of Higher Education*. Philadelphia: Temple University Press, p. 289-299.

Thomas, N. & Hartley, M., (2010). *Higher Education's Democratic Imperative*. In *Educating for Deliberative Democracy*, N. Thomas (Ed.) *New Directions for Higher Education*, 152 (Winter), p. 99-107.

Hartley, M. & Harkavy, I. (2010). *Engaged Scholarship and the Urban University*. In Fitzgerald, H. E., Burack, C., & Seifer, S. (Eds.). *Handbook of Engaged Scholarship: Contemporary Landscapes, Future Directions*, 2. East Lansing, MI: Michigan State University Press, p. 119-129.

Hartley, M., Harkavy, I. & Benson, L. (2009). *Looking Ahead: Franklin's Theory of Education in the Twenty-First Century*. In J. H. Pollack (Ed.), *The Good Education of Youth: Worlds of Learning in the Age of Franklin*. New Castle, DL: Oak Knoll Press, p. 188-203.

Hartley, M. & Soo, D. (2009). *Building Democracy's University: University-Community Partnerships and the Emergent Civic Engagement Movement*. In M. Tight, K. H. Mok, J. Huisman & C. C. Morphew (Eds.), *The Routledge Handbook of Higher Education*. New York, NY: Routledge Press, p. 397-407.

Hollander, E., & Hartley, M. (2009). Reimagining the Civic Imperative of Higher Education. In D. Barker & D. W. Brown (Eds.), *A Different Kind of Politics: Readings on the Role of Higher Education in Democracy*. Dayton, OH: Kettering Foundation Press, p. 1-14.

Hartley, M., & Shah, S.W. (2006). The Tenuous Legitimacy of Ad Hoc Decision Making Committees. In P. Eckel (Ed.), *The Shifting Frontiers of Academic Decision Making*. Westport, CT: Praeger Publishers, p. 75-92.

Bloom, D., Hartley, M., & Rosovsky, H. (2006). Beyond Private Gain: The Public Benefits of Higher Education. In P. G. Altbach & J. Forrest (Eds.), *International Handbook of Higher Education*. Dordrecht, Netherlands: Springer, p. 293-308.

Bloom, D., Hartley, M., & Rosovsky, H. (2006). Beyond Private Gain: The Public Benefits of Higher Education. In Z. Tadmor (Ed.), *Proceedings of the International Conference: Transition to Mass Higher Education Systems: International Comparisons and Perspectives*. Technion City, Haifa, Israel: S. Neaman Press, p. 123-145. (Note: Reprinted with permission from Springer.)

Hartley, M., Harkavy, I., & Benson, L. (2005). Putting Down Roots in the Groves of Academe: The Challenges of Institutionalizing Service-Learning. In D. Butin (Ed.), *Looking In, Teaching Out: Critical Issues and Directions in Service-Learning*. New York, NY: Palgrave/St. Martin's Press, p. 205-222.

Hartley, M., & Hollander, E. (2005). The Elusive Ideal: Civic Learning and Higher Education. In S. Fuhrman & M. Lazerson (Eds.), *Institutions of Democracy: The Public Schools*. Oxford: Oxford University Press, p. 252-276.

Benson, L., Harkavy, I., & Hartley, M. (2005). Integrating a Commitment to the Public Good into the Institutional Fabric. In A. J. Kezar, T. Chambers & J. Burkhardt (Eds.), *Higher Education for the Public Good: Emerging Voices from a National Movement*. San Francisco, CA: Jossey-Bass, p. 185-216.

Hollander, E., & Hartley, M. (2000). Civic Renewal in Higher Education: The State of the Movement and the Need for a National Network. In T. Ehrlich (Ed.), *Civic Responsibility and Higher Education*. Phoenix, AZ: Orynx Press, p. 345-366.

### **Other publications and reports**

Hartley, M., Ruby, A. & Bagdhady, A. World Innovation Summit for Education (WISE), "The Pursuit of Institutional Excellence: Case Studies from Qatar." 2019. Doha Modern Printing, Doha, Qatar, 1 – 45.

Hartley, M., & Ruby, A., "Parallel Reforms: Nazarbayev Intellectual Schools and Nazarbayev University". Pedagogical Dialogue, 3 (21) 2017. Center of Excellence, Nazarbayev Intellectual Schools Astana, 31-33.

Sponsler, L. & Hartley, M. (2013). Five Things Student Affairs Professionals Can Do To Institutionalize Civic Engagement. NASPA Research and Policy Institute Brief. Washington, D.C.: National Association of Student Personnel Administrators, p. 1 – 12.

Hartley, M. (2013). *The University Governance Screening Card as a Tool for Institutional Self-Reflection*, In *Benchmarking Governance as a Tool for Promoting Change: 100 Universities in MENA Paving the Way*, World Bank Report, Washington, D.C., , p. 59-64.

Kezar, A., Hartley, M. & Maxley, D. (2012). *Practicing What We Preach: Cultivating Democratic Practice in Governance*, *Liberal Education*, 98(3), p. 14-21.

Eckel, P., & Hartley, M. (2011). *Presidential Leadership in an Age of Transition: Dynamic Responses for a Turbulent Time*. Washington, D.C.: American Council on Education, 2011, p. iii - 40.

Harkvay, I., Hartley, M., Weeks, J. & Bowman C. (2011). *A Renaissance in College Engagement*. *Educational Leadership*. 68(8), p. 58-63.

Hartley, M., Eckel, P. & King, J. (2009). *Looking Beyond the Numbers: The Leadership Implications of Shifting Student, Faculty, and Administrator Demographics*. Washington, D.C.: American Council on Education, p. iii-42.

Eckel, P. & Hartley, M. (2008). *The Dynamic Nature of Knowledge: Future Challenges and Opportunities for College and University Leaders*. Washington, D.C.: American Council on Education, p. iii-33.

Harkavy, I., & Hartley, M. (2008). Pursuing Franklin's Democratic Vision for Higher Education. *Peer Review*, 10(23), p. 13-17.

Hartley, M. & Kecskemethy, T. (2008). Cultivating Leadership for Tomorrow's Schools of Education. *Phi Delta Kappan*, 89, p. 442-448.

Hartley, M. (2007, April 17). Reclaiming the Democratic Purposes of American Higher Education. *University of Pennsylvania Almanac*, 53, 8.

Eckel, P., Hartley, M. & Affolter-Caine, B. (2004). *Cooperating to Compete: A Campus Leaders' Guide to Developing Curricular Joint Ventures*. Washington, D.C.: American Council on Education.

Hartley, M. (2003). The Higher Purpose of Higher Education: Is Civic Education a Waste of Time? @Penn GSE: *A Review of Research*. 1 (2).

Rosovsky, H. & Hartley, M. (2002). *Evaluation and the Academy: Are We Doing the Right Thing?* Cambridge, MA: American Academy of Arts and Sciences.

### **Newspaper and other media**

Kumar, V., Ruby, A., & Hartley M., "Who's afraid of university autonomy? Scholars have nothing to lose but their chains". *Times of India* 12 April, 2018.

Ruby, A., Kumar, V., & Hartley M., "Selecting world class institutions: How to choose the best." *Economic Times*, 3 April, 2018.

Ruby, A., Kumar, V., & Hartley, M., "Why Modi's announcement of a competition to identify 20 top Indian Universities will actually improve higher education," *The Times of India* 4 January, 2018.

Ruby, A., & Hartley M., "What freedoms do 'institutions of excellence' need?" *University World News* 15 September 2017.

Hartley, M., "Trump is Not the US University's Biggest Threat." *Times Higher Education*, May 4, 2017.

Hartley, M. "Travel Ban Could Signal the Start of Brain Drain," *University World News*, February 2, 2017.

Hartley, M. & Ruby, A. "Find Your University's Unique Strengths, and Celebrate Them," *Times Higher Education*, November 5, 2016.

Hartley, M. "Turning University Prestige into Something Students Value," *Times Higher Education*, May 13, 2016.

#### **REFEREED PAPERS AND PRESENTATIONS**

"The Evolving Work of Boards of Trustees in Kazakhstan: Learning to Govern in an Autonomous System," Association for the Study of Higher Education (ASHE), Tampa, FL, November 17, 2018.

"Leading Higher Education Change in Kazakhstan," European Conference on Educational Research, Dublin, Ireland, August 25, 2016.

"The History of the Civic Engagement Movement," International Association for Research on Service Learning and Civic Engagement, Conference, Boston, MA, November 16, 2015.

"The Civic Engagement Movement: A Symposium and Participatory History (ASHE), Denver, CO. November 7, 2015.

"The Evolving Roles of Boards of Trustees in Kazakhstan: Three Illustrative Case Studies," Association for the Study of Higher Education (ASHE), Denver, CO. November 4, 2014.

"Establishing Boards of Trustees in Kazakhstan: An Analysis of Governance Reform at Six Universities," Association for the Study of Higher Education (ASHE), Washington, D.C. November 20, 2014.

"Policy Processes Involved in International Higher Education," Association for the Study of Higher Education (ASHE), Washington, D.C. November 22, 2014.

"Higher Education Reform in Kazakhstan: The Role of Boards of Trustees," European Conference on Educational Research (ECER), Porto, Portugal, September 2014.

"Establishing a System of Autonomy with Accountability in Higher Education in Kazakhstan, European Conference on Educational Research (ECER), Porto, Portugal, September 2014.

"Community-School-University Partnerships: Exploring Universities as Catalysts for Comprehensive School Reform," American Educational Research Association (AERA), Philadelphia, PA, April 5, 2014.

"The Role of Faculty Socialization in Institutionalization Efforts," American Educational Research Association (AERA), Philadelphia, PA, April 5, 2014.

"Learning Autonomy: Higher Education Reform in Kazakhstan," Association for the Study of Higher Education (ASHE), St. Louis, MO, November 16, 2013.

"Nothing Gold Can Stay: How Change Processes Come Unraveled," Association for the Study of Higher Education (ASHE), St. Louis, MO, November 15, 2013.

"The Challenges and Possibilities of Advancing University Autonomy," European Conference on Educational Research (ECER), Istanbul, Turkey, September 12, 2013.

"The Changing Landscape of Academic Governance and the Imperative for a New Research Agenda," American Educational Research Association (AERA), San Francisco, CA, April 27, 2013.

"The Purpose of a College Education: Perspectives on Cultivating Learners for the 21<sup>st</sup> Century," American Educational Research Association (AERA), San Francisco, CA, April 30, 2013.

"Understanding the Civic Development of Undergraduates," American Educational Research Association (AERA), Vancouver, BC, April 16, 2012.



“Beyond Simple Public/Private Dichotomies: Higher Education’s Role in Creating Community, Societal, Democratic, and Economic Sustainability,” American Educational Research Association (AERA), New Orleans, LA, April 9, 2011.

“What’s Magic About 120 Credit Hours: Can Curricular Innovations Shorten Time to Degree?” Association for the Study of Higher Education (ASHE), Indianapolis, IN, November 19, 2010.

“Evolution of a movement: Civic engagement in context,” American Political Science Association (APSA), Philadelphia, PA, February 5, 2010.

“Promising Practices: A Comparative Analysis of Innovations in Civic and Community Engagement,” Association for the Study of Higher Education (ASHE), Vancouver, British Columbia, November 7, 2009.

“Institutionalizing the Role of the Chief Civic Engagement Officer,” Association for the Study of Higher Education (ASHE), Vancouver, British Columbia, November 7, 2009.

“Emergent and Contested Conceptions of Civic Engagement at American Colleges and Universities,” with David Soo. American Educational Research Association (AERA), San Diego, CA, April 14, 2009.

“Leading grassroots change on college campuses: Lessons from the civic engagement movement,” American Educational Research Association (AERA), San Diego, CA, April 17, 2009.

“Expressions of Community Engagement: The Role of Institutional Type,” Association for the Study of Higher Education (ASHE), Jacksonville, FL, November 8, 2008.

“Reclaiming the Democratic Ideals of the Civic Engagement Movement,” Association for the Study of Higher Education (ASHE), Jacksonville, FL, November 8, 2008.

“A Network of Ideals: The Role of Associations in Promoting and Legitimizing Civic Engagement,” Association for the Study of Higher Education (ASHE), Louisville, KY, November 9, 2007.

“Selling it: Scholarship on the Marketing of Higher Education.” Symposium. Association for the Study of Higher Education (ASHE), Louisville, KY, November 9, 2007.

“Advancing the Civic Purposes of Higher Education: Tracing the Trajectory of an Educational Reform Movement.” Association for the Study of Higher Education (ASHE), Anaheim, CA, November 4, 2006.

“What’s Being Sold and to What End?: A Content Analysis of College Viewbooks,” with Christopher C. Morphew. Association for the Study of Higher Education (ASHE), Anaheim, CA, November 2, 2006.

“Interinstitutional Academic Programs: Creating (And Negotiating) the Rules of Engagement,” with Peter Eckel. Association for the Study of Higher Education (ASHE), Philadelphia, PA. November 2005.

“Witch-hunting in the Academy: The Power and Peril of Competing Ideologies,” with Michael Harris, Association for the Study of Higher Education (ASHE), Philadelphia, PA. November 2005.

“A Comparative Study on the Influence of Faculty Unions in the Delaware Valley,” with Ann Tiao, American Educational Research Association (AERA), Montreal, Canada, April 2005

“Conflict and Collegiality in a Unionized Environment: Factors Influencing Administrative and Faculty Relations at Three Community Colleges,” with Ann Tiao, Association for the Study of Higher Education (ASHE), Kansas City, MO, November 2004

“Managers Studying Their Own Organizations Using Qualitative Methods,” with J. Douglas Toma. American Educational Research Association (AERA), San Diego, CA. April 13, 2004.

“An Endless Good Argument”: A Historical Analysis of Mission at Two Liberal Arts Colleges, with Lawrence Schall. American Educational Research Association (AERA), San Diego, CA. April 13, 2004.

“Refining a New ASHE Reader on Institutional Change and Innovation,” with Peter Eckel and Adrianna Kezar, Association for the Study of Higher Education (ASHE), Portland Oregon, November 14, 2004.

“Vapid, Valuable or Both?: Examining Variance among Mission Statements,” with Christopher C. Morphew, Association for the Study of Higher Education (ASHE), Portland Oregon, November 15, 2004.

“Fights, Games and Debates: Relations between Administrators and Faculty in a Unionized Environment,” Association for the Study of Higher Education (ASHE), Portland Oregon, November 15, 2004.

“A Portrait of Change,” with Greg Dubrow, American Educational Research Association (AERA), Chicago, IL, Spring 2003.

“The Uses of Institutional Culture: Building Campus Community and Enhancing External Relations,” with Doug Toma and Greg Dubrow. Association for the Study of Higher Education (ASHE), Sacramento, CA, November 22, 2002.

“There is No Way without a Because: Purpose-Centered Change at Three Liberal Arts Colleges.” Association for the Study of Higher Education (ASHE), Richmond, VA, November 16, 2001.

#### **INVITED PRESENTATIONS AND KEYNOTES**

“Wilkes University: Strengths, challenges, and the way forward,” Board Retreat, Wilkes University, Wilkes-Barre, PA, March 5, 2020.

“Shared Governance: An Endless Good Argument,” Keynote, Provost’s Summit on Shared Governance, University of Denver, Denver, CO, February 21, 2020.

“Principles of shared governance,” Keynote and webinar, Shared Governance Summit, Broward College, Fort Lauderdale, FL, January 24, 2020.

“Access to Quality: How Higher Education Competes for Global Talent,” World Innovation Summit on Education (WISE,) Doha, Qatar, November 21, 2019.

“Advancing the Ideal of Internationalization,” Keynote and workshop, Commission on International Initiatives, Association of Public and Land-Grant Universities, University of Vermont, Burlington, VT, July 15, 2019.

“Knowledge for Social Change: The Democratic and Public Purposes of Universities,” Keynote, 15<sup>th</sup> International Conference on Higher Education Reform, Reinventing the Public Mission of Higher Education: Policies and Practices, Johns Hopkins University, Baltimore, MD, September 24, 2018.

“Governance and Innovation in Autonomous Systems of Higher Education,” invited presidential lecture, Yessenov University, Actau, Kazakhstan, September 19, 2018.

“American Higher Education, Community Engagement and Renewing Democracy,” Keynote for inaugural meeting of Campus Compact of New York and Pennsylvania presidents’ association, SUNY Global Center, New York City, NY, June 12, 2018.

“Reflections on Shared Governance,” Keynote for Howard University Board of Trustees and Faculty Senate, Howard University, Washington, D.C., February 1, 2018.

“Knowledge for Social Change,” Keynote for North Carolina Campus Compact 8<sup>th</sup> Annual Presidents Forum, Meredith College, Raleigh, NC, February 9, 2018.

“Dilemmas and Opportunities in University Governance,” Keynote for the Summit Internacional Education, Santiago, Chile, January 10, 2018.

“Knowledge for Social Change: The Civic Purposes of Colleges and Universities, Colby College, Waterville, Maine, November 13, 2017.

“Developing the Relationship Between Administration and Faculty,” Penn GSE Center for MSIs Aspiring Leaders Program, November 18, 2017.

“Higher Education Reform and Development: The Case of Kazakhstan,” Keynote, Nazarbayev Intellectual Schools National Conference, Astana, Kazakhstan, October 26, 2017

“Higher Education Reform and Development: The Case of Kazakhstan,” Homerton College, University of Cambridge, UK, April 24, 2017

“Cultivating a Commitment to Community Engagement,” Collings Hall, University of Oklahoma, Norman, February 6, 2017.

“Developing Communities of Practice as a Strategy for System Improvement,” Higher Education Leadership Academic Forum, Rashtriya Uchhatar Shiksha Abhiyan (RUSA), Tata Institution of Social Sciences (TISS), Deonar, Mumbai, November 12, 2016.

“Realizing Shared Values and Beliefs: The Role of Effective Academic Leaders in Reshaping Institutional Culture,” Higher Education Leadership Academic Forum, Rashtriya Uchhatar Shiksha Abhiyan (RUSA), Tata Institution of Social Sciences (TISS), Deonar, Mumbai, November 13, 2016.

“Promoting Academic Innovation and Faculty and Staff Empowerment,” Higher Education Leadership Academic Forum, Rashtriya Uchhatar Shiksha Abhiyan (RUSA), Tata Institution of Social Sciences (TISS), Deonar, Mumbai, November 15, 2016.

“Sharing Best Practices: Locally and Globally,” Impact through Leadership Conference, Ministry of Education and Culture, Indonesia, Yogyakarta, Indonesia, May 24, 2016,

“The History of the Civic Engagement Movement in American Higher Education,” Plenary Session, National Campus Compact 30<sup>th</sup> Anniversary Conference, Boston, MA, March 22, 2015.

“An Endless Good Argument,” Keynote: Mercy College Colloquium on Shared Governance, Dobbs Ferry, NY, November 20, 2015.

“Creating a Culture of Engagement,” Keynote, Campus Compact Heartland Conference, Kansas City, MO, October 29, 2015.

“The Culture of the Democratically Engaged Campus,” Eastern Regional Campus Compact Conference, Newark, NJ, October 14, 2015.

“University/Industry Partnerships: Promising Practices from the Field,” Eurasian Higher Education Leadership Forum, Nazarbayev University, Astana, Kazakhstan, June 10, 2015.

“Will Universities Survive, Thrive in the 21<sup>st</sup> Century?” The HEAD Foundation, Singapore, May 14, 2015.

“Civic Engagement and Higher Education: Where Do We Stand as a Field?” The Research University Civic Engagement Network (TRUCEN), Campus Compact, University of Notre Dame, South Bend, IN, March 28, 2015.

“The Role of Faculty and Successful Universities,” Eurasian Higher Education Leadership Forum, Nazerbayev University, Astana, Kazakhstan, June 12, 2014.

“The Culture of the Engaged Campus,” Eastern Regional Campus Compact Conference, Philadelphia, PA, October, 2013.

“Realizing the Democratic Purposes of Colleges and Universities: Lessons from the Movement,” Opening Plenary for the 2013 NASPA Civic Learning and Democratic Engagement (CLDE) Conference, June 20, 2013.

“Creating an Ecology of Research Support: Factors that Promote Faculty Productivity,” Eurasian Higher Education Leadership Forum, Nazerbayev University, Astana, Kazakhstan, June 13, 2013.

“The Global Civic Engagement Movement,” The Role of Higher Education–Community-School Partnerships in Creating Democratic Communities Locally, Nationally, and Globally Conference, University of Pennsylvania, November 13, 2012.

“The Culture of the Engaged Campus,” Eastern Regional Campus Compact Conference, Dartmouth College, Hanover, NH, October 11, 2012.

“To Serve a Larger Purpose,” Keynote, Nebraska Campus Compact Symposium, University of Nebraska, Lincoln, September 1, 2012.

“The Future of Civic Learning,” Plenary, Nebraska Campus Compact Symposium, University of Nebraska, Lincoln, September 1, 2012.

“Leading Mission-Centered Change,” Association of Independent Colleges and Universities in New Jersey Board of Directors meeting, Lambertville, NJ, June 4, 2012.

“The Promise of University/Community Partnership and Real-World Problem Solving,” Keynote, Slovak Governance Institute, Bratislava, Slovakia, September 26, 2011.

“Good Governance and the Public and Democratic Purposes of Colleges and Universities,” Keynote at the World Bank conference on the Governance Scorecard, Cairo, Egypt, November 26, 2011.

“Community as a Locus for Learning: Community-Engaged Teaching,” Invited lecture by the New England Board of Higher Education for the conference entitled Locally and Regionally Engaged: New England Colleges and Universities as Drivers of Innovation, Economic Growth and Community Well-Being, Federal Reserve Bank, April 3, 2011.

“To Serve a Larger Purpose,” Session at the Education for Personal and Social Responsibility conference, American Association of Colleges and Universities, Long Beach, CA, October 13, 2011.

“Creating a Culture of Democratic Engagement, Annual Meeting, American Association of Colleges and Universities, Washington, D.C., January 27, 2011.

“Facing the Facts: Reinventing the Mission” The College Board Colloquium, Deray Beach, FL, January 9, 2011.

“Democratic Engagement: Challenges and Possibilities for Transforming Campuses and Communities,” Keynote for the Midwest Consortium for Service-Learning in Higher Education, Doane College, Crete, NE, October 2, 2010.

“The Civic Imperative of America’s Colleges,” Presidential invitational keynote for Constitution Day, Rosemont College, Bryn Mawr, PA, September 15, 2010.

“An Overview of American Higher Education,” Penn-NAEA Training Program for Senior Executives in Higher Education Administration in China, University of Pennsylvania, May 19, 2010.

“Academic Governance and Decision-Making at U.S. Universities and Within State Systems,” Penn-NAEA Training Program for Senior Executives in Higher Education Administration in China, University of Pennsylvania, May 20, 2010.

“Aligning Civic Engagement with your Institutional Mission,” Presentation to members of Pennsylvania Campus Compact, Messiah College, Grantham, PA, March 25, 2010.

“An Introduction to the U.S. System of Higher Education,” Penn/Central University of Finance and Economics (Beijing, China), University of Pennsylvania, January 26, 2010.

“The Civic Engagement Movement: Its Origins, Trajectory, and Future,” Opening keynote address for Campus Compact National Gathering, Portland, OR, January 12, 2010.

“Building Democracy’s Universities: The Evolution and State of the Civic Engagement Movement,” Annual presidential lecture, Widener University, Chester, PA, February, 25, 2009.

“Great Estates May Venture More: Responding with Purpose in Difficult Times,” Annual mid-year speech to the University of Pennsylvania’s development officers and staff, University of Pennsylvania, January 14, 2009.

“Why Measuring Impact of Service-Learning Matters,” Sixth Annual ABCS Summit, University of Pennsylvania, Philadelphia, PA, April 29, 2009.

“The Power of Place: Regional Higher Education Networks for Community Transformation,” closing keynote at the Philadelphia Higher Education Network for Neighborhood Development (PHENND), Philadelphia, PA, February, 29 2008.

“Idealism and Compromise and the Civic Engagement Movement.” presented at the Institute for Higher Education, University of Georgia, February 1, 2008.

“The Civic Engagement Movement: Idealism or Compromise?” presented at the Executive Doctorate Alumni Weekend, January 18, 2008.

“The Assessment of the University-as-Citizen.” Symposium on Universities, Democratic Culture and Human Rights: An Action Agenda. International Consortium for Higher Education, Civic Responsibility and Democracy in collaboration with the Council of Europe Committee on Higher Education and Research. Philadelphia, PA, March 29, 2007.

“Exploring the Impact of Regional Networks on the Civic Engagement Movement,” with Kate Dantsin, Philadelphia Higher Education Network for Neighborhood Development, 2007 Annual Conference, Gwynedd, PA, February 23, 2007.

“Institutional Missions: Quaint Sentiments or Inspirational Creeds?” The College Board Colloquium, Sunny Isles, FL, January 6-8, 2007. Comments reprinted “Mission, Money, and Metrics: Colliding Expectations: A Report on the College Board Colloquium,” 2007.

“Strategies for Community Engagement: Incorporating Service Learning into Teaching and Research.” Invited by the Faculty Development Committee of St. Francis Xavier University, Antigonish, Nova Scotia. January 26, 2006.

“Educational Demands of the 21<sup>st</sup> Century Economy: Balancing Economic and Civic Purposes in Summer Programs.” The North American Association of Summer Sessions, 42<sup>nd</sup> Annual Conference, Philadelphia, PA. November 14, 2005.

“Grading and Grade Inflation at Colleges and Universities,” The College of New Jersey, Ewing, NJ. Invited to give the Faculty Senate’s annual lecture on intellectual climate.

“Putting Down Roots in the Groves of Academe: The Challenges of Institutionalizing Service Learning.” Invitational presentation at the Future of Service Learning in Higher Education Conference. Central Pennsylvania Consortium. Gettysburg, PA. October 1, 2005.

“The Promise and Peril of Values-based Change Efforts.” Neylan Commission Meeting, Washington, D.C., January 27, 2001.

## **AWARDS**

National Research Award, Republic of Kazakhstan, for contributions to the development of research for the Republic of Kazakhstan in the field of Education, Ministry of Education and Science, Kazakhstan, 2019.

Named Distinguished Fellow, Netter Center for Community Partnerships, in recognition of work supporting local engagement efforts at Penn, 2014.

Penn GSE “Excellence in Teaching” award, 2004.

## **RESEARCH GRANTS AND FELLOWSHIPS**

**Ministry of Education and Science of Kazakhstan**, “Advancing Models of Best Practice in Academic Governance and Management in Higher Education Institutions of Kazakhstan,” grant to support in-depth case study research examining management practices at twelve universities in seven cities in light of education reforms aimed at moving from a centralized system of governance to one with greater institutional autonomy, including the formation of new governance structures such as institutional boards of trustees: \$993,684. (2012 - 2015).

**Ministry of Education and Science of Kazakhstan**, “Enhancing Management Systems and Ensuring the Quality of Higher Education in the Republic of Kazakhstan,” grant to support pilot research involving fifteen institutions in order to understand how academic leaders are responding to education reform efforts aimed at promoting institutional autonomy and shared governance: \$399,000 (2011).

**Moorman-Simon Faculty Fellow, Netter Center For Community Partnerships**, 2011-2014. Selected for a three-year term as founding Fellow for the Moorman-Simon Program on Education, Schooling and Democracy. Worked with faculty from across Penn’s twelve schools to support local engagement efforts including community-based teaching and research. Supported the development of seminars drawing faculty from across disciplines to grapple with key societal issues including health and nutrition, the environment, culture and the arts, college access, and pedagogical issues related to Academically-Based Community Service (service-learning): \$90,000 (2011-2014)

**Fulbright Specialist**, Slovak Governance Institute, Bratislava, Slovakia, February 9 – 15, 2011. Supported the work of three universities in Bratislava, Slovakia beginning the process of developing community based teaching and learning programs (service learning.) Conducted workshops and advised on research projects aimed at determining the efficacy of the efforts.

**National Academy of Education/Spencer Foundation** post-doctoral fellowship, 2006-2007. Conducted research tracing the trajectory of the civic engagement movement in the United States from 1970 to the present.

**University of Pennsylvania**, Philadelphia, PA  
Received an internal research grant for \$13,000 to conduct a multi-site of academic partnerships (September 2004 – June 2005).

## **GRADUATE RESEARCH ASSISTANTSHIPS**

**American Academy of Arts and Sciences**, Cambridge, MA, May 2000 – Fall 2001

**Research Assistant** for Henry Rosovsky, Lewis P. and Linda L. Geyser University Professor Emeritus, Department of Economics, Harvard University. Research and draft report on the professional conduct of faculty.

**Campus Compact**, Providence, RI, October 1998 – January 1999

**Research Assistant** for Elizabeth Hollander, Executive Director. Researched the emerging civic education movement in higher education. Interviewed senior representatives of nine higher education associations. Reviewed literature on social movement theory. Co-authored book chapter.

## **SERVICE**

### **Board of Trustees Membership**

Widener University, Chester, PA 2018 – present

Abai Kazakh National Pedagogical University, Almaty, Kazakhstan 2020- present

### **Professional Organization Memberships**

American Association of Educational Researchers, since 2001

Association for the Study of Higher Education, since 2001

Association of American Colleges and Universities, since 2002

### **Service to Scholarly Journals and Academic Presses**

Editorial Board Member, *Review of Higher Education*, 2005 – present

Editorial Board Member, *Journal of Higher Education Outreach and Engagement*, 2008 – present

Editorial Board Member, *Educational Researcher (American Educational Research Association)*, 2013 – 2016

Co-Chair of the Editorial Board, *Harvard Educational Review*, 1999-2000

Editor, *Harvard Educational Review*, 1998-1999

Reviewer, Association for the Study of Higher Education monograph series

Reviewer, *Educational Researcher*

Reviewer, Johns Hopkins University Press

Reviewer, Jossey-Bass

Reviewer, *Journal of Higher Education*

Reviewer, *Journal of Change Management*

Reviewer, *Journal of Higher Education*

Reviewer, *Sociological Forum*

Reviewer, Sage Press

Reviewer, Stylus press

Reviewer, SUNY Press

Reviewer, Vanderbilt University Press

### **National Service**

Program Committee, Association of the Study of Higher Education, 2011-2012.

Program Committee, American Educational Research Association, Division J, 2012-2013.

Dissertation of the Year Committee, American Educational Research Association (AERA) Division J, 2005, 2006

Program Committee, American Educational Research Association, Division J, 2004.

### **Institutional Service**

Member, Education and Outreach Working Group, Task Force on Student Psychological Health and Welfare, 2014-2015

Chair, Higher Education Division and member of the Penn GSE Executive Committee, 2011-2014.

Chair, Local Engagement Working Group and member Middle States Re-Accreditation Steering Committee, 2012-2014.

Chair, Committee on Open Expression, University Council, 2010-2014

Netter Center for Community Partnerships Faculty Advisory Board, 2002 - present

At-Large Representative, Faculty Senate, 2009-2012  
Assistant Professor Faculty Representative, Faculty Senate, 2007-2009

## **PROFESSIONAL EXPERIENCE**

### **Core Reviewer and National Advisory Council Member, Carnegie Community Engagement Classification**

Carnegie Foundation for the Advancement of Teaching, Palo Alto, CA 2013 - present

Invited to serve as part of a four-member core review team charged with leading the Carnegie Community Engagement Classification process and served as member of the National Advisory Panel. Responsible for providing advice and guidance for the classification process, led the review of institutional applications for the classification, convened the national advisory panel and led discussions determining which campuses would receive the classification, provided providing advice and feedback to institutions who were unsuccessful regarding how they might advance their work to best position themselves for future classification cycles.

### **Member, Steering Group, International Consortium for Higher Education, Civic Responsibility,**

Council of Europe, Strasburg, France, 2011 – present

Serve as a member of the Steering Group of the International Consortium, a collective with representatives from the Council of Europe, the Wergeland Centre (Oslo, Norway), the International Association of Universities, American Council on Education, American Association of Colleges and Universities, National Association of Student Personnel Administrators, and Campus Compact in order to advance research and international dialogue on the democratic purposes of universities. Served as General Rapporteur for the most recent conference in Belfast Ireland, June 2104.

### **Consultant, Nazarbayev University, Graduate School of Education**

Nur-Sultan (Astana), Kazakhstan, 2012- present

Collaborate with colleagues at Penn GSE and University of Cambridge (U.K.) in the establishment of a graduate school of education at Nazarbayev University. Helped develop the masters and doctoral curricula, help build research capacity through training and support of faculty and doctoral students, and assist in the quality assurance process.

### **Consultant, Joint Stock Company, the New University of Astana (now Nazarbayev University)**

Astana, Kazakhstan, 2011- 2012

Offered guidance in the development of a system of shared governance at a new model research university in the capital of Kazakhstan. Provided assistance in the drafting of legislation establishing institutional autonomy and systems of accountability, including the creation of a board of trustees.

### **Expert, World Bank, Washington, D.C.**

World Bank, Washington, D.C., 2010 – 2012.

Advised on a World Bank project examining the governance of universities in the Middle East and North Africa (MENA) through the development of a “screening card,” a survey gathering data on various governance practices at public and private universities. Assisted in refining the methodology and the instrument. Participated in planning meetings in Marseilles, France. Gave a keynote on the principles of shared governance and led a discussion about the results regarding Egyptian universities with a group of 30 rectors at a conference in Cairo, Egypt November 2011.

### **Member, Council of Europe’s Ad Hoc Advisory Group on Education for Democratic Citizenship and Human Rights**

Council of Europe, Strasburg, France, 2007 - 2009

Served on a special Ad Hoc Advisory Group exploring connections between the Council’s concept of Education for Democratic Citizenship with the U.S. practice of university/school/community partnerships. Co-authored a book on the subject, which has been subsequently published in numerous languages including English, French, and Turkish. The Council of Europe, which was founded in 1949, functions as the cultural ministry for the E.U. and seeks to develop throughout Europe common and democratic principles based on the European Convention on Human Rights.



**Member, Carnegie Community Engagement Classification Task Force**

Carnegie Foundation for the Advancement of Teaching, Palo Alto, CA 2004 – 2006

Served as one of two representatives from Penn (with Ira Harkavy) in a collaboration with other thirteen colleges and universities charged with refining and piloting a new Carnegie classification on community and civic engagement.

**Project Associate, New England Resource Center for Higher Education (NERCHE)**

Graduate College of Education, University of Massachusetts, Boston, Massachusetts, 1998 – 2001

Helped design and implement a workshop to assist directors of community-based organizations in building sustainable partnerships with colleges and universities.

**Research Associate, Institute for Educational Management, Programs in Professional Education (PPE)**

Harvard Graduate School of Education, Cambridge, Massachusetts, Summer 2000

**Director, Community Service Learning**

Bradford College, Bradford, Massachusetts, 1994 – 1996

**President, Fitness Information Technologies, Inc.,** Wayland, Massachusetts, 1989-1993

Co-founded a health education consulting company. Supervised six staff members. Advised senior management of corporations regarding health education strategies.

**Assistant Director for Major Gifts, and Alumni Relations Office**

Colby College, Waterville, Maine, 1987 – 1989

**DISSERTATIONS CHAIRED**

Ashish Bhatia, “Fostering an Entrepreneurial Mindset at Selective MBA Programs,” University of Pennsylvania (Ed.D.), 2019.

Vana Zervanos, “On Mission and Political Purpose in Higher Education Institutions: How Two Jesuit Universities Responded to the Complexities of DACA,” University of Pennsylvania (Ed.D.), 2019.

Michael Schmedlen, “Innovations at Elite Research Universities Through the Lens of Diffusion Theory: The Case of Extended Reality Technologies,” University of Pennsylvania (Ed.D.), 2019.

Jeffrey Doggett, “The Citizen Institution: The Role of Two Small, Nonurban College as Anchors in their Host Communities,” University of Pennsylvania (Ed.D.), 2018.

Marianne Grande Magjuka, “Deliberative Dialogue as a Tool for Civic Learning and Democratic Engagement in Higher Education,” University of Pennsylvania (Ed.D.), 2018.

Ariane Elizabeth Hoy, “Catalysts for Learning and Stewards of Place: A Study of Change in Engaged Universities,” University of Pennsylvania (Ed.D.), 2017.

Monica Paulette Smith, “Historically Black College and University Presidents’ Perceptions of their role in the Civic Engagement of their Institutions and Students.” University of Pennsylvania (Ed.D.), 2017.

Robert Davis, “Helping Souls” in the 21<sup>st</sup> Century: A Study of Mission Tensions at Six Jesuit Institutions,” University of Pennsylvania (Ed.D.), 2016.

Demetri Morgan, “Revealing the Role of Higher Education in a Diverse Democracy: A Theory of College Student Political Identity Development,” (Ph.D), 2016.

Cecilia Orphan, “Democracy’s Colleges Under Pressure: Examine the Effects of Neoliberal Public Policy on Regional Comprehensive Universities, (Ph.D), 2016.

Aaron Olson, "The Accreditation-Related Self-Study and Its Potential for Organizational Learning: A Comparative Case Study," (Ed.D.), 2016.

Marcia Thomas, "Institutional Infrastructure and Joint Faculty Experience: A Multi-Case Study of Three Schools of Public Health," (EdD.), 2016.

Holly Harriel, "Urban Universities and Colleges as Anchor Institutions: An Examination of Institutional Management Practices," (Ed.D.), 2015.

Christine Blaney, "The Lived Experiences of Penn Undergraduates On or In Danger of Academic Probation," University of Pennsylvania (Ed.D.), 2014.

Elizabeth Bulette, "Shared Governance in a Planning Culture: Collaboration for Success," University of Pennsylvania (Ed.D.), 2014.

Xavier Cole, "Answering the Call: An Examination of the Development of Lay Leadership on Jesuit Catholic University Campuses," University of Pennsylvania (Ed.D.), 2014.

Autumn Graves, "An Understanding of Community Engagement: A Study of Three Liberal Arts Colleges and their Efforts to Prepare Civically Minded Professionals," (Ed.D), 2014.

Patricia Kelly, "Five In-Between: A Case Study of Additional Language Students Transitioning Into College English at a Two-Year College," University of Pennsylvania (Ed.D.), 2014.

Angielina Listo, "The Evolution of Mission of Navajo Community College/Diné College: A Historical Perspective," (Ed.D.), 2014.

John McArdle, "Beyond the Right to Fail: A Qualitative Analysis of the Change Management Process at Guildford College (2004-2011)," (Ed.D.), 2014.

Marlena Reese, "The Complexities of College Learning Instruction: A Practitioner Inquiry into Students' Academic and Identity Development," (Ed.D.), 2014.

Alison LaLond Wyant, "The University of Pennsylvania's Partnership with University City High School," (Ed.D.), 2013.

Rebecca Wyke, "Teaching Creativity and Innovation in Higher Education," (Ed.D.), 2013.

Kent MacDonald, "The Preemptive College: A Study of High-Performing Colleges and the Impact of Presidential Leadership," University of Pennsylvania (Ed.D.) 2012.

Stephanie Russell, "Lay Presidents in Jesuit Higher Education: Examining A Culture of Companionship," University of Pennsylvania (Ed.D.) 2012.

Kristin Clark, "Navigating California's Stormy Seas: A Multi-Case Study of Presidential Leadership in the Midst of Fiscal Crisis," University of Pennsylvania (Ed.D.) 2012.

Laura E. Gorgol, "Understanding the influence of the college experience on the civic development of undergraduate students," University of Pennsylvania (Ph.D.) 2012.

Thomas A Kecskemethy, "Leadership for change in two schools of education," University of Pennsylvania (Ed.D.) 2012.

Kent D MacDonald, "The preemptive college: A Study of Two High Performing Colleges and the Role of Presidential Leadership" (Ed.D.) 2012.

Amy Hecht Macchio, "Organizational Learning in Student Affairs: The Role of Leadership and Culture in Fostering Learning," University of Pennsylvania, 2012.

Alicia Canton, "Student's Perceptions on How College Education Contributes to Develop Social Responsibility and Civic Engagement at Three Mexican Universities," University of Pennsylvania (Ed.D.) 2011.

Mark Ford: "'It's Mine!' The Role of Faculty and Staff Ownership, Commitment and Engagement in the Turnaround Process of Faith-Based Colleges," University of Pennsylvania (Ed.D.) 2011.

David Soo, "Envisioning a regional role: Comprehensive universities and conceptions of their regional contributions," University of Pennsylvania (Ph.D.) 2011.

Kevin Creagh, "The Relationship Between Catholic Bishops and Catholic Colleges and Universities in Their Dioceses," University of Pennsylvania (Ed.D.) 2011.

Jeff Focht, "Campus-Based Community College Leadership Development Programs: Effective Leadership Competencies as Perceived by Graduates," University of Pennsylvania (Ed.D.) 2010.

Nathan J Franklin, "Service Learning: Linking Federal Work-Study to the Civic Mission of the University of Pennsylvania," University of Pennsylvania (Ed.D.) 2010.

Debra D Williams, "Physical Education at the Crossroads: An Examination of Physical Education Challenges, Changes, and Best Practices at Three Liberal Arts Colleges" University of Pennsylvania, (Ed.D.) 2010.

Michelle Rinehart, "The Catholic University of America Expanding the Responsibility of Architectural Education: Civic Professionalism in Two Schools of Architecture," University of Pennsylvania (Ed.D.) 2010.

Annie Hunt Burriss, "One Mission-Centered, Market-Smart Globalization Response: A case study of the Georgia Tech-Emory University Biomedical Engineering Curricular Joint Venture," University of Pennsylvania (Ed.D.) 2010.

David Hanson, "Central Banks and University Financial Governance: How Institutions are Managing Institutional Resources and Creating Monetary Policy for Mission Attainment," University of Pennsylvania (Ed.D.) 2009.

Kathy Gaval, "Presidential Transitions: Presidents' Perspectives on Building the Senior Leadership Team," University of Pennsylvania (Ed.D.) 2009.

Byron White, "Perceptions of Power: How Citizen Leaders in Weinland Park Influence their Partnerships with Ohio State University," University of Pennsylvania (Ed.D.) 2008.

Nancy Franklin, "The Land-Grant Mission 2.0: Distributed Regional Engagement," University of Pennsylvania (Ed.D.) 2008.

Kelly A Grady, "Bridges and Barriers: The Impact of Structure on Coordination in Civic Engagement," University of Pennsylvania, (Ed.D. 2008.

Scott H Reikofski, "A Comparative Study of Organizational Change and Planning Efforts for Fraternity System Management: The University of Maryland, College Park and the University of Pennsylvania," University of Pennsylvania (Ph.D.) 2008.

Mary Ellen Caro, "Higher Education Collaboration With Industry: Three Case Studies of Instruction-Based Partnerships," University of Pennsylvania (Ed.D.) 2007.

Michele Perkins, "The Dynamics of Leadership and Change at Three Small Colleges," University of Pennsylvania (Ed.D.) 2007.

James Johnsen, "Leadership in Context: A Case Study of Presidential Effectiveness in a State University System," University of Pennsylvania (Ed.D.) 2006.

Ruth Shoemaker, "Frank Aydelotte's Use of Swarthmore College as a Vehicle to Achieve a National Educational Reform Agenda," University of Pennsylvania (Ph.D.) 2006.

Ricki G. Eisenstein, "Fragile Partnerships: Urban Universities, Neighbors and Neighborhoods," University of Pennsylvania (Ph.D.) 2005.

Paul Hennigan, "Managing the Introduction of Quality Improvement at Point Park University," University of Pennsylvania (Ed.D.) 2005.

Vicki Lewis McGarvey, "Where You Stand Depends on Where You Sit: Making Sense of Responsibility Center Management at the University of Pennsylvania," University of Pennsylvania (Ed.D.) 2005.

R. Perry Monastero, "American Pioneers in Neophyte Private Higher Education: Where the Mission Meets the Market," University of Pennsylvania (Ed.D.) 2005.

Anne Reedstrom, "Dickinson College Meets the World: the Integration of Internationalization into Institutional Culture," University of Pennsylvania (Ed.D.) 2005.

Jo Ann Rooney, "Navigating in a Building Sea of Change: Successful Growth Strategies of Two Private Higher Education Institutions," University of Pennsylvania (Ed.D.) 2005.

Hagovsky, Beth A. "Change, Leadership and Co-education: A Case Study of Chestnut Hill College," University of Pennsylvania (Ed.D.) 2004.

Hogan, Noel C. "Creating Constellations of Culture: the Value of Organizational Culture in Confronting Change in Enrollment Management at a Liberal Arts College," University of Pennsylvania (Ed.D.) 2004.

John Glen LaBrie, "Navigating the Waters: A Case Study on Public Higher Education System Transformation," University of Pennsylvania (Ed.D.) 2004.

Patricia J. Louison, "Sensemakers, Strategyshapers and Saboteurs: a Case Study Analysis of the Process of Planting, Watering, Harvesting and Up-rooting the Seeds of Transformational Change," University of Pennsylvania (Ed.D.) 2004.

Kathe Munz Shinham, "Higher Education and Congressional Partnership: A Case Study in Tax Legislation," University of Pennsylvania (Ed.D.) 2004.

Aimee Erin Suzanne Tabor, "Navigating Unchartered Wires: from 'Brick' to 'Brick-and-Click'. The transition of Foothill Community College," University of Pennsylvania (Ed.D.) 2004.

Mary-Elaine Wszalek Perry, "The College of New Jersey: A Case Study in Institutional Transformation," University of Pennsylvania (Ed.D.) 2003.

Lawrence Schall, "Swarthmore College: The Evolution of an Institutional Mission," University of Pennsylvania (Ed.D.) 2003.