



**GREGORY
WOODWARD**

education

Doctor of Musical Arts: Cornell University, 1986

Major: Music Composition

Minor Area: Music Theory

Dissertation: Volume One, Transfigured, for orchestra, Volume Two, Non-Pitch Aspects as Structural Determinants in the Atonal Works of Anton Webern

Master of Music: Ithaca College, 1978

Major: Music Composition

Concentration: Theory

Thesis: Concerto for Alto Saxophone with Symphonic Wind Ensemble

Bachelor of Music: University of Connecticut, Magna cum laude, 1977

Major: Music Composition

Minor: Clarinet, Saxophone

professional education

- Seminar for New Presidents, Harvard University, Summer 2012
- AGB Institute for Board Chairs and College Presidents, Aspen Institute, Aspen, Colorado, Summer 2012 and Summer 2015
- Institute for Management and Leadership in Education, Harvard University, Graduate School of Education, Summer 2006
- Leadership Institute, Ithaca College, 2008
- Music Administration Seminar, Westminster Choir College, Summer 1982

supplemental training

- Title IX
- Alcohol Awareness
- Academic Assessment

- Strategic Planning
- Fundraising
- Diversity-Inclusion-Equity
- Sexual Awareness and Harassment
- Disaster Protocols and Practices
- Leading with Compassion and Justice on Issues of Sexual Assault

leadership and administrative experience

President

Carthage College

July 2012 - present

(See <https://www.carthage.edu/president/> for speeches, articles, videos, and more information.)

Carthage College is a primarily undergraduate, private, non-profit, liberal arts college situated on 85 acres on the shore of Lake Michigan in Kenosha, Wisconsin, midway between Milwaukee, Wisconsin and Chicago, Illinois. The college offers 39 undergraduate degrees to approximately 2,700 traditional and 300 adult undergraduates, graduate degrees to 150 Master's students in education and business, and enrolls 75 students in a Master of Social Work program jointly offered with Loyola University of Chicago. The traditional undergraduate

student population is approximately 75% residential. The college employs approximately 500 staff members and has an annual operating budget of approximately \$100 million. The endowment is \$94 million. The college is governed by a self-perpetuating Board of Trustees, with approximately 30 members. The college is a member of WAICU (Wisconsin Association of Independent Colleges and Universities) and LECNA (Lutheran Educational Colleges of North America), and competes with 24 varsity teams in the CCIW (College Conference of Illinois and Wisconsin). The college has compiled 29 straight years of end-of-year net revenue surpluses, enrolled two of the largest first year classes in its history in the past three years, and enjoyed an all-time record overall enrollment during the 2015-16 academic year. The college operates a small residential cohort of students in an internship-based Carthage in Chicago program, is the 4th ranked institution in America for short-term study abroad, ranks in the top 8% on the Collegiate Learning Assessment (CLA), and has been a Top Fulbright Producing College in America for the past two years with five, then four, student Fulbright awardees. Nearly 92% of graduates report being employed or in graduate school within six months of graduation.

Responsibilities include:

- Direct, lead and manage all aspects of the college in coordination with the Board of Trustees

- Supervise all vice presidents (Cabinet) of the college
 - Provost/Vice President for Academic Affairs
 - Vice President for Student Affairs
 - Vice President for Business / Chief Financial Officer
 - Vice President for Institutional Advancement
 - Vice President for Enrollment
 - Vice President for Communications and Marketing
 - Vice President for Strategic Initiatives / Chief of Staff

- Supervise the Office of the President
 - Executive Director of Government and Community Relations / Secretary to the Board / Policy Administrator
 - Chief of Staff
 - Executive Assistant / Director of Community Service
 - Athletic Director

- Represent the college to all constituencies, both internal and external, including local, regional, national and international communities, higher education peers, professional organizations, and philanthropic entities and individuals

Areas of Responsibility with Selected Accomplishments:

The Student Experience

Over the past five years I have led the college in focusing our collective efforts and strategic planning on the student experience. I have manifested and ensured a student-centered approach to all college operations and the academic experience. As president, I have tirelessly engaged in student activities in all arenas and encouraged collaborative practices at all levels.

- Created the first President's Task Force on Student Success and Retention.
- Initiated the first President's Task Force on Innovative Learning.
- Led the first open student meetings with the Board of Trustees without college staff.
- Created the first Academic Excellence Committee.
- Developed a new, more academically focused First Year Orientation.
- Created and filled a new Vice President of Student Affairs role.
- Nurtured a partnership with the Student Government Association through regular attendance at meetings, the creation of one-on-one bi-weekly meetings with the president, monthly open breakfasts, and regular reporting segments in Board meetings.

- Created a new student award assembly during the annual “Celebration of Scholars” including the “Senior of the Year” who becomes the student speaker at commencement.
- Designated a faculty member as a scholarship and award mentor resulting in five student Fulbright winners in 2015 and four Fulbright student winners in 2016, both times placing Carthage on the national Top College Fulbright Producers list.
- Undertook the first review of the “General Education” curriculum in 27 years.
- Loosened traditional credit limits to allow for deeper majors inside the liberal arts context.
- Created a new Bachelor of Science in Nursing program with over 70 first year students enrolling in the second year of existence.
- Founded a new Master of Business in Design and Innovation (MBDI) program to begin in Fall, 2017.
- Created a new minor in Urban Education that partners with local and inner city schools in Racine, Milwaukee, and Chicago to prepare new teachers for specialized teaching environments.
- Improved student health resources by creating a position for a full-time nurse, doubling the counseling staff, and adding a position dedicated to sexual assault and Title IX education.

- Created the “Center for Student Success” which consists of a physical office complex and a team of student life professionals who serve as first year professional advisors, faculty members in a College Success Seminar, and who create personalized teams of mentors for students who need assistance at various points in their college careers. This Center includes a robust partnership with the Associate Director of Athletics, helping to ensure success for our college athletes, as well as a full-time staff member dedicated to the success of under-represented student populations.
- Presented a presidential “State of the College” address / Q&A each semester.
- Initiated the first all-college Peer Mentoring program (Character Quest) with over 170 upper-class students mentoring and coaching the entire first year class of 750 incoming students.
- Created new student traditions; including campus caroling and tree-lighting as well as a late-night breakfast served by faculty and staff on the eve of the first day of exams each semester.
- Began the “First Year Reading Initiative,” now in year four.
- Added a full-time women’s water polo team and formalized the men’s and women’s lacrosse programs.
- Supplemented meal plan options and revised the Sodexo contract.
- Created “Carthage in Chicago,” a semester-long internship-based residential program for students in downtown Chicago.

- Moved from #8 to #4 in the country for colleges with the highest percentage of students engaged in short-term study abroad (the J-term program).
- Created the first endowment to support study abroad options for students.
- Added a new Honors Program, with the first classes specially designed for this cohort of students.
- Regularly hosted dinners in my home for special groups, such as Lincoln Scholars, Carthage Ambassadors, Mock Trial, international students, Fulbright awardees, and graduate students.
- Raised funds for a new Career and Welcome Center, enhancing career planning and preparation, adding staff, and imbedding career and vocational reflection into the curriculum.
- Achieved the highest first to second year retention in college history (81% up from 73%)
- Achieved the highest 4, 5 and 6-year graduation rates in college history. (2016)
- Achieved the highest overall enrollment in college history. (2016)
- Achieved the largest number of first year applications for admissions in college history (2017)

The Faculty Experience

I have worked very hard and strategically to cultivate a cohesive faculty through:

- Instilling shared core values
 - Transparency in administration relationship and culture
 - Trust
 - True collaboration
 - Personal engagement in all aspects of faculty work and professional life

- Created new faculty / administrative committees and added new seats on standing committees for faculty members. I have attended faculty meetings at all levels, engaged with faculty in professional and social events, and promoted an unwavering culture of collaboration and partnership between administration, faculty, and staff.

- Collaborated with the previously disenfranchised Academic Senate to re-energize and empower the faculty senate into an effective body engaged in full partnership with the administration.

- Placed the first faculty members on the Cabinet, College Assembly, and Board of Trustees.

- Held the first open faculty meetings with the Board without administrators present.

- Hired a new vice president / provost due to a retirement.

- Created the first Faculty Handbook Committee.

- Held presidential breakfasts every month with small groups of faculty.

- Placed faculty (often elected) on every major college committee that was jointly deemed appropriate by the president and the Academic Senate.
- Led the creation and construction of the first Teaching Commons, a faculty teaching and learning center, and hired the first director / associate provost.
- Created and filled the first full-time Director of Grants and Fellowships position, resulting in over \$3 Million in new grants in year two.
- Filled two vacant endowed professorships with extraordinary talented individuals.
- Created the first summer chair stipends, set new expectations for sabbatical leaves, and increased availability of said leaves.
- Worked aggressively with the provost to ensure gender equity in salaries across the campus.
- Established bi-weekly one-on-one meetings with the Chair of Academic Senate.
- Provided select faculty with year-long leaves, and some funding, to undertake or complete special scholarly projects.
- Annually attended open meetings for each division, and when invited, departments.
- Mentored three outstanding faculty members into associate or assistant provost positions.
- Attended faculty lectures and creative presentations on a regular basis.

- Presented guest lectures in several classes in various disciplines, including music, exercise and sport management, marketing, political science, religion, theater, and communications.
- Served as orientation event leader for each cohort of new faculty hires.
- Regularly hosted dinners in my home for special groups of faculty, such as new faculty, promoted faculty, grant awardees, and retiring faculty members.

The Staff Experience

As president, I have built a culture of partnership with staff members through initiating and leading dedicated meetings and events, instilling transparency and trust, opening availability for membership in select committees, and engaging in professional and social events at all levels.

- Held the first open staff meetings with the Board without faculty or Officers present.
- Created the first all-college Staff Council.
- Instituted the first “summer hours” work week schedule for staff.
- Created the first Office of Human Resources and hired the first Director.
- Hired, or promoted from within, seven new vice presidents.

- Invited staff members to attend or join faculty meetings, all-college presentations, College Assembly, and the Institutional Effectiveness Committee.
- Hosted the first social events designed for staff cohorts, such as the Carthage Women's Christmas and Bowling with the President for Grounds and Environmental Service staff members.
- Established monthly "Staff in the Caf" community lunches and discussions.

The Board of Trustee Experience

I earned the trust and confidence of Board through honest and regular communication and new practices. I created a unified Board dedicated to the health of the college in which all members play a critical and equal role.

- Oversaw the election of a new Chair and officers.
- Created a new committee structure for all meetings.
- Held a highly successful two-day Board Self-Assessment Retreat led by an AGB consultant which enhanced Board functioning and reduced dissonance (first such retreat in over 20 years).
- Created an extended educational session for each Board meeting, including open meetings of the Strategic Planning and the Executive Committees.

- Added four faculty members to the Board committees on Academic Planning and Resources and Student Affairs.
- Added four students to the Board committees on Academic Planning and Resources and Student Affairs.
- Added Risk Management to the existing Audit Committee.
- Added ten new Board members and tripled the number of women on the Board.
- Instituted a “President’s Report” for each Board meeting plenary session.
- Created the first board self-assessment rubric and process.

College Culture and Community Well-Being

My most important accomplishment at Carthage has been the complete renewal of a healthy and happy college atmosphere. Valuing and implementing the contributions of all, including students, was the first step. My weekly walks around campus to visit with a different office, eat with a different group, engage in some fun with an unsuspecting cohort, have all helped to build this communal spirit. I created a culture of open dialogue, shared decision-making, an optimistic spirit, and transparency. I model these values in my own personal leadership each year by attending a minimum of at least one of every type of interaction: meeting, committee, group project, event, club, sport, office, social gathering, celebration, concert, play, thesis defense, faculty lectures, and even, individual classes.

Through my personal presence and constant encouragement and communication, Carthage is now an engaged campus of scholars, staff, and students who feel inspired every day to do their best work, realizing that this is only possible through true community.

- Created the 10-year, all-college strategic plan, “Carthage in the Year 2025” with the engagement of the whole campus over an 18-month period (endorsed unanimously by the staff and faculty and unanimously ratified by the Board) (See: <https://www.carthage.edu/president/strategic-plan/>).
- Created the first President’s Task Force on Diversity.
- Reached 20% first year students of color in 2014 and 2015, 25% in 2016 first year class (previous high was 14%).
- Created the position and hired the first Director of Diversity, who then created the very first Diversity Month and diversity activities throughout the calendar, from Orientation through graduation.
- Held presidential breakfasts every three weeks with the student officers of all student clubs representing diverse groups of students.
- Allowed the students to fly appropriate flags for the first time in college history at selected times of the year, including black history month and gay pride week.

- Allowed students within diverse groups to wear appropriate stoles for the first time in college history during commencement.
- Created the first Institutional Effectiveness Committee, functioning for one semester each year as the all-college budget committee, and including six faculty members.
- Shifted the composition of the President's Cabinet from all male to 50% female.
- Received full, ten-year reaccreditation from the Higher Learning Commission (the college's regional accrediting body) in 2014.
- Created the first College Assembly (monthly meetings).
- Led the first all-college meetings at the start of each semester.
- Redesigned First Year Convocation to include student and faculty research presentations.
- Led efforts to continue 2.5% - 3.5% annual incremental raises for the entire college staff for all five years.
- Reinstated the full-time college pastor position.
- Hosted presidential candidate Bernie Sanders on campus and Speaker of the House Paul Ryan as the commencement speaker (2016).
- Created the first Community Service Director position and formalized partnerships with several community non-profit and educational organizations

- (notably the Shalom Center, Women's and Children's Horizon, VITA Tax Program, Boys and Girls Club of Kenosha, and the ELCA Outreach Center.
- Helped over 62% of Carthage students engage in some form of community service before graduating.
 - Formed a teaching and performing relationship with the Kenosha Symphony.
 - Created a new 'Spring Semester Celebration' for all faculty and staff including a luncheon and announcements of our Professor and Staff Persons of the Year.
 - Supported the first Interfaith Baccalaureate Ceremony at commencement weekend, 2016 with student speakers from many faiths, including Lutheran, Christian, Protestant, Hindu, Muslim, Daoist, and Pagan traditions.
 - Sponsored and engaged in special events for the entire campus, such as Relay for Life, Walk a Mile in Her Shoes, Every Kid Needs a Superhero, The Ice Bucket Challenge, and the Annual Christmas Festival.
 - Led the Homecoming Parade, and performed in the Pep Band at football games (with Penelope Woodward, my spouse).

College Structure, Governance, and Policies

- Created an all-college Curricular Planning and Oversight Committee.
- Partnered with the Provost in the simplification to three academic divisions (from seven) and the hiring of the first three deans to lead the divisions.
- Founded a new Environmental Science department.

- Created the first Emergency Disaster Response Team.

Business Affairs and Finance

- Maintained a streak of 29 straight end-of-year net revenue surpluses.
- Borrowed \$23 million for a capital project with anticipated payoff in four years through annual revenue gains.
- Filled the CFO / Vice President of Business role following a retirement.
- Received a \$500,000 grant to support sexual violence education.
- Carthage became the home of NASA in Wisconsin, with over \$2 million in grant funding to award and manage.
- Managed the lowest annual tuition increases in college history for four straight years.
- Created five straight annual budgets allowing for complete reinvestment of the annual endowment draw.

Institutional Advancement

- Achieved 100% Board member giving for the first time in college history.
- Created, managed, and completed (Fall 2016) a \$35 million campaign primarily designed to finance capital expenditure for a new science center with total gifts of over \$45 million.
- Filled the Vice President of Advancement position following a resignation (left to become a president elsewhere).

- Assisted in a complete overhaul of office personnel, structure, and function, including the first robust research and data operations in college history.
- Held the first college Day of Giving, surpassing the donor goal by 60% and the giving goal by 100%.
- Realized the second largest gift in college history, \$10 million in Fall 2014.
- Realized the largest gift in college history of \$15 million, Fall 2016.
- Earned approximately 33% more per year in annual gifts than in recent college history.
- Created the first Presidential Leadership Council, with annual two-day meetings.
- Founded the first President's Parent Council.
- Created the first annual Beacon Awards, an annual celebration of the extraordinary accomplishments of 5-6 select alumni.
- Completed a \$600,000 faculty / staff campaign goal with over \$1.3 million pledged.
- Established the first Alumni Clubs in 15 cities across the country.
- Held two prolonged alumni tours in year one and year three to introduce myself, and then the new campaign.
- Hosted several special receptions in major cities in the U.S.
- Increased alumni giving for three straight years.

- Reached the highest monetary value in planned gifts in college history (2016/ca \$48 million).

Enrollment

- Promoted a new vice president from within the college.
- Added new recruiting efforts and staff in broader geographic regions.
- Created a new financial aid matrix for awards.
- Added six new full tuition scholarships for students of color, including an award for the Boys and Girls Club, the local Mahone Foundation, and the YMCA afterschool program.
- Created new “Bridge” grants totaling over \$600,000 for returning students needing additional aid to remain enrolled.
- Created several departmental recruiting visitation / scholarship competition days.

Communications and Marketing

- Moved this division to a direct Vice President reporting line to the president.
- Hired a new vice president.
- Completed an all-college re-branding initiative and marketing campaign, resulting in a new full set of multiple award-winning college materials, logo, website, and social media.

- Greatly expanded advertising, public relations, and marketing efforts, especially in specific geographic regions.

Capital Projects

- Built a \$43 million new wing to the Science Center.
- Began the process to add \$30 million in new residence halls and refurbishment scheduled for the summer of 2017.
- Built a new \$1.4 million nursing center, including a simulation laboratory that will be utilized with community partners.
- Renovated the entire turf / track in the stadium, a \$2 million project.
- Built a \$2.3 million baseball field complex.
- Formed the first Space Committee, coordinating space issues across campus and divisions.
- Renovated the main stage theatre.
- Formally opened the new Student Theater.
- Constructed the new Center for Student Success.
- Built a new Teaching Commons dedicated space.
- Established a center for student academic support, including The Writing Center, the staff learning specialist office, a specialized testing center, and the peer tutor area.

- Received a gift to fully fund and build a brand new Career and Welcome Center (summer 2017).

Community and Professional Engagement (Personal)

- 2012 Campaign Honorary Chairperson of the United Way of Kenosha.
- Guest lectures and speeches at several community clubs and organizations, public and private schools, and corporations.
- Hosted several award ceremonies and was on several local (Milwaukee and Kenosha) radio and TV stations.
- Published in AGB magazine on “Partnerships for Better Students and Better Community), Fall, 2015.
- Board Memberships
 - United Way of Kenosha
 - Boys and Girls Club of Kenosha
 - Three Harbors Boy Scouts of Milwaukee
 - Kenosha Workforce Development Board
 - Kenosha Public Schools Community Advisory Council
 - The Prairie School
 - Kenosha Area Business Alliance (KABA)
 - Higher Expectations of Racine (Cradle to Career Pathways)
 - Strive Together of Kenosha (Cradle to Career Pathways)

- Kenosha County Strategic Visioning Committee
- Professional Memberships
 - Council of Independent Colleges (CIC)
 - Chair, CIC New York Times Partnership on Higher Education
 - American Association of Colleges and Universities
 - Elected member of the LEAP President's Trust (120 college and university presidents across the country)

**Interim Vice-President for Academic Affairs / Provost
Ithaca College
June 2010 – July 2011**

Responsibilities included:

- Chief Academic Officer of the college
 - Directed, coordinated and managed all affairs of the academic division of the college
- Supervised the five deans, College Librarian, College Registrar, Director of Institutional Research, two associate provosts, one assistant provost, the Special Assistant to the Provost for Sustainability, the Director of Academic Enrichment Services, Director of Grants and Sponsored Programs, Director of Faculty Development.

- Managed the Academic Affairs Division budget.
- Coordinated and led the work of the five schools (Communications, Business, Music, Health Sciences and Human Performance, Humanities and Sciences) and two divisions (Division of Graduate and Professional Studies, Division of International and Interdisciplinary Studies).
- Led the faculty in teaching, scholarship and service.
- Directed the Tenure and Promotion process of the college.
- Managed special projects
 - The Center for Faculty Research and Development
 - The Faculty Development Program
 - Sustainability
 - International Agreements and Exchanges
 - Academic Assessment
 - All-Campus Policy Committee
 - Curricular Revision and state registration and approval
 - Middle States Accrediting actions and reporting
 - Faculty increments and merit raises
 - The First Year Reading Initiative
 - Direction of the Fall Opening Convocation
 - The Ithaca Seminar Program
 - The Honors Program

- Creation of quarterly reports to the Board of Trustees
- Managed the Office of the Provost (two associate provosts, one assistant provost, four administrative assistants, one administrative assistant for faculty, one budget manager, one executive assistant, several work-study students).
- Served as a member of the President's Cabinet, Academic Assembly, Faculty Council, Enrollment Management Committee, College Marketing and Branding Committee, All-College Budget Committee, direct the Dean's Council, Academic Council, Academic Cabinet, co-chair the Education Policy Committee of the Board of Trustees.
- Oversaw all academic searches, contracts, workloads, and policies.
- Oversaw all faculty and student conflicts, issues, grievances, increments, and special situations.

Special Accomplishments:

- IC 20/20
 - Led the creation process and was the primary author of a new ten-year strategic plan for the college, IC 20/20; Focusing Our Vision on Student-Learning.
 - Led over sixty hours of campus dialogue as part of the community rollout of the mission draft document.

- Created eight special IC 20/20 task forces and charged several standing committees with actions related to the creation of the final version of the strategic plan.
- Led a campus-wide rollout of the plan, including a campus-wide election of over 200 nominees (mostly faculty) for task force membership.
- Created and chaired a select IC 20/20 Advisory Steering Committee.
- Led several Board of Trustee meetings and conference call sessions on the plan.
- Led a series of campus dialogues, created a budget and calendar of implementation, led a final rollout to the community of the final document, and presented to the Board of Trustees in May of 2011.
- Co-directed the grand opening of the college's Athletic and Events Center in October 2012, including the primary celebration comprised of an academic showcase "concert" with students, faculty and alumni from around the world, and utilizing several technical innovations in the event.
- Directed and led the campus through the hosting on campus of the annual meeting (3/31-4/2) of the National Conference on Undergraduate Research (NCUR), with over 3000 students and faculty from all over the country coming to Ithaca to present their research and creative work. The event included three keynote addresses and plenary sessions, several group sessions, the use of every single classroom on campus for three days, an extravaganza evening celebration, and hundreds of smaller events.

- Assisted in the successful applications of three faculty members and two students as Fulbright Scholars for 2011-12.
- Began work on IC 20/20 initiatives on faculty workload, teaching evaluations, learning/living communities, diversity, global awareness, sustainability, graduate studies, diverse delivery methods, and a new college-wide process for faculty evaluation, mentoring, tenure and promotion.
- Created a new campus policy for the submission and ratification of all-college curricular proposals.
- Proposed a new Center for Innovation and Extended Learning.
- Proposed and designed a new all-college Institutional Effectiveness and Assessment Committee.
- Proposed the first New York City Center for the college, and helped to design a curriculum and first cohort for fall 2012.
- Helped to focus the enrollment strategy for the college, emphasizing lead programs with high demand, and reallocating resources to these highly successful and competitive programs for greater enrollment success and stability.
- Assisted in streamlining the faculty hiring process.
- Led the creation of the first all-college General Education core as part of IC 20/20.
- Led efforts to hire the first grants and research lobbyists in Washington, D.C.
- Assisted the college on several key development initiatives.

- Created the first enrollment and articulation efforts in Asia, including three student exchange programs with major Chinese universities.
- Restructured the Division of International and Interdisciplinary Studies into an all-college initiative housed in the School of Humanities and Sciences and functioning across the five schools.
- Refined the Academic Affairs Division budget to support special projects in sustainability, film festivals, and a Creativity and Aging Center.
- Co-directed a 9/11 Ten-Year Anniversary Celebration for ten days, culminating in a cross community celebration with Cornell University and Tompkins Cortland Community College on 9/21, the International Day of Peace.

Dean of the School of Music

Ithaca College

July 2008 – July 2012

Responsibilities

Chief Administrative Officer responsible for the management of all aspects of the School of Music including enrollment management, talent and merit financial awards and scholarships, marketing and publicity, faculty and staff hiring and supervision, institutional advancement, budget, concert series and outreach, touring, special events,

faculty evaluation and mentoring, NASM accreditation, curricular and student advising, serving as liaison to the office of the provost and president, serving as a member of several college committees including the president's Administrative Assembly, the provost's Deans' Council, All-College Budget, Commencement, College Marketing and Admissions Committee, All-College Teacher Education Committee, Academic Policies Committee, and Graduate Council.

The School of Music at Ithaca College, recognized as one of the leading primarily undergraduate musical training schools in the United States, enrolls approximately 575 undergraduates and 100 graduate students, and has 62 full-time and approximately 30 part-time faculty members. The professional staff includes an associate dean, director of music admissions, concert manager, building manager, ensemble librarian, piano technician, assistant piano technician, instrument repairman and sound recording technology director. In addition there are 5.5 administrative staff members.

Select Accomplishments

- Increased auditions and applications to all-time high levels of over 1200 students.
- Led efforts to design, and then managed, a new talent and merit aid program resulting in perhaps the most talented freshman class in history in the fall of 2009.

- Enrolled the largest entering class in school history, 211 students (previous high was 146) in the fall of 2009, including an acceptance rate and yield of approximately 47%.
- Revised and implemented new curricula in Music Education, Sound Recording Technology and Jazz Studies.
- Designed and began the implementation of a new administrative structure for the entire school.
- Managed both a budget cut in the fall of 2008 and an expanded budget for the large first year class in the fall of 2009.
- Managed fourteen faculty searches resulting in the hiring of the first choice candidate in all but one case.
- Designed and implemented a three-year process for the redesign of the school's mission and vision statement, and set a series of short and long-range goals for the school over the course of three summer faculty retreats.
- Led efforts that culminated in the redesign of the endowed scholarship process.
- Led the school through a branding exercise resulting in an entirely new portfolio of marketing materials.
- Led several international and national tours of school ensembles, including a tour to St. Petersburg, Russia and to Washington, D.C. / Philadelphia.
- Directed the residency of several visiting ensembles and soloists, including several public school ensembles playing in concert with school ensembles.

- Produced two full concert seasons of guest artists and master classes and provided music for several all-college functions, including Convocation, Commencement, Friends' events, President's Inauguration, athletic contests, and other celebratory events.
- Directed the design and installation of all new video and sound technology in the concert halls and classrooms, including a large project that provides live streaming of school concerts to outside audiences.
- Created a faculty task force on creativity and improvisation across the curriculum.
- Chaired the search committee that was successful in bringing in the first choice candidate as dean of the School of Business.
- Chaired a Provost Task Force on the shape and future of graduate studies at the college.
- Served on the President's Committee on Creativity and Innovation.
- Created an entirely new Preparatory Division for the school, including the start-up of large summer camps in band, chorus, strings, Piano Institute, and jazz, increasing revenue for the school and college by over \$500,000.

Dean of the Division of Graduate and Professional Studies

Ithaca College

July 2003 - July 2008

Responsibilities

- Chief Administrative Officer responsible for all aspects of the Division of Graduate Studies, comprised of thirteen departments and twenty degree options housed within the Schools of Communications, Music, Business, Health Sciences and Human Performance, and the School of Humanities and Sciences.
- Chief Administrative Officer responsible for all aspects of the Office of Continuing Education and Summer Sessions and the Office of Online Learning, Certificate and Professional Programs.
- Directed, oversaw, and implemented all curricular and program issues related to master's, doctoral, certificate and professional degrees and certifications at the college.
- Directed and managed all efforts towards graduate and professional program expansion and excellence.
- Directed all graduate admissions and recruitment efforts, including enrollment planning and management, recruiting, processing, admissions decisions, and deposits.

- Created all graduate admissions, marketing and recruitment materials, and maintain the graduate catalog and website.
- Managed the division budget, including all graduate department business plans, faculty and guest contracts, marketing, publicity, graduate scholarships, fellowships and assistantship positions and awards.
- Chaired the All-College Graduate Council, comprised of five school deans, thirteen department chairs, the Registrar, the Director of Summer Sessions and Continuing Education, the Director of Online Learning and Certificate and Professional Programs, and graduate student representatives from each program.
- Represented the Division on the President's Academic Cabinet and Assembly, and served as a member of the Provost's Deans' Council.
- Represented the Division in the Middle States reaccreditation effort, including membership on the Assessment Subcommittee.
- Led the Division in the complete rebuilding of all Student Information Systems, including membership on the Steering Committee and the Academic Focus Group.
- Represented the Division on the All-College Budget Committee.
- Represented the college at regional and national graduate school conferences and events.

- Designed and directed all-college graduate events, including the Graduate Student Colloquia, All-College Graduate Student Orientation, Convocation and the Graduate Hooding Ceremony.
- Maintained all graduate records and files, including all appropriate student correspondence concerning academic standing and exceptions to policy.
- Sought and implemented innovative initiatives such as new degree and certificate options, new degree and certificate delivery systems, and new graduate student services.

Select Committee Work

- Deans Council
- Academic Council
- Administrative Assembly
- Planning and Priorities Committee
- All-College Graduate Council (chair)
- All-College Budget Committee
- Admissions/Communications Task Force
- Middle States Assessment Planning Committee
- Core Experience Aesthetic Experience Committee
- Online Advisory Group (chair)
- Graduate Admissions/Web Advisory Group
- Homer Steering Committee
- Homer Production and Management Committee
- Commencement Committee

Select Accomplishments- Broad Program Goals

Responded directly and successfully to the Institutional Plan to “strengthen and expand graduate studies” through the following initiatives:

- Strengthened graduate programs towards uniform excellence in order to raise the overall academic profile of the College.
- Expanded graduate programs to more fully justify being a Master's One institution.
- Through intentional and careful growth, expanded programs and enrollment, and thus revenue, to alleviate some of the pressure facing undergraduate programs in an upcoming period of declining population of college-age students.
- More fully integrated the graduate student experience into the cultural fabric and systemic foundation of the College.
- Developed online, certificate, and professional offerings to create an additional revenue stream and to broaden the College's regional and national reputation and outreach.
- Led the creation of the first master's degree at Ithaca that integrates and shares coursework and faculty from different schools across campus (MAT degree utilizes courses in Humanities and Sciences, Park, and Health Sciences and Human Performance).

Select Accomplishments - New Degrees, Programs, and Certificates

- Doctor of Physical Therapy (first doctoral degree in college history)

- Transitional Doctor of Physical Therapy (transitional degree for current students as DPT enrollment matured)
- Master of Business Administration, Professional Accountancy track
- Master of Science in Physical Education (two tracks)
- Master of Science in Health Education (two tracks)
- Master of Science in Sport Management
- Master of Arts in Teaching, Adolescence Education – English
- Master of Arts in Teaching, Adolescence Education – Mathematics
- Master of Arts in Teaching, Adolescence Education – Modern Languages and Literatures (French and Spanish)
- Master of Arts in Teaching, Adolescence Education – Science (Biology and Chemistry and Physics)
- Master of Arts in Teaching, Adolescence Education – Social Studies
- Master of Science in Childhood Education (begins summer, 2007)
- Master of Science in Exercise Science, Human Performance track
- Pre-MBA Summer Modules Program
- Online Certificate Program in International Business Communications
- Certificate in Gerontology

Select Accomplishments - Enrollment

- Increased graduate enrollment 44% from 230 to 411, the all-time highest enrollment.
- Increased graduate applications from 270 to 562 (increase of 53% to the all-time highest application rate).
- Lowered graduate accept rate to ca. 50%.
- Achieved a graduate yield on applications of 65% (80% without OT/PT).
- Increased summer graduate tuition income by 33%.
- Increased annual graduate tuition income to over \$7,000,000 (all-time high).
- Increased winter session enrollment and revenue by ca. 50%.

Select Accomplishments - Administration and Structure

- Unified the offices of Graduate Studies, Continuing Education and Summer Sessions, and Online, Certificate and Professional Programs into one new division.
- Developed a totally new college approach to graduate budgeting, with the creation of new, discreet business plans and budgets for each graduate department, allowing for accurate analysis of all graduate programs, including enrollment targets, costs, faculty load compensation and administrative costs, tuition income management and accounting systems, and the inclusion of summer graduate costs and income.

- For the first time, each graduate department had a business plan, creating a new model of fiscal responsibility and analysis.
- Created totally new graduate tuition rates, derived from new business plans, enrollment goals, and market analyses.
 - Developed the use of three rates, spread across all programs, responsive to national and regional norms, and our own business models.
 - Undertook and completed extensive departmental cost/income studies.
- Created and implemented the college's first revenue-sharing plans for graduate and certificate programs that were designed to increase departmental and faculty incentive for program and course development.
 - Ensured reinvestment of a portion of net profit into the programs themselves.
 - Innovative revenue-sharing plans went into effect for the first time at the end of fiscal year 06-07.
 - As the graduate division began to grow, the lack of an adequate, supporting budget was the impetus behind utilizing revenue-sharing as a means of developing resources to support the further expansion and improvement of the division/programs.
- Completely integrated the graduate division infrastructure into the new Student Information Systems, including the creation and implementation of

all new processes and technologies for admissions, communications, registration, data collection, and reporting.

- Developed new graduate assistantship plans, accounting practices, job descriptions and responsibilities as part of the new business plan /budgeting approach in order to comply with new Fair Labor Standards Act regulations.
- Formed a new Graduate Web Advisory Group to assist with a completely new web presence, design, and use.
- Doubled the graduate publications/marketing budget.
- Awarded the first graduate research fellowship in Communications.
- Formed an Online Advisory Group to assist with the design and implementation of new efforts in online course and certificate development, and professional program expansion.
- Created the first graduate programs in the School of Humanities and Sciences.
 - Brought to fruition a ten-year period of study and efforts between several academic departments and college administrative offices to offer our first education degrees out of a newly-formed education department.

Select Accomplishments – Special Activities

- Created, managed, and led the first (and subsequent) Graduate Hooding Ceremony in 2004, a commencement celebration focused on graduate students with speeches by the president, provost, dean, and guest speaker, along with individual hooding for each graduate.
- Created, managed, and led the first (and subsequent) all-day, All-College Graduate Orientation event in 2005.
- Created the first online graduate catalog.
- Created all-new graduate brochure design and content (fall, 2005 and fall, 2007).

Chair and Co-Chair of Graduate Studies in Music
Director of Summer Programs in Music, School of Music
Ithaca College
July 1985 – July 2003

Primary Responsibilities

Admissions, Assistantships, Advertising, Advising, Catalogues and Brochures, Budget, Curriculum Development, Course Schedules, Faculty Assignments, All-College Graduate Committee, Graduate Exams and Graduation Portfolios, Recruitment, Accreditation Reports and Actions, Summer Sessions, Scheduling, Workshop Direction and Supervision

Director of Music Admissions
Assistant to the Dean; School of Music
Ithaca College
1981 - 1983

Primary Responsibilities

Academic Program Advising, Direct all Admissions Activities for the School,
Advertising, Auditions, Budget, Catalog Copy, Exhibits and Conferences, Financial Aid,
Interviewing, Publications, Recruitment, Tour Planning and Management

teaching experience

2000 - 2012 **Professor of Music; School of Music, Ithaca College**
1991 - 1999 **Associate Professor of Music; School of Music, Ithaca College**
1984 - 1990 **Assistant Professor of Music; School of Music, Ithaca College**

Undergraduate Teaching

Theory I, Theory II, Theory III, Theory IV, Twentieth Century Materials, Form and
Analysis, Sightsinging I, Sightsinging II, Sightsinging III, Sightsinging IV, Private

Composition, Composition Seminar, Intro to Composition, Orchestration, Choral Arranging, History and Literature of Music I & II, Career Orientation, American Musical Theatre; History and Analysis, Pop Music; An American Historical Perspective, Music and the Media

Graduate Teaching

Private Composition, Composition Seminar, Introduction to Composition, Choral Arranging, Orchestration, Analytical Techniques, Research in Twentieth Century Music, Thesis Advising, Stylistic Analysis II, Stylistic Analysis III

Non-Teaching Responsibilities and Committee Work

Graduate Chair in Music, Director of Summer Sessions in Music, Director - Directions in New Music Festival, Co-Coordinator - Karel Husa Visiting Professor of Composition, All-College Tenure and Promotion Committee, Faculty Institute Advancement Committee, Faculty Council, Recruitment Committee, Personnel Evaluation Committee, Concert Committee, Gerontology Task Force, Gerontology Institute Affiliate, School of Music Task Force, Centennial Committee, Co-director of the Heckscher Foundation - Ithaca College Composition Prize, Colleague Evaluation Committees, Search Committees, Judge - Walter Beeler Composition Prize, Judge - Theodore Presser Choral Competition, Commencement Committee, Department Chair Council, The Center for Music at Ithaca building and promotion committees, Co-director - Voices of

Our Time New Music Festival, Music Technology Committee, Co-Director - the Karel
Husa Archive and Collection

**1990 - 1991 Visiting Associate Professor of Music; Department of Music,
Cornell University** (part-time appointment)

Undergraduate/Graduate Teaching: Materials and Analysis of Twentieth
Century Music

1984 - 1989 Guest Lectures in the Visiting Scholar Program - Yale University

Guest lectures on the analysis of contemporary music

1983 - 1984 Assistant Professor of Music, Valparaiso University

Undergraduate Teaching: music theory, composition, clarinet and
saxophone performance, musical theater direction, chamber music
performance

Non-teaching and Committee Work: Chair of Theory/Composition

Department, Director of Music Admissions and Recruitment,

Director of Music Alumni Association, Chairman's

Advisory Group, Arts and Sciences Literature Committee

1979 - 1983 Instructor of Music Theory; School of Music, Ithaca College
(part time, adjunct teaching)

**1981 - 1982 Instructor of Music Theory; Department of Music, Cornell
University**

**1979 - 1981 Graduate Assistant in Music Theory; Department of Music,
Cornell University**

1978 – 1979 Instructor of Music Theory; School of Music, Ithaca College
(full-time, sabbatical replacement position)

Musical Composition

Major Teachers

Karel Husa, Charles Whittenberg, Donald Martino, and Steven Stucky

Master Classes/Private Study/Seminars

Samuel Adler, William Bolcom, Pierre Boulez (analysis/orchestral conducting), Edward Cone, John Corigliano, George Crumb, Jacob Druckman, Philip Glass, John Harbison, Witold Lutoslawski, Robert Palmer, Shulamit Ran, Christopher Rouse, Hale Smith, Virgil Thomson, Joan Tower, Gunther Schuller, William Schumann, Joseph Schwantner

Grants

Meet the Composer (4), National Endowment for the Arts (2), New York State Council on the Arts (2), Ithaca College Research Awards, Ithaca College Lodestar Grant, Ithaca College Reassigned Time Grants

Commissions/Composition Requests/Premieres/Special Performances

- Accordo Perfetto (piano trio)
- Alan Tubbs (trumpet)
- Bruce Halverson (playwright)
- Carthage College Concert Choir
- Cayuga Chamber Orchestra

- Chris Vadala (saxophone)
- Cornell University Contemporary Chamber Players
- Cornell University Festival Chamber Orchestra
- Cincinnati Conservatory of Music Wind Ensemble
- City of Ithaca Festival of the Arts
- Cortland Central Schools
- Frank Campos (trumpet)
- Gordon Stout (marimba)
- Ithaca College Concert Choir
- Ithaca College Department of Dramatic Arts
- Ithaca College Faculty Chamber Orchestra
- Ithaca College Wind Ensemble and Concert Band
- Ithaca Community Concert Band
- Jay Taylor (baritone)
- Kevin Bobo (marimba)
- Monroe-Woodbury, NY School District Bands, Choruses, and Orchestras
- Mynderse Academy Wind Ensemble of Seneca Falls, NY
- Nutmeg Summer Playhouse
- Odessa-Montour, NY High School Concert Band
- Oberlin University Contemporary Music Group
- Oswego, NY High School Concert Band

- Patrice Pastore (soprano)
- Penn-Yan, NY High School Orchestra and Chorus
- Playwright's Horizon (NYC)
- Robert Schmidt (clarinet)
- SATI; A Group for New Music
- Seneca Falls Community Band
- South Windsor, CT. High School Band
- Southern Methodist University Faculty Chamber Series
- Steven Mauk, (saxophone)
- SUNY Plattsburgh Jazz Band
- Syracuse Society for New Music
- The Ithaca Brass
- Theater in a Trunk (NYC Children's Theater Troupe)
- Trumansburg High School Wind Ensemble
- University of Connecticut Department of Dramatic Arts
- University of Illinois Department of Theatre Arts
- University of Southern California Contemporary Orchestra
- Valparaiso University Orchestra
- Valparaiso University Concert Choir
- Waterloo, NY High School Band
- Yale University Bands

(Recordings and scores available upon request; please see attached list.)

Music Honors, Awards

- Invited to be guest professor in American Musical Studies at the Conservatory of Southern Spain in Granada, Spain for the spring semester of 1999
- Selected Composer Participant - Master classes in analysis and conducting with Pierre Boulez and the Cleveland Orchestra at Lincoln Center, winter, 1994. Analysis and conducting sessions focused on the music of Claude Debussy, especially La Mer
- Composition Contest Winner - Wind Band Symposium 1992. One of five winning composers to have an original composition (The Silver Web, a concerto for marimba with wind ensemble) rehearsed in workshop format with the composer as conductor, and performed in a gala concert by a wind ensemble made up of first chair performers from ten colleges in the mid-Atlantic region
- Guest of the Visiting Scholar Program, Yale University. Visiting Scholar, presenting classes on the analysis of contemporary music, 1984-1989.
- Composer-in-Residence with the following schools, music departments, and ensembles:

- Yale University Department of Music (bands)
 - Cincinnati Conservatory School of Music (wind ensemble)
 - Monroe-Woodbury, NY Public Schools (high, middle, and elementary school level bands, orchestras, and choruses)
 - Trumansburg, NY High School (wind ensembles)
 - Penn Yan, NY High School (orchestra and chorus)
 - Cortland Central Schools (bands)
 - South Windsor, CT High School (bands)
 - Mynderse Academy, NY High School (bands)
 - Odessa-Montour, NY High School (bands)
 - Ithaca, NY City Schools (elementary school choruses)
- Elected Member of Pi Kappa Lambda, the National Music Honor Society, 1979

Professional Presentations/Papers in Music

- Various lectures on phenomenology as applied to the analysis of atonal music, especially as it relates to the perception of structure, and structure in the music of Anton Webern as created through non-pitched aspects.
- Guest of the Visiting Scholar Program of Yale University, 1984 - 1989

- The Evolution of Concerto Form and Modern Marimba Technique: Two Studies Towards an Original Composition. Ithaca College Faculty Enrichment Conference, 1988
- Non-Pitch Aspects as Structural Determinants in the Atonal Works of Anton Webern. Annual Meeting of the Music Theory Society of New York State, Columbia University, 1987
- Problems in Musical Perception; Structure in Atonal Music. Cornell University New Music Group/Ithaca College Faculty Colloquium Series, 1987

Professional Affiliations

- Phi Kappa Phi
- Pi Kappa Lambda, the National Music Honor Society
- Phi Mu Alpha
- Society of Composers
- College Music Society
- American Conference of Academic Deans
- American Association of Colleges and Universities
- Council of Graduate Schools

List of Compositions

(*Published by amati music)

Orchestra

- Everyone of Us (orchestra and choir) Commissioned from the Monroe-Woodbury, NY Public Schools for the grand opening and dedication ceremonies of the new high school
- amati (string orchestra with soprano saxophone soloist) Requested by Ithaca College for premiere performance at the dedication ceremonies of the James J. Whalen Center for Music*
- Sculptures I (chamber orchestra). Commissioned from Valparaiso University Orchestra*
- Transfigured (ballet)

Wind Ensemble / Band

- One Day Dream. Commissioned from Cortland Central Schools for high school, middle school, and elementary bands *
- Be Like Mike. Commissioned by the Seneca Falls Community Band
- Winds of Change I. Commissioned from Monroe-Woodbury, NY high school *
- Winds of Change II. Commissioned from Monroe-Woodbury, NY middle school *
- Winds of Change III. Commissioned from Monroe-Woodbury, NY elementary schools *
- Band Together. Commissioned from Trumansburg, NY high school *
- The Charles Bridge (Karlovy Most). Commissioned from the University of Cincinnati College-Conservatory of Music wind ensemble *
- The Silver Web, a concerto for marimba and wind ensemble. Winner, Wind Band Symposium, 1992, James Madison University *
- Concerto for Trumpet. Commissioned from Alan Tubbs, trumpet for the Ithaca Community Concert Band *
- Psalm for the City (with chorus and mezzo soloist). Commissioned from the town of Ithaca, NY for the Ithaca Festival of the Arts, the Ithaca Community Band, the Ithaca Community Chorus, the Ithaca Children's Choir, and Ithaca City School elementary music department choruses. Supported by a grant from the America the Beautiful fund of the National Endowment for the Arts
- Concerto for Alto Saxophone. Commissioned from Yale University bands *
- Quintessence

- Moving On. Commissioned from Mynderse Academy, Seneca Falls, NY High School band. Partially supported by a Meet the Composer grant *
- River of Time. Commissioned from Odessa-Montour, NY High School band. Partially supported by a Meet the Composer grant *
- Concerto for Tuba. Commissioned from South Windsor, CT High School band *

Choir

- Everyone of Us (orchestra and choir). Commissioned by the Monroe-Woodbury, NY High School Orchestra and Choir *
- One Less Child (with strings and piano). Commissioned by the Penn Yan, NY High School Choir and Orchestra *
- Wormwood. Requested by the Ithaca College Concert Choir *
- Psalm for the City (with band and vocal soloist). Commissioned from the Town of Ithaca for the Ithaca Festival, Ithaca city elementary school choirs, the Ithaca Community Band and Choir and Children's Choir. Supported by a grant from the National Endowment for the Arts, the America the Beautiful Fund
- In Our Own Way (choir and piano). Commissioned from Monroe-Woodbury, NY middle school and elementary school choruses.*

Music for the Theatre

- music for A Dim Bare Corner by Bradley Drummer

- music for *The Tower* by Jean Genet. Commissioned from the University of Connecticut Department of Dramatic Arts
- music for *Across the Porch* by Bruce Halverson. Requested from the playwright for the Ithaca College Department of Theater
- music for *Back Bog Beast Bait* by Sam Shepard. Commissioned from the University of Illinois Theater Department
- musical score for *Pizzazz, A Dance Spectacular*. Commissioned from the University of Connecticut Department of Dramatic Arts
- *Sing For Me*, an original musical, libretto by Bradley Drummer

Chamber Music

- *amati* (a recital version for soprano saxophone and piano). Requested from the Ithaca College School of Music for the dedication concerts and ceremonies of the opening of the James J. Whalen Center for Music, Oct. 1999 *
- *From Stone to Shining Star*, a Fanfare for Ithaca (brass quintet fanfare). Requested from the Ithaca College School of Music for the groundbreaking ceremony of the James J. Whalen Center for Music
- *Angels in the Rain* (soprano saxophone sonata). Requested from Steven Mauk, saxophonist *
- *One More Time* (clarinet duet). For Robert Schmidt

- ...for I would go farther (brass quintet). Requested and supported by Ithaca College with a release time grant and a research award for the centennial celebration of the School of Music, premiere at Lincoln Center, NY *
- Rule of Three (piano quartet)
- Fantasia on a Five Note Theme (solo flute)*
- Saxophone Trio I*
- Parapter, for saxophone alone*
- Constructions (clarinet, viola, cello)
- Sonata for Soprano Saxophone, Two Percussion, and Piano*
- Six Cyclical String Trios
- Evolutions (trumpet/flugelhorn, piano, vibraphone)
- One and One is Three (brass quintet)
- Soliloquy for Euphonium with Woodwind Quartet. Commissioned from Frank Meredith, euphonium *

Songs

- Three Beckett Songs (baritone and violin). Commissioned from Jay Taylor, baritone *
- Three Songs (texts by Roethke and George) (high voice and piano). Requested from Neva Pilgrim, soprano, and the Syracuse Society for New Music *
- Two Songs for Soprano with Clarinet Duet (texts by Mark Van Doren)*

Jazz/Pop

- First Light (arrangement for jazz band). Commissioned from the SUNY Plattsburgh Jazz Band
- Bittersuite (combo). Commissioned from the Valparaiso University Faculty Jazz Chamber Ensemble
- Numerous pop and musical theater songs, including several song and arrangement commissions from the Nutmeg Summer Playhouse (CT), Playwright's Horizon (NYC), Theater in a Trunk (NYC), Theater-by-the-Sea (Cape Cod, MA)