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## Curriculum Vitae - Cathy A Trower, Ph.D.

Cathy A. Trower Ph.D.  
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## **Cathy A. Trower, Ph.D.**

### **Office Address/Phone**

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### **Education**

- Ph.D.** University of Maryland, College Park, 1996  
Major: Higher Education Policy, Planning, and Administration  
Emphasis: Governance and Leadership; Academic Management  
Dissertation: Junior Faculty Behavior and Experiences: Work Life On the Tenure-Track, Off the Tenure-Track, and at Institutions without Tenure Systems  
Member: Kappa Delta Pi, Honor Society
- M.B.A.** University of Iowa, Iowa City, 1985  
Major: Marketing
- B.B.A.** University of Iowa, Iowa City, 1981  
Major: Marketing and Communications

### **Employment History**

#### **Harvard University, Graduate School of Education**

##### **Research Associate and Director of Research, June 2005 to Present**

- Oversee the research functions of the Collaborative on Academic Careers in Higher Education, a national, financially self-sustaining outgrowth of the Study of New Scholars.
- Responsible for leadership of this ongoing business concern including business development, strategic planning, and marketing; product improvement and new product development; research output and publications; staff development; consulting operations; and ensuring future growth.

##### **Co-Principal Investigator, June 2002 to June 2005**

- Conduct research (funded by The Ford Foundation and The Atlantic Philanthropies) on new scholars. Research purposes: 1) To make the academy a more equitable and appealing place for new faculty to work in order to ensure that academic institutions attract the best and brightest scholars and teachers; 2) To increase the recruitment, retention, status, success, and satisfaction of women and minority faculty members.
- Responsible for the joint leadership of a three-year research project called “The Study of New Scholars” by setting the intellectual direction of the project and communicating with/reporting

to the funder.

- Responsibility for 1) the design and oversight of focus group research including hiring focus group moderators, writing and testing focus group discussion guide, analysis of results of focus group research, and publication of findings; 2) design and implementation of a survey instrument based on the literature and the focus group findings, data collection, analysis of survey findings, and publication of results; 3) recruitment of 12 pilot institutions to participate in the survey; 4) managing institutional participation in the pilot study including leading meetings with site liaisons; 5) the selection and oversight of an Advisory Board comprised of leaders inside and outside of the academy; 6) dissemination of findings through conferences, workshops, web development, and publications; 7) managing and evaluating staff and graduate research assistants; 8) hiring a post-doctoral fellow as well as collaboration with that fellow; 9) securing future funding, and 10) contracting with and overseeing the work of focus group moderators, web-survey administration company, and interviewers.

Senior Researcher, November 1997 to May 2002

- Conduct research (funded by The Pew Charitable Trusts) on faculty employment policies and practices, including tenure and contract systems.
- Primary responsibility for 1) the design, implementation, and operation of the Information Resource Center, including data acquisition and analyses, and dissemination of information on tenure policies and practices through publications, electronic distribution, and educational programs; 2) a web-based survey of faculty recruitment that determines the tradeoffs among important job factors that faculty make when choosing between offers; 3) the design and implementation of a data template that tracks faculty appointments and progress from point of hire through retirement; 4) a study of the uses of faculty employment data by board members, faculty, administrators, and legislators; 5) a study of shared governance at campuses with and without tenure; and 6) the creation of a key-word-searchable CD-ROM (“Faculty Appointment Policy Archive”) that contains the faculty appointment policies of 250 U.S. 4-year colleges and universities.

University of Maryland, College Park

Research Associate, July 1995 to October 1997

(Part-time while completing doctoral course work; full-time thereafter)

- Conduct research (funded by The Pew Charitable Trusts) on faculty employment policies and practices, including tenure and contract systems. This research includes personal interviews, focus group interviews, and library searches.
- Responsible for writing a report on tenure, an inventory of tenure policies and practices, a paper on practices in other professions, and co-authoring a paper on contract systems.

Assistant to the Associate Provost for Academic Affairs, March 1995 to June 1995

(Part-time while completing doctoral course work)

- Assist the Dean with strategic plan implementation, write speeches and draft correspondence, and work on special projects including proposal for the establishment and charter of an Undergraduate Council, design and implementation of a survey to measure teaching of large classes in conjunction with the president’s campus-wide CQI project, and documentation of Banneker-Key Scholarship process.

## **Governor Glendening**

Staff Member: Education Policy Transition Team, December 1994 to January 1995

- Assist Governor Glendening as a staff member on the Education Policy Transition Committee co-chaired by Dr. Freeman Hrabowski and Dr. Pat Florestano. The Committee was charged with writing a comprehensive plan for education for the State of Maryland. My role was to interact with Committee members to synthesize information and write the draft and final report of the plan.

## **Johns Hopkins University**

Senior Program Director II, February 1991 to February 1995

- Direct graduate programs in business and marketing by proposing, developing, and implementing course programming in a curriculum spanning all areas of business.
- Design and develop new product ideas, conduct market research, and bring new products to market, including obtaining Maryland Higher Education Commission approval.
- Recruit, hire, review, and retain faculty for graduate and undergraduate courses. Manage budget of \$4.6 million.
- Build partnerships with leaders in government, business, and non-profit sectors. Determine outcomes for programs and conduct program review.
- Supervise staff of six people--three professionals and three support.
- Oversee curriculum advisory board made up of business leaders, alumni, current students, and faculty.
- Develop and implement academic policy at the School level.
- Hold a leadership role in faculty review and selection, syllabus review, program review, and business division policy decisions; also responsible for research and development, interdivisional linkages, integrating technology into the curriculum.
- Responsible for three programs including the graduate business core curriculum and capstone course, the graduate marketing programs, and the undergraduate business program impacting 175 adjunct faculty associates, 4 faculty consultants, 72 courses/300 sections, and 1200 students.

Faculty Associate, June 1990 to August 1993

- Adjunct faculty member responsible for developing and teaching graduate courses in marketing, advertising, and marketing management.

## **The Arbitron Company**

Senior Product Analyst, October 1990 to February 1991

- Responsible for the development, review and communication of television station and cable television station reporting policies which are responsive to the customer's needs and provide product/service differentiation in the marketplace.
- Responsible for providing detailed oral and written analyses which are expected to address customer concerns, issues and questions relative to policies, procedures, products and methodologies. Responsible for quality, accuracy and timeliness of responses to clients and salespeople. Also responsible for the development of specialized training programs which result in an educated and informed sales staff. Interface with others in all departments including sales,

software, production and research.

**Mount Mercy College, Cedar Rapids, Iowa**

Instructor, August 1989 to May 1990

- Responsible for developing and teaching courses in administrative management--Introduction to Management, Creative Management, Personal Power, Strategic Management and Business Policy.
- Coordinated student internships; served as faculty advisor to Phi Beta Lambda; advised students on course work.

Chair, Business Division, September 1987 to September 1989

- Responsible for developing, implementing and evaluating long and short term plans for the Division, leading meetings, handling complaints, answering correspondence and evaluating Department Chair/selected faculty for promotion and tenure.

Instructor, August 1986 to May 1989

- Responsible for developing and implementing the new marketing curriculum at this institution including: researching demand; proposing curriculum; obtaining approval from administration, faculty and the Board; suggesting advertising plan which was also implemented.
- Taught the following marketing courses: Introduction to Marketing, Marketing Communications, Consumer Behavior, Marketing Research, Sales Management and Seminar in Marketing. Additional courses: Advertising, Business Law and Insurance. Coordinated student internships, handled committee work, recruited prospective students and advised students.

**University of Iowa, Iowa City, Iowa**

Teaching Assistant, September 1983 to May 1985

- Taught Introduction to Marketing and Consumer Behavior. Responsibilities included: designing course structure, preparation and presentation of lecture material, exams, case work, advising and grading of 85 to 120 undergraduates per semester.

Research Assistant, January 1983 to May 1983

- Worked on various research studies utilizing skills and knowledge of statistics, computers, research techniques and marketing models. Used SPSS and SAS programming.

**Publications**

Trower, C. A. (forthcoming 2012). *Tenure-track satisfaction: Workplace solutions for early career faculty*. Baltimore, MD: Johns Hopkins University Press.

Ponjuan, L., Conley, V.M. and Trower, C.A. (in press). Career stage differences in pre-tenure track faculty perceptions of professional and personal relationships with colleagues. *Journal of Higher Education*.

Trower, C.A. and Gallagher, A. (2010). Trekking toward tenure: What pre-tenure faculty want on the journey. *Metropolitan Universities*, 21(2): 17-34. Indianapolis, IN: IUPUI.

Walzer, S. and Trower, C.A. (2010). Crossing generational divides: Experiences of new faculty in higher education. *Metropolitan Universities*, 21(2): 35-44. Indianapolis, IN: IUPUI.

Trower, C.A. (2010). A new generation of faculty: Similar core values in a different world. *AAC&U Peer Review*, 12(3).

Trower, C.A. (October 23, 2009). Perspective: Advice on achieving tenure. *Science Careers*.

Trower, C.A. (September/October 2009). Towards a greater understanding of the tenure track for minorities. *Change*, 41(5): 38-46.

Trower, C.A. (September 11, 2009). Rethinking tenure for the next generation. *Chronicle of Higher Education*, p. B4-5.

Trower, C.A. and Quinn, K. (2009). Tips for recruiting and retaining faculty: What different generations want, 26<sup>th</sup> Annual Academic Chairpersons Conference Proceedings.

Trower, C.A. (2008). Young faculty and their impact on academe. In Heller, D.E. & d'Ambrosio, M.B. (eds.) *Generational Shockwaves and the Implications for Higher Education*. New York and Cheltenham, UK: TIAA-CREF and Edward Elgar Publishing Limited.

Freeman, L.M., Tan R.J.B., and Terkla, D.G, Trower, C.A. (2009). Comparison of attitudes between generation x and baby boomer veterinary faculty and residents. *Journal of Veterinary Medical Education*, 36(1): 128-134.

Trower, C.A. (2008). Amending higher education's constitution, *Academe*, Volume 95(5): 16-18.

Trower, C.A. Making the academy more attractive to new teacher-scholars. (Spring, 2008). *Journal of Veterinary Medical Education*, 35(1): 58-61.

Trower, C.A. (2007). Making academic dentistry more attractive to new teacher-scholars. *Journal of Dental Education*, 71(5): 601-605.

Trower, C.A. (2006). Socrates, Thoreau, and the status quo. In Clark, R.L. (ed.), *The New Balancing Act in the Business of Higher Education*, Conference Volume, TIAA-CREF Institute Series on Higher Education, Northampton, MA: Edward Elgar Publishing.

Trower, C.A. (2005). Gen x meets theory x: What new scholars want. *The Department Chair*, 16(2). Bolton, MA: Anker Publishing Company, Inc.

Trower, C.A. Is your campus a great place to work? (2004). *Trusteeship*. 12(4): 20-24. Washington, DC: Association of Governing Boards.

Trower, C.A. (2003). Leveling the field. *The Academic Workplace*. 14(2). Boston: New England Resource Center for Higher Education.

Trower, C.A. (2003). Whither the traditional faculty. *Trusteeship*. 11(1): 34-35. Washington, DC:

Association of Governing Boards.

Trower, C.A. (2002). Why so few minority faculty and what to do? XVII(2): 25-27. *Connection: The Journal of the New England Board of Higher Education*. Boston: New England Board of Higher Education.

Trower, C.A. (April 12, 2002). Women without tenure, part 4: Why it matters; what to do. *Next Wave*, online *Science Magazine*. <http://nextwave.sciencemag.org/cgi/content/full/2002/04/11/2>

Trower, C.A. (March 18, 2002). Women without tenure, part 3: Why they leave. *Next Wave*, online *Science Magazine*. <http://nextwave.sciencemag.org/cgi/content/full/2002/03/18/3>

Trower, C.A. (2002). Can colleges competitively recruit faculty without the prospect of tenure? In Chait, R. (ed.), *The Questions of Tenure*. Boston: Harvard University Press.

Trower, C.A. and Honan, J. (2002). How might data be used? In Chait, R. (ed.), *The Questions of Tenure*. Boston: Harvard University Press.

Trower, C.A. (2002). What is current policy? In Chait, R. (ed.), *The Questions of Tenure*. Boston: Harvard University Press.

Trower, C.A. and Chait, R. (2002). Faculty diversity: Too little for too long. *Harvard Magazine*, 104(4): 33-37, 98. Cambridge, MA: Harvard Magazine, Inc.

Trower, C.A. (January 25, 2002). Women without tenure, part 2: The gender sieve. *Next Wave*, online *Science Magazine*. <http://nextwave.sciencemag.org/cgi/content/full/2002/01/24/7>

Trower, C.A. (September 14, 2001). Women without tenure, part 1. *Next Wave*, online *Science Magazine*. <http://nextwave.sciencemag.org/cgi/content/full/2001/09/12/3>

Trower, C.A. (September 11, 2001). Professors at the color line. *New York Times*, Op-Ed.

Trower, C.A. (August 10, 2001). Alleviating tenure torture. *Next Wave*, online *Science Magazine*. <http://nextwave.sciencemag.org/cgi/content/full/2001/08/08/9>

Trower, C.A. (July 6, 2001). Negotiating the non-tenure track. Career Network Spotlight, online *Chronicle of Higher Education*.

Trower, C.A., Austin, A.E., Sorcinelli, M.D. (May 2001). Paradise lost: How the academy converts enthusiastic recruits into early-career doubters. *AAHE Bulletin*, 53(9). Washington, DC.

Trower, C.A. (ed.) (2000). *Faculty Appointment Policy: Standard Practices and Unusual Arrangements*. Bolton, MA: Anker Publishing Company, Inc.

Trower, C.A. (2000). Your faculty, reluctantly. *Trusteeship*, 8(4): 8-12. Washington, DC: Association of Governing Boards.

Trower, C.A. (1999). Alleviating the torture of the tenure track: All it takes is a little show & tell. 9(4). *The Department Chair*, Bolton, MA: Anker Publishing Company, Inc.

Trower, C.A. (1999). The trouble with tenure: Four views. *National Forum/Phi Kappa Phi Journal*, 79(1).

Trower, C.A. (1998). Employment practices in the professions: Fresh ideas from inside and outside the academy. *AAHE New Pathways Working Paper Series*, no. 13. Washington, DC: American Association for Higher Education.

Chait, R. and Trower, C.A. (1998). Build it and who will come?" *Change*, 30(5), Washington, DC: Heldref Publications.

Trower, C.A. (1997). New pathways: Faculty careers and employment in the 21st century. *Metropolitan Universities*, 8(1): 61-74. Towson, MD: Towson State University.

Trower, C.A. (1997). News from the tenure front. *International Higher Education*, 7: 2-3. Boston, MA: The Boston Center for International Higher Education.

Chait, R. and Trower, C.A. (1997). Where tenure does not reign: Campuses with contract systems. *New Pathways Working Paper Series*, no. 3. Washington DC: American Association for Higher Education.

Trower, C.A. (1996). Junior faculty behavior and experiences: Work life on the tenure-track, off the tenure-track, and at institutions without tenure systems," (Doctoral Dissertation).

Trower, C.A. (1996). Tenure snapshot. *New Pathways Working Paper Series*, no. 2. Washington, DC: American Association for Higher Education.

### **Case Studies**

University of Oregon (Faculty Diversity), 2006, 23 pp.

Meade College (Faculty Compensation/Board-Faculty Relationships), 2002, 12 pp.

The University of the South (Performance Appraisal), 1997, 21 pp.

The University of Minnesota (Tenure Policies), 1997, 20 pp.

### **Presentations and Workshops**

"Reframing Child Care in the 21<sup>st</sup> Century," Keynote Address for the Joint Committee on the Status of Women - Child Care Summit, Harvard Medical School, Boston, MA: January 25, 2011.

"Why So Few: Breaking Through Barriers for Women and Girls" with Andresse St. Rose and Sheryl Sorby. ASEE Conference, Louisville, KY: June 23, 2010.

"Engaging Pre-Tenure Faculty in Undergraduate Research: Trends, Barriers and Ideas to Promote Success," Panel presentation with Betsy Brown, Sheila Pedico, Gary Phillips, and Ric Sheffield, AAC&U National Conference, Washington, DC: January 22, 2010.

"Faculty Generations at Work: Collision Course or Smooth Sailing?" with Steve Allred, CIC 17<sup>th</sup> Annual Institute for CAOs, Santa Fe: November 9, 2009.



“Regeneration by Generations,” University of Nebraska, Leadership Retreat, Lincoln, NE: November 3, 2009.

“Faculty Generations at Work,” Case Western Reserve University, Leadership Retreat, Cleveland: October 28, 2009.

“Climate Matters,” Georgia Tech Diversity Symposium, Atlanta, GA: September 14, 2009.

“Mentoring Across Difference,” Leadership Excellence for Academic Diversity Conference, Fayetteville, AR: June 22, 2009.

“Refashioning Career for STEM Faculty,” with Diana Bilimoria, Susan Carlson, and Patricia Hyer, AAC&U Conference: Shaping Faculty Roles in a Time of Change, San Diego, CA: April 4, 2009.

“Regenerating the Faculty Workforce by Focusing on Pre-Tenure Faculty,” with Valerie Martin Conley, AAC&U Conference: Shaping Faculty Roles in a Time of Change, San Diego, CA: April 3, 2009.

“University of North Texas and COACHE,” Academic Administrator’s Retreat, University of North Texas, Denton, TX: March 26, 2009.

“Getting and Keeping Gen X and Millennial Faculty & Staff,” NACUBO Thought Leaders Conference, Phoenix, AZ: February 9, 2009.

“Making Culture a Competitive Advantage in the Faculty Labor Market,” with Hummert, M.L., Jefferies, J., and Sheffield, R., AAC&U National Conference, Seattle, WA: January 23, 2009.

“Getting and Keeping Gen X and Millennial Faculty,” Deans and Heads Workshop, North Carolina State University, Raleigh, NC: October 15, 2008.

“Competing on Culture: Academia’s New Strategic Imperative,” The New Norm of Faculty Flexibility : Transforming the Culture of Science & Engineering Conference, Iowa State University, Ames, IA: October 11, 2008.

“Faculty *Forward*,” Association of American Medical Colleges, Group on Faculty Practice Annual Symposium, Boston, MA: October 3, 2008.

“Tenure: Truths and Tribulations,” United Educators Symposia, Philadelphia (September 23, 2008); Boston (October 8, 2008); Los Angeles (November 12, 2008).

“Faculty Matters: From Data to Action,” American Association of Colleges of Pharmacy,” Scottsdale, AZ: June 3, 2008.

“Promoting Interdisciplinarity? Aligning Rewards and Institutional and Curricular Realities.” ACE Fellows Weekend, Washington, DC: June 1, 2008.

“The Generation X-Academe Culture Clash and What To Do About It,” College & University Work Family Association Conference, Chapel Hill, NC: March 20, 2008.

“Promoting Interdisciplinarity? Aligning Rewards and Realities.” AAC&U Annual Meeting, American Conference of Academic Deans, Washington, DC: January 25, 2008.

“Assessing Job Satisfaction Factors for 21<sup>st</sup> Century Medical School Faculty Members,” with Sarah Bunton, 32<sup>nd</sup> ASHE Annual Conference, Louisville, KY: November 10, 2007.

“A View from Higher Education,” for the Marian College Gender and Education: Honoring Differences, Explaining Equity Conference, Fond du Lac, WI: November 7, 2007.

“Gen X Faculty and Students: Promising Alliances” workshop with Susan Walzer, AAC&U Network for Academic Renewal Conference on Sharing Responsibility for Essential Learning Outcomes, Savannah, GA: November 1, 2007.

“Miles to Go Before We Sleep: The Status of Women in the Academy,” Wisconsin Women in Higher Education Leadership Conference, Appleton, WI: October 18, 2007.

“Recruiting Gen X,” Higher Education Recruitment Consortium, Cambridge, MA: October 16, 2007.

“Climate Data: Implications for STEM Women,” Building a Community of Geoscience Leaders Conference, Dover, MA: August 1, 2007.

“How to Recruit Gen X Faculty Members,” Inside Higher Education Teleconference/Webcast, July 17, 2007.

“Junior Faculty Satisfaction and Success: What, Why, and How,” Harvard Institutes for Higher Education, Institute for Management and Leadership, Cambridge, MA: June 26, 2007.

“Recruiting, Retaining, and Reviewing the Next Generation of Faculty,” Institute for New Chief Academic Officers, American Council on Education, New York, NY: June 21, 2007.

“Climate Data: Implications for STEM Women,” National Science Foundation ADVANCE PI Meeting, Arlington, VA: June 20, 2007.

“Collaborating for a Great Workplace,” with Susan Carlson, and Mary Lee Hummert, and Kiernan Mathews, Keeping Our Faculties: Addressing the Recruitment and Retention of Faculty of Color, University of Minnesota, Minneapolis, MN: April 13, 2007.

“Change, Innovation, and the Quality of Faculty Work-Life – Making the Academy More Attractive to Gen X,” American Dental Education Association, 84<sup>th</sup> Annual Session & Exposition, New Orleans, LA: March 19, 2007.

“University of Colorado System: Faculty Data & Future Faculty,” a series of workshops and meetings with faculty and system leaders, Denver, CO: February 8, 2007.

“Navigating Academic Careers and Life: Dilemmas of New Faculty,” with Susan Walzer, at the AAC&U 93<sup>rd</sup> Annual Meeting, New Orleans, LA: January 20, 2007.

“The Academic Workplace: Does Your Institution Measure Up?” NASULGC 119<sup>th</sup> Annual Meeting, Houston, TX: November 13, 2006.

“Making the Academy More Attractive to New Teacher-Scholars,” The Future of Clinical Veterinary Medical Education Conference, Association of American Veterinary Colleges, Kansas City, MO: November 11, 2006.

“A Great Place to Work For Whom?” Administrative Assembly and Enrollment Planning Task Force; and “Gen X Meets Theory X: What New Scholars Want” Workshop for Deans and Chair; Ithaca College, Ithaca, NY: October 3, 2006.

“The Four R’s of Faculty: Recruitment, Retention, Review, and Retirement,” Institute for New Chief Academic Officers, American Council on Education, New York, NY: June 24, 2006.

“Gen X Meets Theory X: What New Scholars Want,” 2006 Leadership Development Workshop for Department Chairs, University of North Carolina System, Chapel Hill, NC: May 24, 2006.

“You Can Get There From Here: Faculty Diversity at Rutgers,” Diversity Awards Ceremony, Rutgers University: April 19, 2006.

“Gen X: What New Faculty Want,” 33<sup>rd</sup> Annual Conference of the National Center for Collective Bargaining in Higher Education and the Professions, Baruch College, CUNY, New York, NY: April 4, 2006.

“New Faculty, New Norms,” with Richard Chait at the American Association of State Colleges and Universities, Chief Academic Officer Conference, Charleston, SC: February 6, 2006.

“Faculty Diversity: What, Why, and How,” Council of Independent Colleges Institute for Chief Academic Officers, San Antonio, TX: November 7, 2005.

“Socrates, Thoreau, and the Status Quo,” TIAA-CREF Institute: The New Balancing Act in the Business of Higher Education, New York, NY: November 4, 2005.

“Flexible Tenure-Track Academic Careers,” with Marc Goulden and Gloria Thomas for the American Council on Education, at the Educating All of One Nation Conference, Phoenix, AZ: October 8, 2005.

“Flexible Tenure-Track Academic Careers,” with Robert Drago and Carol Hollenshead for the American Council on Education, at the ACE-Sloan Invitational Conference on Work-Family, Bloomington, IL: September 22, 2005.

“Gen X Meets Theory X: What New Scholars Want,” 2005 Leadership Development Workshop for Department Chairs, University of North Carolina System, Chapel Hill, NC: June 1, 2005.

“How Long Will it Take? Faculty Diversity at TAMU and Nationally,” Faculty and Administrative Open Forum, Texas A&M University, College Station: March 11, 2005.

“Creating New Models for Flexible Tenure-Track Faculty Career Paths: What Presidents and

Chancellors Can Do,” with Lotte Bailyn and John Curtis for the American Council on Education, at the Annual Meeting of the National Association of Independent Colleges & Universities. Washington, DC: February 1, 2005.

“Portrait of an Intractable Problem,” Diversifying the Science & Engineering Workforce: Academic Employment Issues. The National Bureau of Economic Research Conference. Cambridge, MA: January 15, 2005.

“She Said/He Said: Gender and Science,” Society for Free Radical Biology and Medicine Conference, St. Thomas, U.S. Virgin Islands: November 20, 2004.

“Women in Science,” American Speech and Hearing Association National Conference, Philadelphia: November 18, 2004.

“Increasing Women’s Participation in Higher Education,” Association of American Medical Colleges, 2004 Women in Medicine, Boston: November 8, 2004.

“Making Room for ‘And’” Association for the Study of Higher Education symposium “Institutional Strategies for Enhancing Meaningfulness in Faculty Work,” Kansas City: November 4, 2004.

“The Study of New Scholars” and “Why Aren’t There More Women in Science and Engineering?” The National Academies, Committee on Women in Science and Engineering, Boston: September 27, 2004.

“Advancing Women in Science and Engineering: Pitfalls and Possibilities,” SUNY-Buffalo Gender Week, September 17, 2004.

“Who Are We, Anyway? The Changing Face of the Faculty,” Faculty Development Workshop, University of Wisconsin Sevens Point: August 31, 2004.

“The Changing Role of Faculty,” CIC Academic Leadership Program, Pennsylvania State University: April 23, 2004.

“Assessing and Evaluating Impact,” NSF ADVANCE National Conference. Atlanta, GA: April 20, 2004.

“Who Teaches Matters,” 14<sup>th</sup> Annual Equity in the Classroom Conference, Challenges and Transitions in the Academy. Lansing, MI: March 15, 2004.

“New Vision, New Voices: The Academic Culture Clash,” Vanderbilt University: GradSTEP Conference. Nashville, TN: January 24, 2004.

“Faculty Recruitment and Retention in the New Millennium,” Vanderbilt University: Deans and Department Chair’s Conference. Nashville, TN: January 23, 2004.

“The Status of Women in the Academy: Miles To Go Before We Sleep,” Vanderbilt University: Women’s Faculty Organization Luncheon. Nashville, TN: January 23, 2004.

“Faculty Diversity: Why It Matters,” Brooklyn College Department Chairs and Appointment Committee

Members Luncheon. New York, NY: December 9, 2003.

“From Opaque to Transparent: New Faculty Perceptions of Evaluation, Assessment, and Institutional Effectiveness,” New England Association of Schools and Colleges 118<sup>th</sup> Annual Meeting and Conference. Boston, MA: December 3, 2003.

“Where the Rubber Hits the Road: The Importance of the Department Chair in the Life of Junior Faculty,” University of Wisconsin System Department Chairs Workshop. Madison, WI: November 14, 2003.

“The Changing Institutional Context and Implications for Preparing Future STEM (Science, Technology, Engineering, and Mathematics) Faculty,” Center for the Integration of Research, Teaching, and Learning Forum I. Madison, WI: November 6, 2003.

“Making Sense of the Data About Underrepresented Minorities in the Sciences,” the American Chemical Society Board of Directors Retreat on Minorities in Academe. Washington, DC: May 5, 2003.

“A Good Place to Work for New Scholars.” NERCHE All Think Tank Event. Worcester, MA: April 30, 2003.

“Changing the Faculty Culture” panel presentation with William Harvey, Robert Jones, and Debra Rolison at the AAHE Learning to Change Conference, Washington, DC: March 16, 2003.

“Making the Transition: Faculty Preparation, Recruitment, and Early Career Development” Community of Role Workshop with Jerry Gaff at the AAHE Learning to Change Conference, Washington, DC, March 15, 2003.

“Subtle Discrimination in the Academy.” Plenary speech and a series of workshops at the University of Arizona’s Subtle Discrimination Conference, Tucson, AZ: March 5-6, 2003.

“Heeding the New Voices of the Professoriate,” workshop for all deans and department chairs, with Mary Deane Sorcinelli. University of Massachusetts, Amherst: February 28, 2003.

“The Academic Straightjacket: One Size Fits All” panel presentation with William Plater, Eugene Rice, and Orlando Taylor on The Faculty of the Future, 85<sup>th</sup> American Council on Education Annual Meeting, Washington, DC: February 16, 2003.

“Retaining New and Underrepresented Faculty: Creating a Culture of Support.” Conducted two workshops and facilitated a panel discussion on faculty diversity, Virginia Polytechnic Institute and State University, Blacksburg, VA: February 12, 2003.

“Do Data Matter?” 2002 ASHE Annual Meeting, Symposium on “The Future of Tenure in a Changing Academic Workplace,” with Philip Altbach, Jack Shuster, Martin Finkelstein, and William Tierney, Sacramento, CA: November 21, 2002.

“The Study of New Scholars” with Richard Chait, NASULGC 2002 Annual Meeting, Chicago, IL: November 11, 2002.

“Underrepresented Minority Faculty,” National Research Council Division of Policy and Global Affairs, Board on Higher Education and Workforce, Woods Hole, MA: July 29, 2002.

“Organized Anarchy,” Eastern Association of College and University Business Officers (EACUBO) 2002 Senior Business Officer’s Roundtable, Philadelphia, PA: June 13-14, 2002.

“Winning at Faculty Recruitment and Retention: The Expectations of New and Prospective Faculty Members,” 2002 Leadership Development Workshop for Deans/Academic Affairs Administrators, University of North Carolina System, Chapel Hill, NC: June 11, 2002.

“Alleviating Tenure-Track Torture,” Provost’s Mentor’s Luncheon, Northeastern University, Boston, MA: May 16, 2002.

“New Voices, New Vision,” The New Academic Citizen, National Education Association Critical Issues Seminar, Washington, DC: April 25, 2002.

“Houston, We Have a Problem!” Joint Commission on the Status of Women at Harvard, Harvard University Medical School, Cambridge, MA: April 25, 2002.

“Faculty Diversity: Too Little for Too Long. Now What?” with Richard Chait, Keeping Our Faculties: Addressing the Recruitment and Retention of Faculty of Color, University of Minnesota, Minneapolis, MN: April 21, 2002.

“Winning at R&R,” HeadsUp Dean’s Retreat, University of Arizona, Tucson, AZ: February 15, 2002.

“Should Tenure and Shared Governance Be Abolished?” panel discussion with Jim Carlin (former chairman of the Massachusetts Board of Higher Education) and Lamson Rheinfrank (former Williams College trustee) at Williams College, Williamstown: October 20, 2001.

“Heeding the Voices of a New Professoriate: Can Paradise Be Regained?” with Mary Deane Sorcinelli, A Marathon Conference: Today’s Leaders Shaping Tomorrow’s Future, University of Massachusetts, Amherst, MA: October 19, 2001.

“Faculty Roles, Rewards, and Lifestyles in 2001,” George Mason University, Board of Visitors Retreat, Fairfax, VA: August 17, 2001.

“Winning the R&R Wars,” Academic Council Retreat on Recruitment and Retention, University of Arizona, Tucson, AZ: August 16, 2001.

“Faculty Careers and Lifestyles,” Summer Institute for Women in Higher Education, Bryn Mawr, Philadelphia, PA: June 28, 2001.

“The New Scholars: Can Paradise Be Regained?” Preparing Future Faculty Summer Conference, Woburn, MA: June 24, 2001.

“The Academic Marketplace: The Expectations of New and Prospective Faculty Members,” 2001 Leadership Development Workshop for Deans/Academic Affairs Administrators, University of North Carolina System, Chapel Hill, NC: June 19, 2001.

“Does the Moat Still Protect the Castle?” Eastern Association of College and University Business Officers (EACUBO) 2001 Senior Business Officers Roundtable, Washington, DC: June 14-15, 2001.

“Ensuring the Future of the Professorate,” Harvard Project on Faculty Appointments Capstone Conference, Dulles, VA: April 27, 2001.

“Trends and Practices in Faculty Employment,” State Council of Higher Education for Virginia’s Spring 2001 Board of Visitors Conference, Williamsburg, VA: April 20, 2001.

“Changing Face of the Faculty,” Committee on Institutional Cooperation (CIC) Academic Leadership Program, Iowa City, IA: April 14, 2001.

“New Realities: Players, Students, Faculty, Priorities,” 29<sup>th</sup> Annual Conference of the National Center for Collective Bargaining in Higher Education and the Professions, Baruch College, CUNY, New York, NY: April 3, 2001.

“A Profile of the Faculty: Can Paradise Be Regained?” 83<sup>rd</sup> American Council on Education Annual Meeting, Council of Fellows Professional Development Programs, Washington, DC: February 17, 2001.

“Paradise Lost: How the Academy Converts Enthusiastic Recruits Into Early-Career Doubtters,” (with Ann E. Austin and Mary Deane Sorcinelli), American Association for Higher Education 2001 Forum on Faculty Roles & Rewards Conference, Tampa, FL: February 3, 2001.

“Attracting Promising Faculty,” (workshop with Mary Deane Sorcinelli), American Association for Higher Education, 2001 Forum on Faculty Roles & Rewards Conference, Tampa, FL: February 2, 2001.

“Faculty Recruitment Study: An Overview and Discussion,” Colleges of the Fenway Meeting of Presidents and Chief Academic Officers, Boston, MA: January 16, 2001.

“The Strategic Use of Data: A Pilot Study,” Big 12 Chief Academic Officers Annual Meeting, Kansas State University, Manhattan, KS: November 19, 2000.

“Selling in a Buyer’s Market: Faculty Recruitment in an Overheated Economy,” AACSB Management Education Strategic Compensation and Rewards Conference, Atlanta, GA: November 19, 2000.

“The Project on Faculty Appointments: Data Update,” IVY Institutional Researcher Conference, Harvard University, Cambridge, MA: November 16, 2000.

“Hiring New Faculty: Opportunity and Challenge,” Woodrow Wilson Summer Institute on Renewing the Compact Between Faculty and Their Institutions, Ithaca College, Ithaca, NY: June 16, 2000.

Strategic Use of Data,” Project on Faculty Appointments Data Conference, Chicago, IL: June 2, 2000.

“New Faculty, New Priorities,” University of California at Berkeley, CA: April 11, 2000.

“Norms and Innovations in Probationary and Promotion Policies,” (with KerryAnn O’Meara), American Association for Higher Education 2000 National Conference on Higher Education, Anaheim, CA: April 1, 2000.

“Today’s Graduate Students: To Academe of Not to Academe,” (with Chris Golde, Sharon Goldsmith, and Jo Sprague), American Association for Higher Education 2000 National Conference on Higher Education, Anaheim, CA: March 31, 2000.

“Illuminating Archery in the Dark,” (with Richard Chait and James Honan), American Association for Higher Education 2000 Forum on Faculty Roles & Rewards Conference, New Orleans, LA: February 5, 2000.

“Factors of Importance to Doctoral Candidates and New Faculty in the Decision about Where to Work,” Harvard Institutes for Higher Education Alumni Conference, Cambridge, MA: December 3, 1999.

“Faculty Appointments: Policies and Practices,” Northeast Association for Institutional Research Conference, Newport, RI: November 15, 1999.

“Making Better Decisions,” Education Commission of the States National Forum and Annual Meeting, Denver, CO: July 12, 1999.

“Faculty Work Life: Policies, Practices, and Possibilities,” University of Massachusetts, Boston, MA: June 9, 1999.

### **Professional Activities**

**TIAA-CREF** Fellow since 2005

#### **National Science Foundation**

Site Visitor/Evaluator for Institutional Transformation Awardees  
Advisory Council Member (for several institutions)

### **Selected Governance Consultancies**

Endowment for Health, Concord, NH (2010)  
Jane Doe, Inc., Boston, MA (2010)  
United World College USA, Montezuma, NM (2010)  
Parish Episcopal School, Dallas, TX (2010)  
Greenhill School, Dallas, TX (2010)  
Milton Academy, Milton, MA (2009, 2010)  
Southwestern Vermont Health System (2009, 2010)  
Ripon College, Ripon, WI (2010, 2011)  
Deerfield Academy, Deerfield, MA (2009, 2010)  
American University of Beirut (2009, 2010)  
Centenary College (2010)  
Brentwood School, Los Angeles CA (2009)  
Brookwood School, Manchester, MA (2009)  
Massachusetts General Hospital Institute of Health Professionals (2009)  
Cedar Crest College, Allentown, PA (2009, 2010)



Agnes Irwin School, Rosemont, PA (2009)  
Copley Health Systems, Morrisville, VT (2009)  
Allegiance Health, Jackson, MI, with Richard Chait (2008, 2009)  
University of New Haven, New Haven, CT (2008)  
St. Paul's School, Concord, NH (2008)  
Dartmouth-Hitchcock Medical Center, Hanover, NH, with Richard Chait (2008, 2009)  
Philadelphia Museum of Art, with Richard Chait (2007, 2008)  
Saint Mark's School of Texas, Dallas, TX, with Richard Chait (2008)  
Joint Commission Resources, Chicago, IL, with Richard Chait (2007)  
Children's Aid Society, New York, NY (2007)  
Center for Healthcare Governance Partners in Leadership Program, with Richard Chait (2007)  
Baylor Health Care Systems, Waco, TX (2007, 2008)  
Canterbury School, Ft. Myers, FL (2007)  
Daniel Webster College, Nashua, NH (2007)  
Allegheny College, Meadville, PA (2007)  
Severn School, Severna Park, MD (2006)  
The Bishop's School, La Jolla, California (2006)  
University System of Georgia Regents, Atlanta, GA (2006)  
Albright College, Reading, PA (2006)  
Longy School of Music, Cambridge, MA (2006, 2007)  
Board of Regents of Oklahoma Colleges (2005)  
Lesley University, Cambridge, MA (2005)  
The Gould Academy, Bethel, ME (2005)  
George School, Newtown, PA (2005)  
American Judicature Society (2005, 2006)  
Boca Raton Community Hospital/Debbie-Rand Memorial Service League (2005)  
Life University, Atlanta, GA (2004, 2005)  
Albion College, Albion, MI (2004)  
Family & Children's Service, Minneapolis, MN (2004)  
The Park School, Boston, MA (2004)  
The Ensworth School, Nashville, TN (2004)  
The Loomis Chaffee School, Windsor, CT (2004)  
Kingswood-Oxford School, West Hartford, CT (2004)  
University of San Diego, San Diego, CA (2004)  
Lawrence University, Appleton, WI (2004)  
Fayetteville State University, Fayetteville, NC (2004)  
The Getty Institute: Partners in Leadership Program, with Richard Chait (2003)  
Berkeley College, New York, NY (2003)  
Golden Key International Honour Society, Atlanta, GA (2002-2003)  
Currey-Ingram Academy, Nashville, TN (2002)  
New Hampshire Charitable Foundation, Concord, NH (1999-2000; 2008)