

MICHAEL HARRIS

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Education:

Ph.D., Indiana University, Public Policy, 1993
M.A., Tel Aviv University, Israel, Public Policy - Public Management and Budgeting, 1986
B.A., Bar Ilan University, Israel, Economics - Business Administration, 1982

Institute for Educational Management (IEM). Harvard Institutes for Higher Education; Harvard Graduate School of Education; Harvard University. July 2006.
Management Development Program (MDP). Harvard Institutes for Higher Education; Harvard Graduate School of Education; Harvard University. June 2001.

Areas of Specialization:

Public Policy and Policy Analysis
Public Management and Administration
Organizational Theory
Government and Public Budgeting

Academic Administrative Experience:

Current Position:

Kettering University

July 2007 – Present: **Provost and Vice President for Academic Affairs and Professor of Public Policy.**

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

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

- Provided leadership to achieve four national rankings in the 2009 and 2010 edition's of "America's Best Colleges" in the category of Undergraduate Engineering schools, whose highest degree is a bachelor's or master's degree. Including, # 1 - Industrial and Manufacturing Engineering and # 2 - Mechanical Engineering.
- Revitalized internal process for external accreditation. This resulted in improving of quality and success of accreditation outcomes. This was used to oversee the submission of two reports to the Higher Learning Commission of the NCA in August, 2008 as a follow up to the February, 2007 Reaccreditation Campus Visit and Self Study: the first "Adoption of a New Mission Statement, Associated Strategic Plan, and Implementation Plan," and the second "Adoption of Institutional Effectiveness and Assessment Measures of their Use (Dashboard)."
- Led Academic Affairs and Student Affairs in developing a vision and strategic plans based on the University's revised strategic plan, vision and mission.
- Oversaw the successful initial ABET accreditation of the Computer Science Department in 2007/08. The department became one of only six in the state of Michigan to be accredited by ABET.
- Challenged the faculty and oversaw the development of an extension of university promotion and tenure guidelines and processes to the department level.
- Oversaw the preparation of the 2008 Department of Business Programs Interim Report as mandated by the ACBSP.
- Initiated and oversaw the developed and implementation of the following new academic programs : Pre-Med minor in Biochemistry, minor and concentration in Computer Systems & Data Security, minor and concentration in Computer Gaming, Bachelors of Business Administration, minor in Entrepreneurship, Chemical Engineering, and Aerospace Specialty.
- Conducted a comprehensive comparative Faculty Salary Analysis.
- Initiated a new process for implementing the Conflict of Interest/Commitment Policy. This was the first time the policy was enforced for all faculty, staff, and administrators.
- Initiated an Intellectual Property/Patent Policy.
- Developed and implemented a Zero-based Budgeting Process for Academic and Student Affairs.
- Oversaw a Curriculum Reform in the Computer Science Department. The reform was set in place to demonstrate a model for flexibility in curriculum and to allow for more student choice.
- Represented Kettering University on a community based steering committee in a Medical School Feasibility Study. Initiated by Hurley Hospital of Flint, Michigan, and conducted by the BARD group of Needham, Massachusetts.
- Awarded \$225,000 from the Kern Family Foundation as the Principal Investigator for the implementation of Entrepreneurship Across the Curriculum.
- Led Kettering University to collaborate with Swedish Bio-gas International, and the city of Flint, Michigan to develop the Flint Center of Energy Excellence, which is the first such center in the State. A total of \$8 million dollars of contributions were made by: C.S. Mott Foundation, the Michigan Economic Development Corporation, and the Swedish Energy Agency. The COEE will produce bio-gas from waste removed from the city's wastewater treatment plant. Kettering will work toward adapting vehicles so that they can utilize the bio-methane as fuel. Kettering's incubator will house Swedish Biogas. The ground breaking ceremony took place at Kettering University and included His

Majesty Carl XVI Gustaf, King of Sweden and Governor Granholm. (September 26, 2008)

- Implemented an Online Math Placement exam that was successfully administered for the first time to the entering class of 2008-2009. This significantly impacted scheduling and class planning.
- Guided the Institutional Conversion to Letter Grades for undergraduate courses to be implemented in the Academic Year of 2009-2010. The letter grades (4.0 scale) will replace the current numerical (65-100 scale) grading system. This process had failed twelve times previously since 1983, was achieved with full support of the faculty.
- Initiated and oversaw five Shared Governance Initiatives. These included: Assessment, First Two Years Student Experience, Employee Performance Appraisal, Teacher-Scholar model, and Academic Calendar Scheduling. All resulted in specific actions and outcomes. Of special interest was the enhanced culture of Shared Governance.
- Initiated, appointed, and oversaw the Assessment Learning Team (ALT). A university wide team that is responsible for planning, developing and enhancing, a university assessment system. The purpose is to oversee, enhance and invigorate a culture of assessment at all levels and in all activities. The ALT reports directly to the Provost.
- Initiated strategies to increase enrollment for graduate programs. This resulted in an 8.7% increase in 2007-2008. That included a transformation from business/corporate model to an individual student model base. This was done in response to changes in the economy and business environment such as: The elimination of tuition assistance at Ford and Chrysler, the reduction in workforce at General Motors and Delphi, along with the elimination of OSEP.
- Initiated for the first time the implementation of a Study Abroad Course.
- Led the development of a professional training program for Chongqing, China. Kettering hosted twelve officials from Chongqing came for six month stay. During their stay, the Chinese visitors participated in a variety of undergraduate, graduate, and continuing educational courses, and visited various companies throughout Michigan.
- Initiated cooperation and signed Letters of Agreement with universities around the world that included: Tongji University, Dalian University of Technology, China Automotive Technology and Research Center, and Xi'an Polytechnic University, Personnel Bureau of Chongqing Government, SG Automotive and the University of Burgundy in Dijon-Nevers, France, regarding professional training, undergraduate recruitment, faculty collaboration, and study abroad programs.
- Established the International Exchange Student Program for the first time in China which included: Yanzhou University and Dalian.
- Appointed a F1 Visa Task Force to address the challenges of recruiting students who can participate in Kettering University's co-op program. The Task Force's recommendations allowed for constructive actions on issues as they related to student recruitment.
- Guided new initiatives with the College Town Collaboration which included: the University of Michigan- Flint and The Community Service; Academic Service Learning Center, The Financial Literacy Series, and the Ice Hockey Club.
- Oversaw and allocated resources for an innovative student orientation credit and grade-bearing course (counted in overall GPA) taught by collaborative teams of upper-level students, staff and faculty. This activity resulted in increased retention from 85.1% in 2007 to 94.3% in 2008.
- Supported the implementation of Red Flag Referral Program. This program was designed to assure that faculty and staff will identify at-risk students as soon as a problem surfaces.

In order to provide appropriate interventions that will lead to the student's success.

- Developed a Graduate Assistantship Policy which defined teaching and research assistantship roles and expectations. Policy includes an application process for both professors and students and a probation policy to ensure investment integrity.
- Established the Student Civic Engagement Center, which facilitates the institution's ability to engage students in comprehensive service-learning projects and community involvement such as Michigan Campus Compact and Engineers Without Borders. The center also coordinates a variety of civic engagement activities and serves as the focal point for the coordination of College Town activities in collaboration with other institutions of higher education.
- Supported the enhancement of the Chemical Agent Fate Research Project. The project uses computer-based mathematical models to predict the spread and persistence of chemical elements in the air, on the ground and on other surfaces. Worked to secure an earmark \$1 million in the Defense Appropriations Bill for 2008.
- Guided the Michigan Small Business and Technology Development Center. The Center offers an array of intellectual and technical resources to seed entrepreneurship in Genesee and Lapeer counties. The staff at the center offers basic 'starter point' help. The center helped to create 174 jobs and \$3.4 million in capital from 2007-2008.
- Launched the development of the Faculty Distinguished Citizenship Award. The award is conferred upon a faculty member who serves the University through sustained engagement in a variety of activities.
- Approved the Faculty Advisor Rights and Responsibilities (FARR) Policy relating to the Senior Thesis. The policy set forth, for the first time, faculty guidelines as they serve in a capacity role.
- Allocated resources to sustain the Mathematics Olympiad at Kettering, a competition designed to identify and encourage students with interests and abilities in mathematics.
- Initiated and oversaw the development of a comprehensive TechWorks Business Accelerator Program. This includes a variety of programs and resources dedicated to economic development and helping companies grow. The program focuses on sustainable, advanced technologies such as alternative energy, advanced manufacturing and materials, Web 2.0, defense/homeland security, life sciences, and automotive.
- Implemented in Academic and Student Affairs the Staff Performance, Assessment & Review (PAR) Process. The Process links performance planning, ongoing performance assessment and performance reviews.
- Reorganized Student Affairs with emphasis on enhancing campus life.
- Initiated the formation The Strategic Planning Group (SPG). This is a university wide group that is responsible for overseeing the implementation of the University's Strategic Plan. Specifically, for reviewing Divisional plans and for revisiting the Plan annually to measure progress and determine if any changes to the Plan are needed. The SPG reports directly to the Provost.
- Challenged departments in which there was a high student failure in specific classes to conduct analysis in an effort to determine causes and to take action to address the problem. As a result student success increased while academic quality was enhanced.
- Worked to increase the number of students in very small classes to enhance efficiency.

Ferris State University

July 2004 – May 2007: **Vice President for Academic Affairs and Professor of Public Policy.** Served as the chief ranking academic officer. The Office of the Vice President for Academic Affairs is responsible for all aspects of the academic mission of the University. This includes oversight of the academic budgets, the appointment of faculty and all academic and curricular matters. Key accomplishments include:

- Led the renovation of the Instructional Resource Center (IRC) at a cost of \$8.5 million. The project sought to create a space that would enhance a cultural shift toward a learning-centered paradigm and foster a variety of teaching methods and learning styles. The goal was to create an environment that would enhance learning inside and outside the classroom, encourage learning through teamwork and interaction, facilitate learning through the use of technology and create an interdisciplinary learning environment. A key element was to develop a space that would enhance a sense of community.
- Oversaw renovation of 45 classrooms and labs for a total investment of \$3.7 million. The goal was to support a new learning-centered paradigm and maximize student's potential for success through appropriate physical space, technology, furniture and faculty development.
- Initiated and successfully managed the process that led to the approval from the Higher Learning Commission allowing Ferris State University to "deliver fully online certificates and degree programs."
- Oversaw the migration from the WebCT Campus Edition to WebCT Vista (Ferris Connect) thus allowing faculty to facilitate and enhance learning, assessment and course content in new ways, and promote the enrichment of online offerings. Total project budget \$1.5 million.
- Obtained, as the principal investigator, a grant from the Michigan Department of Education, 2004 Title II Part A(3) "Closing the Gaps: Improving Teacher Quality and Student Achievement in Alternative Education" in the amount of \$30,000.
- Obtained, as the principal investigator, a grant from the Michigan Department of Education, 2006-2007 Title II Part A(3) "Closing the Gaps: Improving Teacher Quality and Student Achievement in Alternative Education" in the amount of \$184,102.
- Challenged academic programs to complete a comprehensive review of curriculum and hours required for graduation, requesting programs to reduce to 120 hours and no more than 128 hours. As a result, all programs in all colleges revised their course offerings and adjusted curricula to meet the challenge.
- Instituted a review process and addressed programs that have a small number of graduates per year. The review resulted in three program closures.
- Invigorated and reorganized assessment activities including assigning oversight responsibility to Vice President's office, appointed faculty coordinator, developed assessment database, initiated rewards and recognitions for successful assessment activities, enhanced faculty development, initiated an assessment fair, created university-wide assessment committee and revised administrative program assessment instrument to reflect emphasis on learning outcomes.

- Revitalized the internal process for external accreditation and the role of Academic Affairs. Implemented an accreditation review process to include early planning and a thorough review of self study by Vice President, as well as active participation in site visits which resulted in improved quality of the accreditation outcomes, most notably in Pharmacy and Optometry.
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- Instituted several new awards to recognize and honor faculty and staff contributions in a variety of areas, including new recognition for Diversity Enhancement, Outstanding First-Year Advocate and Outstanding Service.
- Enhanced support to the Faculty Center for Teaching and Learning in order to foster faculty and administrative development and a culture of Teacher-Scholar. Initiated a variety of new programs; funded a Director's position and hired an instructional designer.
- Led the Ferris State University delegation to An Giang University in Long Xuyen, An Giang, and Vietnam. Successfully executed an Agreement for Educational Cooperation and initiated discussions on collaborative efforts between the two universities.
- Successfully executed an Agreement for Educational Cooperation between Ferris State University and Fundação Armando Alvares Penteado, San Paulo, Brazil for international exchanges.
- Initiated a strategic effort regarding online offerings resulting in annual increase (+25% each year) in student credit hours produced online 2004-07. Special effort was given to the development of an on-line certification program for faculty that focuses on the development of a variety of skill levels needed to deliver a variety of on-line courses.
- Initiated a strategic effort to enhance Off-Campus offerings. Successfully launched off-campus site in Livingston County and Macomb Community College with embedded baccalaureate degrees. Developed a new model in Southwest Community College and articulated an agreement to join Lansing Community College new center.
- Worked with State of Michigan to develop the "Troops to Teachers" program, with Ferris State the only university in Michigan to participate in the program.
- Successfully coordinated the transfer of responsibility of the Freedom to Learn Project to Ferris State University in 2004-2005 and led its continuation in 2005-2006. In conjunction with the State Department of Education and the Federal Government, a total of \$5.2 million in federal funds and \$3.95 million in state funds were granted and administered in during 2004-2007. Freedom to Learn was an innovative program implemented in a variety of Michigan middle schools, the core of which was to maximize student access to laptop computers and associated technology. It encourages multi-disciplinary education. Over 20,000 students and 1,000 teachers in 180 buildings from southeast Michigan to the Western Upper Peninsula were engaged in the project.
- Initiated and led the University's selection and participation as one of eight universities nationwide in the Political Engagement Project (PEP), an initiative of the American Association of State Colleges and Universities (AASCU) American, The Carnegie Foundation for the Advancement of Teaching and the New York Times. The initiative was grounded in the American Democracy Project (ADP).
- Supported and enhanced civic engagement on campus through membership in the Michigan Campus Compact (MCC), a statewide initiative since 2003 for the purpose of establishing partnerships between Michigan colleges and universities and their surrounding communities with the specific mission to address the needs of those in poverty in Michigan communities.
- Initiated and supported focused effort to develop academic service learning to foster civic

engagement while enhancing curricular relevance.

- Initiated the development of the BS in Integrative Studies curriculum to allow flexible degree options for students new to the University, transfer students, students who are interested in unique majors, and working adults.
- Developed and instituted a faculty growth model for hiring new faculty in which colleges are rewarded for increased credit hour production. As a result of the model, 22 new tenure-track faculty positions were added in 2004-2005 and 2005-2006.
- Obtained as the principal investigator a grant from the Herbert H. and Grace A. Dow Foundation in the amount of \$1 million for construction of a new facility to house the Michigan College of Optometry and the Center for Collaborative Health Education at Ferris State University.
- Initiated a computer replacement plan for the Division of Academic Affairs whereby a systematic approach is used in replacing computers for faculty, staff and administrators. Each year one-third of the hardware is replaced.
- During 2004-2007 completed restructuring of the College of Allied Health Sciences, College of Business, International Education, FLITE, College of Education and Human Services, Michigan College of Optometry and University Center for Extended Learning. The new structures allowed an enhancement of the academic environment and a more effective and efficient operation.
- Revitalized and reorganized General Education. That included: reassignment of the responsibility for General Education oversight and invigorated assessment.
- Analyzed small class size and low-enrolled programs. Initiated measures to address the challenge which resulted in a 50% decrease in small classes between 2004 and 2007.
- Provided support for student learning communities including the Justice Learning Community, the Visual Design Learning Community, and a group of tied courses in psychology and English.
- Provided support for redesign of Criminal Justice curriculum to a problem-based pedagogy. Support included renovation of four classroom spaces to create learning environment to support problem-based curriculum.
- Initiated a transformation of programs, especially in the College of Technology, from a 2+2 structure (Associate to BS completion) to adding a 0+4 option in order to attract a wide variety of students who are interested in a bachelor's degree.
- Worked with the College of Arts & Sciences to secure \$100,000 to begin the planning process of a permanent facility for the Jim Crowe Museum of Racist Memorabilia.
- Initiated New Faculty Orientation program based upon learning-community model. New faculty take part in one week intensive seminar prior to the beginning of classes followed by year-long weekly seminars aimed at fostering interdisciplinary teaching and innovation.
- Initiated ongoing and sustainable professional development activities for administrators that included monthly meetings as well as summer retreats on topics relevant to higher education leadership.
- Initiated and developed professional development workshops for adjunct faculty at off campus sites.
- Developed multiple-year contracts for temporary employees with increased benefits to attract and retain qualified temporary faculty.
- Worked to develop sense of divisional identity by holding divisional meetings and social gatherings.
- Worked with Admissions to enhance admissions criteria for students resulting in a gradual

increase in admission standards and subsequent gains in retention.

- Revitalized and reorganized International Education. This was done based upon the Harvard model of “inclusion”, redistributing services for international students within the larger framework of services; international recruiting; changing international student advising and study abroad programs.
- Oversaw a comprehensive effort to increase summer enrollment +5% annually between 2004-2007.
- Initiated a comprehensive and systematic effort to enhance student transfer to Ferris State University which included a variety of activities, building awareness and culture, new structures, a review of all Transfer Guides for consistency and accuracy, the development with Admissions of special scholarships, and new and revised policies and processes. In addition, changes were made to the way Ferris interprets the MACRO agreement.
- Initiated a strategic effort to enhance articulation agreements with other colleges and universities. During my tenure 81 (2004-2007) new articulation agreements were initiated and completed. The total number of articulation agreements increased from 39 to 120. As a result Ferris State University saw a significant increase in the number of student transfer.
- Led the Division of Academic Affairs in a successful conversion to and implementation of the Banner system.
- Developed an Office of Scholarship and Sponsored Projects. Hired two employees, developed an organizational structure of mentors, began offering a variety of workshops and implemented a tracking and support system. As a result the number of grant applications increased from 4 submitted in 2003 to close to 40 in 2007. The number of grants increased from \$89,948 in 2003 to close to \$3 million in 2007.
- Reinvigorated Art Walk project, an art in public places initiative aimed at creating intentional learning opportunities in campus landscaping in order to further efforts to create campus-wide learning environment.
- Worked in conjunction with Michigan Department of Labor and Economic Growth and Michigan Works to develop accelerated programming in Allied Health, Business and Technology to be delivered off campus to assist economic recovery in Greenville, Michigan region.
- Oversaw a budget of approximately \$90 million during challenging economic and financial times while maintaining a positive balance.

Eastern Michigan University

May 2000 – July 2004: Associate Provost* and Professor of Political Science

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

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

- Coordinated and initiated academic efforts that resulted in a significant raise in graduation rates. Graduation rates increased from 33% in 1999 when I was appointed as undergraduate coordinator to 41% in 2004, an increase of 6.9 percent points.
- Developed, implemented, and managed a comprehensive Program Review process.
- Successfully led the preparations of the NCA reaccreditation self study report and site visit, which resulted in Eastern Michigan University receiving a 10-year reaccreditation and the approval of new doctoral degrees in Clinical Psychology and Technology.
- Oversaw a budget of close to \$10 million.
- Responsible for community college relations. Since July 1, 2002, initiated, oversaw, completed and signed 35 articulation agreements with 11 community colleges in 16 different departments and programs.
- Implemented major undergraduate and graduate policy changes leading to a decrease in course withdrawals, better progress toward degrees, an easier transfer process and improved student retention and credit hour productivity. These include: Late Registration Policy, FTIAC Withdrawal, Pre-requisite Enforcement, Application of MACRAO, Late Withdrawal, Graduate School Residency, Maximum Registration Hours, Enrollment in Graduate Courses by Advanced Undergraduate Students, 500-Level Independent Studies Courses, Doctoral Programs and Establishing Equivalency Numbers for Courses. This has led to better progress toward degrees, an easier transfer process and improved student retention, graduation rates and credit hour productivity.
- Initiated and completed a comprehensive overhaul of the curriculum, course and program development input process, and signed into action over 3,000 changes.
- Coordinated and oversaw all specialized accreditation activities (approximately 50).
- Coordinated all Learning Outcome Assessment activities.
- Launched Degree Navigator, in collaboration with the Division of Enrollment Services, to better facilitate academic advising.
- Implemented comprehensive changes to the university catalog development process and initiated the online catalogs.
- Launched new Academic Affairs website.
- Managed a five year initiative to diversify academic curriculum.
- Managed the Individualized Studies Program (the fifth largest undergraduate program on campus).
- Successfully supervised a campus program that developed to be a national leader in the implementation of Academic Service Learning.
- Supervised the Faculty Course evaluation process.
- Responsible for student academic appeals and grade grievances at the Step III level.
- Coordinated the preparation of the agenda and supporting materials for the Faculty Affairs' Committee and the Educational Policies Committee of the Board of Regents.
- Served as liaison to the Faculty Council.
- Developed the 2001-2002 through 2009-2010 academic calendars and secured approval from the Cabinet and the Board of Regents.
- Successfully coordinated the Division of Academic Affairs transition to and implementation of the Banner system.

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

February 2001 – July 2001: **Interim Provost and Vice President for Academic Affairs and**

Professor of Political Science

The Provost and Vice President for Academic Affairs is responsible for the development, administration, and quality of the academic enterprise. Professor of Political Science. Key accomplishments in this position included:

- Engaged the Division of Academic Affairs in a process of strategic planning that led to the development of a comprehensive Strategic Plan for 2002-2007.
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- Developed a comprehensive plan that resulted in the reassignment of Academic Human Resources functions to the Division of Academic Affairs.
- Developed a comprehensive and innovative contract proposal and managed negotiations with the Eastern Michigan University-FT lecturers, which resulted in EMU's first four-year contract with the lecturers.
- Successfully managed the university's preparations for the NCA Reaccreditation Site Visit, which resulted in Eastern Michigan University receiving a 10-year reaccreditation and the approval of doctoral degrees in Clinical Psychology and Technology.
- Coordinated activities related to other major accreditation requirements and site visits.
- Led faculty recruitment, orientation, retention, support, promotion, tenure and professional development efforts.
- Played a major role in Eastern Michigan University reaching \$15 million in grants and contracts for FY2001. Established a new Eastern Michigan university record for the 8th consecutive year.
- Oversaw the preparation of the 2001-2002 Division of Academic Affairs budget.
- Worked toward implementing the university's first Ph.D. program in Clinical Psychology.
- Designed and developed (with University Planning, Budgeting and Analysis) a new format for the Academic Department Profile. This format is arranged by line item and allows for a more convenient comparison of data across departments.
- Implemented major undergraduate and graduate policy changes leading to a decrease in course withdrawals, better progress toward degrees, an easier transfer process and improved student retention and credit hour productivity. These include: Late Registration Policy, FTIAC Withdrawal, Pre-requisite Enforcement, Application of MACRAO, Late Withdrawal, Graduate School Residency, Maximum Registration Hours, Enrollment in Graduate Courses by Advanced Undergraduate Students, 500-Level Independent Studies Courses, Doctoral Programs and Establishing Equivalency Numbers for Courses. That led to better progress toward degrees, an easier transfer process and improved student retention, graduation rates and credit hour productivity.
- Served as a member of the President's Cabinet.

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

Key accomplishments in this position include:

- Enhanced Freshman Interest Groups (FIGs).
- Strengthened and revised UNIV 100 and UNIV 101 (freshman orientation seminar helping students make the transition to college) by revising curricular content.
- Established College Academic Advising Centers.
- Modified the PASS (Promote Academic Survival and Success) Program.
- Created new freshman seminars with special emphasis on interdisciplinary content.

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

Academic Experience:

Kettering University

2007-present: Professor of Public Policy

Ferris State University

2004-2007: Professor of Public Policy

Eastern Michigan University

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

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

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

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

Tel Aviv University

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

Publications:

Books:

Forthcoming: *Leading the Learner-Centered Campus*. (2009). San Francisco, CA: Jossey Bass. [with Cullen, R]

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

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

Public Policy and Electoral Reform: The Case of Israel. (July 2000). Lexington Books. [with Doron, G]

Journal Publications and Book Chapters:

Forthcoming: Values-based Leadership: At the Heart of Sustaining School Reform and Improvement. In *School Leadership - International Perspectives*. (2010). Ed. Huber, Stephan Gerhard). Springer. Chapter 8, 147-161. [with M. Johnston].

Assessing Learner-Centeredness Using Course Syllabi. *Planning, Implementing, and Sustaining Assessment: Principles and Profiles of Good Practice*. (2009). Eds. Banta, T, Black, K, & Jones, B. San Francisco, CA: Jossey Bass. [with Cullen, R]

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

Assessing the Degree of Learner-Centeredness in a Department or Unit, *Academic Leader*, (April 2009)

- 25 (4) 1+. [with R. Cullen]
- Supporting New Scholars: A Learner-Centered Approach to New Faculty Orientation. *Florida Journal of Educational Administration and Policy*, (Fall 2008), 2 (1), 17-28. [with Cullen, R]
- A Model for Curricular Revision: The Case of Engineering Education (2008) *Innovation Higher Education*. 34 (1), 51-63 DOI. 10.1007/s10755-008-9090-z. [with Cullen, R]
- The Dash to Dashboards. *Academic Leader* (Fall 2008) 24 (10), 2-3 [with Cullen, R]
- Mission Statements Reconsidered. *National Teaching and Learning Forum* (Fall 2008) 17 (5), 7-8. [with Cullen, R]
- Department Chair Development: Catalyst for Change. *Department Chair* (Summer 2008) 19 (1), 21-24. [with Cullen, R]
- Assessing Learning-Centeredness. *Assessment and Evaluation in Higher Education* (April 2008) 33 (2), [with Cullen, R] First Published Online, DOI 10.1080/02602930801956018
- Course Syllabi as Assessment Data. *The Department Chair* (Spring 2008). 18 (4), 18-20. [with Cullen, R]
- Using Assessment to Bring About Cultural Change: The Value of Assessing Learning Spaces. *Assessment Update* (May/June 2008). 20 (3), 6-10. [with Cullen, R]
- Observing the Learner-Center Class. *Florida Journal of Educational Administration and Policy*, (2008) 1(1), 57-66. [with Cullen, R]
- Renovation as Innovation: Transforming a Campus Symbol and a Campus Culture. *Perspectives: Policy and Practice in Higher Education*, (2008). 12 (2), [with Cullen, R]
- Learning and Leadership. *Academic Leader*, (February 2008). 24 (2), [with Cullen, R]
- Learner-Centered Leadership: An Agenda for Action. *Innovative Higher Education*, (2008). 33 (1), 21-28. [with Cullen, R]
- Investing in Leadership. *Academic Leader*, (September 2007) 23 (9), 1 & 8. [with Cullen, R]
- Civic Engagement and Curricular Reform. *The national Teaching and Learning Forum*, (May 2007) 16 (4), 4-6. [with Cullen, R]
- Seeking Quality, Balance, and Values in Educational Leadership. *The Report: News from the Michigan Association for Supervision and Curriculum Development*, (December 2006). [with Johnston, M]
- Creating an Assessment Culture at Eastern Michigan University: A Decade of Progress. *Assessment Update*, (March/ April 2005) 17, [with Bennion, D]
- Building a Sense of Community through Conflict Mediation. *Academy of Managerial Communications Journal*, 5 (1&2), (2001) 45-53. [with Kinney, R & O'Connor, B]
- Food Gatherers: Role of Entrepreneurship and Political Context in Sustainable Community Programs. In *Creating Sustainable Community Programs*. (January 2001, Ed. Daniels, M). Westport: Connecticut. 221-233. [with Kinney, R &.]
- Policy Termination: The Case of Term Limits in Michigan. *International Journal of Public Administration*. (March 2001) 24 (3), 323-339.
- The Israeli Kibbutz. *Review Essay: Utopian Studies*, (2000). 11 (2), 209-213.
- The Israeli Democracy: Assessing the Electoral Reform of 1992 and its Impact on the Elections of 1996 and 1999. *Israel Studies*, (Fall 1999) 4 (2), 16-39. [with Doron, G]
- The Kibbutz: Uncovering the Utopian Dimension. *Utopian Studies*, (1999). 10 (1), 115-127.
- In the Name of G-D and Our Rabbi: The Politics of the Ultra-Orthodox in Israel. *Israel Affairs*, (Autumn 1998) 5 (1), 1-18. [with Doron, G & Kook, R]
- Economic Constraints and Political Entrepreneurship: Medicaid and Managed Care in Michigan. In *Medicaid and the American States: The Politics of Managed Care*. (1998). Ed. Daniels, M. Westport Connecticut: Greenwood Publishing Group, Auburn House. 169-185. [with Kinney, R]
- Ideology and Privatization Policy in Israel. *Government and Policy*, (Fall 1997) 15, 363-372. [with Katz, Y., Doron, G., & Woodlief, A]
- Policy Termination: Uncovering the Ideological Dimension. *International Journal of Public Administration*.

(Fall 1997) 20 (12), 2151-2175.

Enhancing Teaching Effectiveness in "Government Budgeting": The Case of Service Learning. *Proceedings of the 20th National Conference on Teaching Public Administration*. (March 6-8, 1997). Sponsored by Virginia Commonwealth University. Prepared by: The institute for Public Affairs and Policy Studies College of Charleston, Charleston ,SC. [with Schneider, M]

Uncompensated Costs and Indigent Health Care: Volunteers and a Community Services Budget. *Non Profit Quarterly*, Volume 21, Number 4, (Winter 1992). 351-366. [with Mark Rosentraub and Karen Harlow]

A Methodological Framework for Analysis of Public Sector Management (PSM) in Africa. *Special Action Program for Public Administration and Management in Africa (SAPAM) United Nations*, (December 1990). [with Morgan, Philip]

The Water Crisis, An Analysis of the Reasons and Policy Proposals for Resolution. Biosphere, A Publication of the Environmental Protection Agency, Department of Interior, Israeli Government. (January 1988) 17/4, 5-8. (In Hebrew).

The Water Crisis, Policy Analysis. Hassadeh - Israeli Agricultural Monthly, (September 1987). (In Hebrew).

Published Book Reviews:

Barrus, R., Eastby, J., Lane Jr., J., Marion, D., & Pontuso, J. (Summer 2006). The Deconstitutionalization of America: The Forgotten Frailties of Democratic Rule. *Perspectives on Political Science*. Heldref Publications. 35 (3).

Alperovitz, Gar (Spring 2005). America Beyond Capitalism: Reclaiming Our Wealth, Our Liberty, and Our Democracy *Perspectives on Political Science*. Heldref Publications. 34 (2).

Morris, Oppenheimer, & Karol Soltan (Ed.). (Fall 2004). Politics from Anarchy to Democracy. *Perspectives on Political Science*. Heldref Publications. 33 (4).

Avraham , Brichta (2001). Political Reform in Israel: The Quest for a Stable and Effective Government. (2003). *Israel Studies Forum*. Sussex Academic Press. 18 (2) 135-138.

Yassour, Avraham (1997). The Kibbutz: Vision & Daily Life (2nd volume). *Utopian Studies*. Tel Aviv: Yaron Golan Press. 10 (2), 342-344.

Sims, L, S. (1998)(Summer 1999). The Politics of Fat. *Perspectives on Political Science*. Heldref Publications. 28 (3). 154.

Glasberg, D, & Skidmore, D. Aldine de Gruyter, a division of Walter de Gruyter, Inc. (Winter 1998). Corporate Welfare Policy and the Welfare State. *Perspectives on Political Science*. Heldref Publications. 27 (1). 39.

Sanders, J, & Narveson, J (Fall 1997). For and Against the State: New Philosophical Readings. Rowman & Littlefield Publishers. *Perspectives on Political Science*. Heldref Publications. 26 (2). 247.

Weissert, C, & Weissert, W. (Spring 1997). The Job Hopkins University Press: Governing Health: The Politics of Health Policy. *Perspectives on Political Science*. Heldref Publications. 26 (2) 113.

Academic Honors, Awards and Leadership:

Awarded **Michigan Incubator Grant** by the Michigan Economic Development Corporation. March 2009.

Awarded **Faculty Member of the Year** through the Greek Life Organization. 2007-2008.

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

Appointed to the **Board of Directors** of the West Central Michigan Health Care Regional Skills

Alliance, Michigan. August 2006.

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

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

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

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

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

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

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

Received an **Honorary Doctorate** in Educational Administration from Ave Maria College. May 2, 2003.

Chair of the Ann Arbor Building Authority (1998-2003). Responsible for issuing 15 million dollars in bonds.

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

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

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

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

Recognized by the Division of Enrollment Services for contributions made during the 2000-2001 Academic Year.

Recognized in the 56th edition of Marquis Who's Who in America 2002.

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

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

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

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

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

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

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

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

Recognized by The American Political Science Association and Pi Sigma Alpha for “outstanding teaching in political science,” 1999.
 Recipient of the **Golden Medallion Award**, Eastern Michigan University, 1999.
 Awarded the “**Outstanding Teaching Award**” by Eastern Michigan University Alumni Association, 1999.
Faculty Research Fellowship, Eastern Michigan University, winter, 1999.
Honorary Member Golden Key National Honor Society, 1999.
Excellence Award, in recognition of “contribution to the residential community.” Eastern Michigan University, 1998.
Recognized by The American Political Science Association and Pi Sigma Alpha for “outstanding teaching in political science,” 1998.
Chairperson of the Academic Division for the United Way Campaign for 1998 and 1999. Under my leadership we raised close to \$56,000 each year.
Faculty Appreciation Award, Division of University Marketing and Student Affairs, Eastern Michigan University, winter 1998.
Board member and Treasurer, Michigan Public Management Institute (1996-1997).
Distinguished Faculty Teaching Award, Eastern Michigan University, 1997.
Barriers to Learning Award, Presented by Eastern Michigan University President, winter 1997.
Faculty Fellow, Academic Service-Learning, Eastern Michigan University, winter 1997.
 Eastern Michigan University, Spring-Summer **research grant**, 1995.
MacArthur Scholar, Indiana University Center on Global Change and World Peace, 1990 -1991.
Inducted, Pi Alpha Alpha. The national honorary for graduates of programs of public affairs and administration, Indiana University, 1991.

Presentations and Conferences (A Partial List):

“The Role of Higher Education as a Pathway to Prosperity: Technology as a Catalyst for Educational Reform.” The Governor’s 13th Education Summit. March 4, 2008. Lansing, Michigan.
 “Undergraduate Education in the 21st Century: Challenges and Opportunities” at the Michigan Academy of Science, Arts and Letters Annual Meeting, Ferris State University. March 9, 2007. 1:05-1:35 p.m. Big Rapids, Michigan.
 “Value-Based Leadership: Shackleton’s Way” at the Michigan Career Education Conference, Marriott Renaissance Center. February 12, 2007. 3:00 – 4:00 p.m. Detroit, Michigan.
 “Political Engagement without Political Firestorms” at the American Association of State Colleges and Universities (AASCU) 2007 Academic Affairs Winter Meeting at Sheraton. February 4, 2007. 1:45 – 3:30 p.m. San Antonio, Texas.
 “Challenges Facing Undergraduate Education in the 21st Century” at the University of Florida. January 18, 2007. 11:00 a.m. – 12:00 p.m. Gainesville, Florida.
 “Universities Partner for Educational Reform and Development: Ferris State University in Michigan and An Giang University in Vietnam for Improving Student Achievement in the Mekong Delta” with Dr. Michelle Johnston at the Asia-Pacific Educational Research Association (APERA) International Conference 2006. The Hong Kong Institute of Education. November 30, 2006. 11:20 a.m. - 12:50 p.m. Hong Kong, China.
 “Strategic Choices and Political Leadership” panel at the Midwest Political Sciences Association 64th Annual National Conference at the Palmer House Hilton, Chair and Discussant. April 22, 2006. 3:45 p.m. Chicago, Illinois.
 “Issues and Practices in Retention, Promotion and Tenure” at the American Association of State Colleges and Universities (AASCU) 2006 Academic Affairs Winter Meeting at Charleston Place, Charleston, South Carolina. Moderator. Tuesday, February 7, 2006. 9:45-11:00 a.m.
 “Leadership, Innovation and Entrepreneurship” at the National Council for Workforce Education 2005

- Conference at the Hyatt Regency. Monday, October 24, 2005. 3:00 p.m. San Antonio, Texas.
- "Israel's Withdrawal from Lebanon (2000) and Gaza Pullout (2005): Lessons for U.S. Policy in the Middle East" at the Michigan Conference of Political Scientists 37th Annual Meeting at the Fairlane Conference Center. October 21, 2005. 8:45 a.m. Dearborn, Michigan.
- "Teaching Political Science and Civic Engagement Panel", Discussant, at the Michigan Conference of Political Scientists 37th annual Meeting at the Fairlane Conference Center. October 20, 2005. 4:00 p.m. Dearborn, Michigan.
- "Values-Based: The heart of sustaining school reform and improvements" with Dr. Michelle Johnston at the International Seminar: The Professionalization of School Leadership. October 3-8, 2005. University of Erfurt, Germany.
- "Ten Top Barriers to Assessment and How to Overcome Them" with Dr. Donald Bennion at the 110th Annual Meeting of the Higher Learning Commission at the Hyatt Regency. April 11, 2005. 3:45-4:30 p.m. Chicago, Illinois.
- "Ten Barriers to Effective Assessment and How to Prevent or Remove Them" with Dr. Donald Bennion at the 2004 Assessment Institute at the University Place Conference Center. Tuesday, November 2, 2004. 2:25 - 2:55 p.m. Indianapolis, Indiana.
- "How Eastern Michigan University Improved its Assessment Program by Benchmarking it Against 'Best Practices' Assessment Programs" with Dr. Donald Bennion at the 2004 AAHE Assessment Conference at Adam's Mark Hotel. June 14, 2004. 9:45 a.m. - 10:45 a.m. Denver, Colorado.
- "Developing a Culture of Assessment at Eastern Michigan University" (with Dr. Donald Bennion). Presented at the 109th Annual Meeting of the North Central Association. March 29, 2004. Chicago, Illinois.
- "Using Assessment Results to Change Academic Programs: The Eastern Michigan University Experience" (with Dr. Donald Bennion). Presented at the 2003 Assessment Institute. November 3, 2003. Indianapolis, Indiana.
- "Creating a Culture of Assessment at Eastern Michigan University: A Decade of Progress." (with Dr. Donald Bennion). Presented at the AAHE Summer Meeting. June 22, 2003. Seattle, Washington.
- "Developing a Directory of Assessment Activities" (with Dr. Donald Bennion). Presented at the 2002 Assessment Institute at Indianapolis. November 4, 2002. Indianapolis, Indiana.
- "Developing Faculty for Increased Performance in Freshman Interest Groups (FIGs)" (with Barry Fish, Betsy Morgan, and Susan Moeller). Presented at the First Year Experience Conference. July 4, 2002. Bath, England.
- "Faculty Buy-In: The Essential Component to a Coherent First-Year Experience" (with Betsy Morgan). Presented at the First Year Experience Conference. July 2, 2002. Bath, England.
- "Preparing the University Assessment Program for a Visit from its Regional Accreditation Agency". Presented (with Don Bennion) at the AAHE 2002 Assessment Conference. June 21, 2002 (3:00-4:00 PM). Boston, Massachusetts.
- "Integrating Strategic Planning, Reaccreditation, and Program Review." Presented at the AARC 2002 Winter Meeting of Chief Academic Officers. February 9, 2002. San Antonio, Texas.
- "Israeli-Palestinian Conflict Revisited." Presented at the Military Studies Group of the University of Michigan's Department of Military Science. November 2, 2001. Ann Arbor, Michigan.
- "Election 2000: Things You Can See from Here, You Can't See from There." Paper presented at the 33rd Annual Michigan Conference of Political Scientists. Aquinas College. October 18-19, 2001. Grand Rapids, Michigan.
- "University in Transition." Paper presented at the Fourteenth International Conference on the First-Year Experience. The Sheraton Waikiki. July 9-13, 2001. Honolulu, Hawaii (with Elisabeth Morgan).
- "Remembering the Past for the Sake of the Future." Keynote Speaker at the Official State of Michigan

- Holocaust Commemoration. The Capitol Rotunda. April 25, 2001. Lansing, Michigan.
- "Economic Prosperity and Policy Innovation in State Government." Paper presented at the MIDWEST Political Science Association 59th Annual Meeting. Palmer House Hilton. April 19-22, 2001. Chicago, Illinois (with Rhonda S. Kinney).
- "Term Limits, Political Activism and the Public Agenda." Paper presented with Gideon Doron at the 2000 Annual Meeting of the American Political Science Association. August 31, 2000. Washington, D.C.
- "Term Limits in Michigan." Paper presented at the 31st Annual Michigan Conference of Political Scientists. University of Michigan-Dearborn. November 5, 1999. Dearborn, Michigan.
- "The Israel Electoral System: A Comprehensive Analysis." Paper presented at the 15th Annual Meeting of the Association for Israel Studies. American University. May 23-25, 1999. Washington D.C. (with Gideon Doron).
- "The Israeli Democracy: Assessing the 1992 Reform." Paper presented at the MIDWEST Political Science Association 57th Annual Meeting. Palmer House Hilton. April 15-17, 1999. Chicago, Illinois (with Gideon Doron).
- "Managed Care and Medicaid: Analyzing Determinations of Policy Outcomes." Presented at 30th Annual Michigan Conference of Political Scientists. Sponsored by Grand Valley State University. Eberhard Center, Grand Valley State University. October 30, 1998. Grand Rapids, Michigan (with Rhonda Kinney).
- "Enhancing Teaching Effectiveness in 'Government Budgeting' Courses: The Case of Service-Learning." Delivered at the Service-Learning in Teacher Education: Caring, Commitment, and Learning in Context seminar. The seminar was sponsored by the National Service-Learning in Teacher Education Partnership. August 9-10, 1998. McKenny Union, Eastern Michigan University.
- "The Politics of the Ultra-Orthodox Parties in Israel." Paper presented at the 56th Annual Meeting of the MIDWEST Political Science Association. Palmer House Hilton. April 23-25, 1998. Chicago, Illinois (With R. Kook and G. Doron).
- "Rational Choice and Political Science: An Interdisciplinary Assessment." Delivered at the 29th Annual Michigan Conference of Political Scientists. Eastern Michigan University. October 23-24, 1997; McKenny Union.
- Discussant: "Administrative Leadership." Panel at the 55th Annual Meeting of the Midwest Political Science Association. April 18-20, 1997. Chicago, Illinois.
- "Electoral Reform: Changing the Rules, Changing the System: The Case of Israel", 1996. Paper presented at the 55th Annual Meeting of the MIDWEST Political Science Association. Palmer House Hilton. April 10-12, 1997. Chicago, Illinois (With G. Doron and J. Bernstein).
- "Enhancing Teaching Effectiveness in 'Government Budgeting': The Case of Service Learning." Paper presented at the 20th National Conference on Teaching Public Administration. March 6-8, 1997. Richmond, Virginia (With M. Schneider).
- "Formulating and Implementing Government Public Policy: The Case of the Israeli Kibbutzim." Paper presented at the 23rd Annual Communal Studies Conference. October 10-12, 1996. Amana, Iowa.
- "Privatization in Israel: The Experience Under Labor Versus Likud Governments." Paper presented at the 28th Annual Michigan Conference of Political Scientists. Sponsored by Wayne State University. McGregor Conference Center, Wayne State University. October 10-11, 1996. Detroit, Michigan.
- "A Challenging Birth: Case Study of the Development of an Interdisciplinary Academic Minor in Political Economy." Participated on a panel of professors from Eastern Michigan University who have been involved in a project to establish a new minor in Political Economy. Presented

- at the 18th Annual Conference of the Association for Integrative Studies. Eastern Michigan University. Marriott Conference Center. October 3-6, 1996 (with Edgern, Hanna, Crary and Sidlow). Ypsilanti, Michigan.
- “Ideology and Privatization Policy in Israel: Comparing Two Decades.” Paper presented at the 54th Annual Meeting of the Midwest Political Science Association. April 18-20, 1996. Chicago, Illinois (With Y. Katz and G. Doron).
- “Growth in Presidential Staff: An Institutional Analysis.” Paper presented at the 54th Annual Meeting of the Midwest Political Science Association. April 18-20, 1996. Chicago, Illinois (With R. Kinney).
- “The Evolution of Medicaid Reform in Michigan.” Paper presented at the Annual Meeting of the Michigan Academy of Science, Arts and Letters. March 1-2, 1996. Alma, Michigan (With R. Kinney and S. Gatchell).
- “A study in Institutional Change: Explaining Growth in White House Staff.” Paper presented at the 27th Annual Meeting of the Michigan Association of Political Scientists. October 26-27, 1995. Kalamazoo, Michigan (With R. Kinney).
- “The Kibbutz: Uncovering the Utopian Dimension.” Paper presented at the 22nd Annual Communal Studies Conference. October 12-14, 1995. Estero, Florida.
- “Organization Theory and the Search for a Theoretical Framework for Analyzing the Kibbutz.” Paper presented at the MIDWEST - Political Science Association 53rd Annual Meeting April 6-8, 1995. Chicago, Illinois.
- Discussant: “Fiscal Federalism: Federal, State, and Local Budgetary Issues.” Panel at the MIDWEST - Political Science Association 53rd Annual Meeting. April 6-8, 1995. Chicago, Illinois.
- “The Israeli Kibbutz from Advent to Anachronism: An Organizational Theory Perspective.” Paper presented at the 4th International Meeting of Kibbutz Research. December 1993. Givat Haviva, Israel.
- “The Social and Economic Crisis of the Israeli Kibbutz.” Paper presented at a conference titled “People Empowerment: Challenges for Access in the Developing World.” Sponsored by The Indiana Center on Global Peace and World Change. Indiana University. March 1992. Bloomington, Indiana.
- “A Repertoire of Long Term Care: A Political Economy Framework.” Paper presented at the Gerontological Society of America. 44th Annual Scientific Meeting. 1999. San Francisco, California.
- “Democracy in Israel.” Paper presented at the Workshop in Political Theory and Public Policy. Indiana University. December 1990.
- “Public Use Data Files: Mining Nontraditional Data Sets for Gerontological Research - HCFA's Long Term Care Survey (MMACS).” with K.S Harlow and D.S. Harlow. Paper presented at the Gerontological Society of America 43rd Annual Scientific Meeting. November 1990. Boston, Massachusetts.
- “State Policies and Environmental Constraints: Impact on Quality of Care Nursing Home Environments.” with K.S. Harlow and D.S. Harlow. Gerontological Society of America. 43rd Annual Scientific Meeting. November 1990. Boston, Massachusetts.

Political Commentary:

Regularly contribute to U.S. and Israeli news media (TV, radio and newspapers). These include National Public Radio (NPR), Fox News “Fox and Friends”, , the ABC, NBC, CBS and Fox local affiliates (Detroit metro, Grand Rapids, Flint, Lansing), as well as Israeli television; The Voice of Israel, The Voice of the Israeli Defense Forces, WJR, WWJ, WEMU, WOOD News Radio, Metro Networks of Westwood One of Viacom and WAAM; The Detroit Free Press, Washington Post, Pioneer, Grand Rapids Press, The Ann Arbor News, and Ha’aretz. I serve as a political commentator in areas such as:

Israeli politics and society, government budgeting, federal, state and local elections, U.S. national security, the impeachment process of President Clinton, Middle East politics and the peace process, governor's race in Michigan, elections to the Michigan House and Senate and the President's State of the Union address.

Courses Taught (Graduate and Undergraduate):

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

Faculty Leadership Committee Work:

Chairperson of the Personnel & Finance Committee (P & F), Department of Political Science
(Academic year 1999/2000)
Member of the Eastern Michigan University Calendar Committee (1998-2000)
Member of the Eastern Michigan University Barriers to Learning Advisory Committee (1997-2000)
Member of the Faculty Center for Instructional Excellence (FCIE) Advisory Board, Eastern Michigan
University (1997-2000)
Member of the Learning Center Advisory Board, Eastern Michigan University (1998-2000)
Member of the Graduate Student Essay Contest Committee on Mediation, Eastern Michigan University
(1996-1998)
Faculty Advisor, Eastern Michigan University Hillel (1995-1999)
College of Arts and Sciences Advisory Council, Eastern Michigan University (1996-1999)
Member of a Task force developing a Minor in Political Economy, Eastern Michigan University
(1995-1998)
Department of Political Science, Public Administration Committee, Eastern Michigan University
(1994-2000)
Member of the Eastern Michigan University Health for Learning Task Force, Eastern Michigan
University (1998)
Member of the Undergraduate Symposium College of Arts and Sciences Committee, Eastern Michigan
University (1997/1998)
Chair of the Art's Committee of the College Advisory Council, Eastern Michigan University (1997-1998)
Member of the University Class Attendance Task Force, Eastern Michigan University (1997)
Faculty Advisor, Pi Sigma Alpha, Political Science Honorary, Eastern Michigan University (1996 - 1998)
Department Search Committee - American Government/Methodology, Eastern Michigan University

(1996-1997) Faculty advisor, Alpha Epsilon Pi Fraternity, Eastern Michigan University
(1996-1997)

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

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

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

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

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

Professional Development (a partial list):

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

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

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

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

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

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

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

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

Additional Professional Experience:

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

Oversaw the \$23 million acquisition of US Leisure, a manufacturer of outdoor plastic furniture. Responsibilities included: a cost benefit analysis of the investment; marketing strategies analysis; overseeing the construction of the facility and machine purchase. Presented the investors in negotiations with various organizations such as: commercial banks, city council, Indiana Commerce Department, chamber of commerce, and community outreach.

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

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

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

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

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

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

investments, marketing, and assessing economic growth opportunities.
Authorization Representative, VISA-Israel Credit Cards (I.C.C.), 1980-1982, Israel.
Managed financial transactions of individuals and corporations.
Branch Manager, Timorim-Agricultural and Industrial Cooperative, 1978-1980, Israel.
A key part of a dynamic team responsible for an irrigation system of 2,000 acres.

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

Professional Memberships:

Academic Quality Improvement Program Systems Portfolio Appraiser for the Higher Learning Commission, a commission of the North Central Association
American Political Science Association (APSA)
 American Society for Public Administration (ASPA)
 Association for Israel Studies (AIS)
Association for Supervision and Curriculum Development (ASCD)
 Academic Assembly Delegate to the College Board
Communal Studies Association (CSA)
 Michigan Political Science Association
Michigan Academy of Science, Arts, & Letters
Midwest Political Science Association
 Policy Studies Organization (PSO)
 Utopian Studies Association (USA)
Member of the Editorial Review Board of the Academy of Educational Leadership Journal
Member of the Editorial Review Board of the Academy of Entrepreneurship Journal
Member of the Editorial Review Board of the Academy of Strategic and Organizational Leadership Journal
Reviewer for the Journal of Communal Studies
Reviewer for Politics and Policy
Reviewer for the International Journal of Political Science (IJPS)
Reviewer for Lexington Books, a division of Rowman & Littlefield Publishers, Inc.