

**Paul L. Gaston**  
**Trustees Professor, Kent State University**  
**P.O. Box 5190, Kent, Ohio 44242-0001**  
**Phone 330.672.2220**  
**pgaston@kent.edu**

### **Education**

1994	Institute for Educational Management, Harvard University
1970	Ph.D., University of Virginia (English)
1966	M.A., University of Virginia (English)
1965	B.A., Southeastern Louisiana University (English)

### **Positions**

2007-	<b>Trustees Professor</b> <b>Kent State University</b>
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**Description:** As the university's sole Trustees Professor, I teach and pursue scholarship in several disciplines and colleges. While I consider the Department of English my principal academic home, I teach regularly in the graduate program in the College of Education, Health, and Human Services and occasionally in the College of Communications and Information.

1999-2007	<b>Provost and Professor of English</b> <b>Kent State University</b>
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**Description:** As the chief academic officer for a 36,000 student, eight-campus Carnegie Doctoral/ Research-Extensive University, Ohio's second largest, the provost leads Academic Affairs while promoting the coordination of all functional areas. In addition, the Provost

- ◆ Serves as Acting President in the absence of the President.
- ◆ Chairs or presides over the Deans Council, the Chairs and Directors Council, the University Planning and Budget Advisory Committee, the Academic Administrative Council, and the Steering Committee for University Outreach.
- ◆ Provides oversight for faculty recruitment and appointment.
- ◆ Represents the university in national and international forums.
- ◆ Is responsible for the academic budget.
- ◆ Supervises the reappointment/ promotion/tenure process.
- ◆ Engages in fund raising and other university relations and development activities.
- ◆ Maintains administrative oversight for all colleges, the library and media services, academic advising, international studies, and many centers, institutes and other units.

**Examples of Accomplishments:**

- *Implemented "Hiring and Retaining for Diversity," a comprehensive approach to faculty enrichment and development that has produced substantive gains in minority hiring.*

- *Created a formal multi-disciplinary alliance between Kent State and Central State University, Ohio's state HBCU.*
- *Implemented a new academic structure, including an innovative college, Communication & Information, combining Library and Information Science, Communication, Journalism/Mass Communication, and Visual Communication and Design.*
- *Developed an approach to strategic plan implementation that produced an accomplishments rate of 90%+ while providing for monthly tracking of objectives on the web.*
- *Initiated, reaffirmed, or expanded relationships with universities internationally.*
- *Created an open, consultative approach to academic affairs budget development, consideration, and review.*
- *Exercised an active role in defining and pursuing initiatives for private funding.*
- *Promoted faculty pride through events honoring the newly tenured and the newly promoted, through creation of a monthly "Faculty Club," and through a commencement tribute.*
- *Delivered presentations and published on issues such as academic affairs fund-raising, reauthorization of the Higher Education Act, assessment, and general education.*

1993-1999

### **Provost and Executive Vice President and Professor of English Northern Kentucky University**

**Description:** The Provost and Executive Vice President, chief academic officer for a Carnegie Comprehensive II University, is charged to promote the coordination of all functional areas. In addition, the Provost

- ◆ Serves as Acting President in the absence of the CEO.
- ◆ Chairs the Steering Committee for broad institutional reform.
- ◆ Is responsible for faculty recruitment and appointment.
- ◆ Is responsible for the academic budget.
- ◆ Holds final decision-making responsibility (prior to board action) in reappointment/promotion/tenure.
- ◆ Chairs the Deans Council and provides administrative oversight for all colleges: Arts and Sciences, Business, Professional Studies, and Law.
- ◆ Maintains administrative oversight of the library, academic computing, media services, academic advising, institutional research, international studies and other units supervised directly by the Associate Provost.

#### **Examples of Accomplishments:**

- *Initiated the Council of Partners in Education, a coalition of public, parochial, private college, and public university leaders dedicated to the educational continuum and to improvements in the high school to college transition.*
- *Was instrumental as a member of its Academic Council to the planning for and implementation of the Commonwealth Virtual University, an innovative structure for high quality distributed education.*
- *Accepted a leadership role in planning and facilitating the first two annual conferences on the usefulness of accreditation sponsored by the Council on Higher Education Accreditation.*
- *Completed a reorganization of Academic Affairs leading to a clearer demarcation of responsibilities, improved coordination of services to students, and an expansion of oversight.*
- *Initiated a successful campaign to secure \$38 million in state funding for a natural science center by leading the university's presentation to the state's Capital Planning and Advisory board.*

- *Stimulated the reform of general education by initiating a team application to the Asheville Institute on General Education, by leading the faculty team to the Institute, and by participating in continuing follow-up activity.*
- *Supported and facilitated the initial accreditation of the College of Business (AACSB) and the Department of Technology (ABET) and supervised the university's first regional reaccreditation under the alternate self-study process.*
- *Developed a wide range of relationships with the business and professional community of Northern Kentucky and Greater Cincinnati.*

1988-93

**Dean of the College of Arts & Sciences and Professor of English  
The University of Tennessee at Chattanooga**

**Description:** The dean serves as chief academic officer for a college of 16 academic departments representing the liberal arts, the sciences, the social sciences, and the fine arts. In addition, the dean

- ◆ Holds responsibility for all budgets within the college.
- ◆ Maintains and monitors the university's only college-based long-term plan.
- ◆ Coordinates the university's general education program.
- ◆ Appoints holders of four endowed Chairs of Excellence (mathematics, Judaic studies, humanities, communications) and evaluates their performance.
- ◆ Administers the Wheeler Odor Research Center endowment and convenes board meetings.
- ◆ Takes an active role in fund-raising.

**Examples of Accomplishments:**

- *Significantly enhanced the diversity of the college by offering incentive hiring, by effective external recruitment according to a personally-designed "Hiring for Diversity" initiative, and by aggressively recruiting minorities as department chairs. During my tenure the College hired eight minority candidates in filling 23 full-time tenure-track positions (36%), and during the same period, the percentage of minority department heads rose from 0% to 14%.*
- *Enriched and empowered faculty governance through the creation of a College Council advisory to the dean on sabbatical leaves, promotion and tenure, and faculty awards.*
- *Stimulated the reform of general education by initiating a team application to the Asheville Institute on General Education, by leading the faculty team to the Institute, and by participating in the follow-up activity.*
- *Reestablished the university's charter membership in the Association of American Colleges (now the AAC&U).*
- *Built a strong relationship with the community by creating for the college a Community Advisory Board.*
- *Met the challenge of three years of state-mandated budget reduction through a broad consultative process*
- *Successfully sought funding for initiation of the Women's Studies program.*

1983-88

**Associate Vice President for Academic Programs and Professor of English  
Southern Illinois University at Edwardsville**

(Acting AVP for Academic Programs and Director of the Summer Session, 1983-84)

**Description:** During my tenure, the Associate Vice President held primary responsibility for curricular development, new program design and advocacy, program review, and institutional accreditation. In addition, the Associate Vice President

- ♦ Coordinated academic planning and budgeting through state Resource Allocation and Management Process
- ♦ Managed the summer session: budget, promotion, and evaluation
- ♦ Coordinated allocation of Summer Offering grants and Fourth Quarter Public Service grants
- ♦ Served as Acting Provost in the absence of the chief academic officer
- ♦ Provided primary liaison on academic matters with the SIU system office in Carbondale
- ♦ Served as Vice President and Provost in the absence of that individual

**Examples of Accomplishments:**

- *Planned and implemented summer session reforms (budgeting, scheduling, promotion) leading to significant enrollment increases.*
- *Designed and implemented month-long academic term for intensive study ("September Option") that enrolled more than 2000 students each term prior to calendar conversion.*
- *Initiated consideration of a Freshman Experience program, wrote the program proposal, assisted in implementation of the program, and coordinated the appointment of a program director.*
- *Initiated study that led eventually to the consolidation of four schools into the College of Arts and Sciences and established the university's affiliation with the Association of American Colleges (now the AAC&U).*

1981-88	Professor of English, Southern Illinois University at Edwardsville
1975-81	Associate Professor of English, Southern Illinois University at Edwardsville
1970-75	Assistant Professor of English, Southern Illinois University at Edwardsville
1969-70	Instructor in English, Southern Illinois University at Edwardsville
1965	News Editor, Hammond (La.) <i>Daily Star</i>
1963-64	Reporter, Photographer, Hammond (La.) <i>Daily Star</i>
1961-63	Legal Assistant, Passman & Jones (Dallas)
1961	Copy Writer, <i>Dallas Morning News</i>

**Current National and Regional Appointments**

- Faculty member, AAC&U Institute on General Education, 2000-
- Board of Directors, Association of Specialized and Professional Accreditors, 2002-
- Consultant-Evaluator, North Central Association, 1985-88, 2000-
- Chair, Board of Directors, Ohio Learning Network, 2003- (member 1999- )

**Grants, Fellowships, Scholarships, and Institutes**

1998	Indiana University Center on Philanthropy short course on fundraising within the nonprofit sector.
1993	Institute for Leadership Effectiveness in Higher Education (a one-week, intensive seminar in higher education leadership offered by the University of Tennessee system)

- 1990 Tennessee Executive Development Program (a four-week management seminar with an international student body offered by the Stokley Management Center, the University of Tennessee, Knoxville)
- 1986 Symposium on the Freshman Experience (five-day conference for directors, University of South Carolina and the University of Prince Edward Island, Charlottetown, PEI)
- 1982 Summer Research Award (one of six awards for 1982 by the Graduate School, Southern Illinois University at Edwardsville)
- 1979-80 Research Scholar Award (one of two annual academic year awards for 1979-80 by the Graduate School, Southern Illinois University at Edwardsville)
- 1979 National Endowment for the Humanities Summer Seminar, Yale University
- 1977-78 National Endowment for the Humanities Fellowship-in-Residence, Boston University
- 1975 National Endowment for the Humanities Summer Seminar, Princeton University
- 1973 National Endowment for the Humanities Summer Stipend (Oxford University)
- 1968-69 Woodrow Wilson Foundation Dissertation Fellowship (University of Virginia)
- 1968 English-Speaking Union Scholarship for Summer Study (Oxford University)
- 1967-68 DuPont Fellowship (University of Virginia)
- 1966-67 Woodrow Wilson/University of Virginia Fellowship
- 1965-66 Woodrow Wilson Fellowship (University of Virginia)

### Courses Taught

- Kent State University*: Introduction to Shakespeare (honors), Studies in Lyric Poetry (senior English seminar), The Great Books (liberal education requirement)
- Northern Kentucky University*: Experimental Novel, Studies in Lyric Poetry (undergraduate English)
- The University of Tennessee at Chattanooga*: Survey of English Literature: *Beowulf* to Dryden (undergraduate English), Studies in Lyric Poetry (graduate English)
- Southern Illinois University at Edwardsville*: Music and Poetry, Introduction to the Bible, Poetry and Prose of the 16th Century, Poetry of Spenser, Poetry and Prose of the 17th Century, Shakespeare, Creative Writing, Masterpieces of Ancient Literature, Southern Literature, 20th Century Continental Drama (undergraduate courses), Lyric Poetry, Spenser, the British Metaphysical Poets (graduate courses)

### Recent Publications

Gaston, Paul L. and Jerry G. Gaff, *Revising General Education*. Washington, D.C.: Association of American Colleges and Universities, 2009.

Gaston, Paul L., "Bologna: A Challenge for Liberal Education – and an Exceptional Opportunity," *Liberal Education*, Fall 2008, pp. 14-19.

\_\_\_\_\_, "A Fine Balance: Community Engagement and the Poise of a Metropolitan University," *Metropolitan Universities*, 19.1 (April 2008), 113-121.

\_\_\_\_\_, "Many Rooms, Many Views: Making Sense of Place," *Italy and the English Speaking World from Chaucer to Seamus Heaney*, ed. Giuseppe Galigani, Firenze: Mauro Pagliani Editore, 2008, pp. 219-230. [A study of *Il Gattopardo* by G. T. Lampedusa.]

\_\_\_\_\_, "The Two Cultures in the 21st Century," *The Review of Futures Markets*, 15.4 (2007), 5-18. [A study of computer-dominated trading in futures markets.]

\_\_\_\_\_, "George Herbert, the 'Hymn Menders,' and the Anglican Hymn Tradition," *John Donne Journal*, 25 (2006), 315-332.

\_\_\_\_\_, "Ten Lessons for Liberal Education," *Liberal Education*, 90.2 (Spring 2004), 54-59.

\_\_\_\_\_, "Reading Reauthorization: Lessons for Tomorrow in Yesterday's Debate [Concerning Reaffirmation of the Higher Education Act]," *Metropolitan Universities*, 15.4 (December 2004), 38-50.

\_\_\_\_\_, "Top Dogs: A Provost Offers Advice on Fund Raising," *Currents*, 29.8 (September 2003), 26-28.

In addition: book on W. D. Snodgrass; concordance of Conrad novel, *Arrow of Gold*; articles on Donne, Herbert, Higher Education Act reauthorization, academic fund raising, academic outcomes assessment, Spenser, summer session management, *The Egoist*, interart analogies, Conrad, the sense of place, Walker Percy; interviews with W. D. Snodgrass, Anthony Powell; reviews and review-essays on Marvell, Jonson, Walker Percy, and Biblical Studies. A detailed bibliography is provided in Appendix 1.

### Recent Presentations

Delivered presentation, "General Education Reinvention In—And For—Tough Times," at the Academic Network meeting of the Association of American Colleges and Universities, Baltimore, MD. , February 2009.

Delivered keynote presentation, "Ten Lessons Health Care Professionals Should *Not* Take Home from Las Vegas," at the annual meeting of the Accrediting Board for Health Education Schools, Las Vegas, NE, January 2009.

Delivered Sixth Annual George C. Simmons Collection Library Lecture, "The Book: It Will Not Only Survive, It Will Prevail," sponsored by the University of the Southern Caribbean, Port of Spain, Trinidad, October 2008.

Delivered presentation, "Informed and Effective General Education Transformation," at faculty assembly, University of Wisconsin-Eau Claire, October 2008.

Delivered presentation, "Lessons from Katrina," at annual meeting, Association of Specialized and Professional Accreditors," New Orleans, LA, September 2008.

Panelist, "Finding the Public Voice of Accreditation," at annual meeting of the Higher Learning Commission of the North Central Association, Chicago, IL, April 2008. [Panelists included Jan Friis, Vice President for Government Relations, Council for Higher Education

Accreditation; Steven Crow, President, The Higher Learning Commission; and Doug Lederman, Editor, *Inside Higher Ed.*]

Delivered presentation, "A Highly Charged Relationship: Recent Federal Legislation and Health Providers," to annual meeting of Health Providers Network, Baltimore, MD, March 2008.

Delivered presentation, "Achieving Excellence, Educating for Life: The 'U' in Curriculum," to spring faculty meeting, Hampton Univ., Hampton, VA, January 2008.

Delivered presentation, "Increasing the Candlepower of Hampton University's Curricular Lighthouse," to fall administrative conference, Hampton Univ., Hampton, VA, October 2007.

Delivered presentation, "General Education: Increasing the Candlepower of the Curricular Lighthouse," to fall faculty convocation, Bradley Univ., Peoria, IL, September 2007.

Delivered presentation, "Strengthening the General Education Curriculum at Eastern Washington University," to faculty conference, Eastern Washington Univ., Cheney, WA, May 2007.

Delivered presentation, "It Has to be You: Educating Liberally by Precept and Example," to faculty forum, Univ. of Nebraska at Kearney, Kearney, NE, March 2007.

Delivered presentation "The Two Cultures in the 21st Century: Observations from a Respectful Outsider" [concerning certain issues in financial engineering scholarship] at 17th Annual Asia-Pacific Futures Symposium, Shanghai, China, March 2007.

Delivered presentation, "Balance in the Faculty Role," to annual Master's Education Conference, American Association of Colleges of Nursing, Albuquerque, NM, January 2007.

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Delivered presentation: "Ten Opinionated, Highly Debatable Interim Propositions Arising from Consideration of Reauthorization of the Higher Education Act," at conference of Association of Specialized and Professional Accreditors, Portland, OR, September 2005.

Delivered presentation: "Many Rooms, Many Views: Making Sense of Place" [study of *Il Gattopardo*, by Lampedusa] at conference, "Italian Literature and England," sponsored by Villa le Balze (Georgetown University), Fiesole, Italy, May 2005.

In addition: presentations on Barbara Pym, Henry Vaughan, summer session management, W. D. Snodgrass, the "student-centered university," World War II poetry, institutional assessment planning, minor league baseball, management of the dean's office, Henry Adams and autobiography, George Herbert, John Donne, opera libretti, lyric poetry and autobiography, the "scholar-teacher-dean," Ben Jonson, Edmund Spenser, academic strategic planning, miniature painting, and Joseph Conrad; organized and chaired sessions on autobiography, the teaching of metaphysical poetry, the teaching of Spenser, the teaching of Milton. *A detailed listing is provided in Appendix 2.*

### Professional Societies and Appointments

- Association of American Colleges and Universities (AAC&U), 1983-
- National Association of State Universities and Land-Grant Colleges (NASULGC), 1998-2007
- American Association on Higher Education (AAHE), 1988-2005.
- Consultant/Evaluator, Southern Association of Colleges and Schools, 1995-99.
- Consultant/Evaluator, North Central Association, 1985-88, 2000-
- Consultant/Evaluator, Western Association of Schools and Colleges, 2007-
- Phi Beta Kappa, 1968-
- Modern Language Association of America, Life Member.



### Professional Service Activities (Selected)

#### Northeast Ohio / Cleveland (1999- )

- Board of Directors, Ohio Learning Network (1999-2007; chair 2003-05)
- Board of Directors, OhioLink (2000-2005)
- Leadership Cleveland (2000-01)
- Chair, United Way (for Kent State University), 2002

#### Kentucky / Northern Kentucky / Cincinnati, Ohio

- Chair, Academic Council, Greater Cincinnati Consortium of Colleges and Universities
- Leadership Cincinnati and Board of Directors, Leadership Cincinnati Alumni Council
- Board of Directors, Kentucky Science and Technology Council, Inc.
- Co-chair, Council of Partners in Education  
*Public and parochial school, college, and university faculty and administrators dedicated to the K-16 Continuum.*
- Co-chair, QUEST Community Partnership on Learning  
*Broad-based 25-year planning effort in Northern Kentucky*
- Board of Directors, Lower Price Hill School  
*An innovative inner-city school in Cincinnati*
- Board of Directors, Covington (KY) Business Council
- Covington (KY) Rotary Club

#### Chattanooga, Tennessee

- Board of Directors and Artistic Resources Committee, Chattanooga Symphony and Opera
- Allocations Committee, United Way
- Allocations Committee, Allied Arts
- Leadership Chattanooga

### APPENDIX I: Publications

Gaston, Paul L. and Jerry G. Gaff, *Revising General Education*. Washington, D.C.: Association of American Colleges and Universities, 2009.

Gaston, Paul L., "Bologna: A Challenge for Liberal Education – and an Exceptional Opportunity," *Liberal Education*, Fall 2008, pp. 14-19.

"A Fine Balance: Community Engagement and the Poise of a Metropolitan University," *Metropolitan Universities*, 19.1 (April 2008), 113-121.

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"The Two Cultures in the 21st Century," *The Review of Futures Markets*, 15.4 (2007), 5-18. [A study of computer-dominated trading in futures markets.]

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"Ten Lessons for Liberal Education," *Liberal Education*, 90.2 (Spring 2004), 54-59.

"Reading Reauthorization: Lessons for Tomorrow in Yesterday's Debate [Concerning Reaffirmation of the Higher Education Act]," *Metropolitan Universities*, 15.4 (December 2004), 38-50.

- "Top Dogs: A Provost Offers Advice on Fund Raising," *Currents*, 29.8 (September 2003), 26-28.
- "Higher Education: Changing Our Fictions," *Assessment and Accountability Forum*, 9.4 (Winter 1999), 14-15, 22. (I)
- "The Dean as Odysseus: Sailing the Academic Seas in an Age of Accountability." *Humanities in the South*, 78 (Summer 1994), 1-3.
- "Measuring the Marigolds': Literary Studies and the Opportunity of Outcomes Assessment." *The Journal of the Midwest Modern Language Association*, 24.2 (Fall 1991), 11-20.
- "Putting Yourself in Your Place, or, The Decline of Local Beers, Metropolitan Newspapers, and Passenger Trains, and the Resurgence of Minor League Baseball," in *Cooperstown 1989: A Symposium on Baseball and the American Culture*. Ed. Alvin Hall. Westport, CT: Meckler, 1991. Pp. 153-164.
- "Steps to the Temple': The Excluded Poems [of George Herbert]." In *Like Season'd Timber: New Essays on George Herbert*. Ed. Edmund Miller and Robert DiYanni. New York: Peter Lang Publishing, 1988.
- "Text and Textbook: *The Bible as Literature*." *Papers on Language and Literature*, 23.1 (Winter 1987), 104-111.
- "The Egoist." In *British Literary Magazines: The Modern Age*. Ed. Alvin Sullivan. New York: Greenwood Press, 1986. Pp. 143-146.
- "Britten's Donne and the Promise of Twentieth-Century Settings." In *The Eagle and the Dove: Reassessing John Donne*. Ed. Claude Summers and Ted-Larry Pebworth. Columbia: University of Missouri Press, 1986, pp. 201-213.
- "Spenser's Order, Spenser's Ireland: Competing Fantasies." In *Forms of the Fantastic*. Ed. Jan Hokenson and Howard Pearce. New York: Greenwood Press, 1986, pp. 121-127.
- "This Question of Discipline': An Interview with Anthony Powell." *The Virginia Quarterly Review*, 61.4 (Autumn 1985), 638-654.
- "The Heart of the Matter': Managerial Considerations in the Redefinition of a Summer Session." Proceedings [The Twenty-First Annual Conference of the North American Association of Summer Sessions], 21 (1985), 68-73.
- "Liquid Marble" [Ben Jonson's Poetry of Praise]. *Papers on Language and Literature*, 18.4 (Winter 1982), 454-458.
- A Concordance to The Arrow of Gold*, by Joseph Conrad. With Todd Bender. New York: Garland Publishing Co., 1981.
- "Marvell's Tercentenary." *Papers on Language and Literature*, 15.3 (Summer 1979), 333-335.
- W. D. Snodgrass. Boston: G. K. Hall, 1978.
- "W. D. Snodgrass and *The Führer Bunker*: An Interview." *Papers on Language and Literature*, 13.3, 4 (Summer, Fall 1977), 295-311, 401-412. [In two parts.]
- "Comparing Comparisons: An Approach to the Study of Interart Analogies." *Centerpoint*, (Fall 1976), pp. 33-38
- Review of *The Message in the Bottle*, by Walker Percy. *Journal of Modern Literature*, 5.4 (1977), 611-613.
- "The Gospel of Work According to Joseph Conrad." *The Polish Review*, 20.2-3 (1975), 203-210. Rpt. *Joseph Conrad: Commemorative Essays*, ed. Adam Gillon and Ludwig Krzyzanowski (New York: Astra Books, 1975), pp. 202-209.

Review of *The Sovereign Wayfarer: Walker Percy and the Malaise*, by Martin Luschei. *The Georgia Review*. 28.3 (Fall 1974), 540-543.

"Commendation and Approbation: A Review of Recent Ben Jonson Scholarship." *Papers on Language and Literature*, 9.4 (Fall 1973), 432-449.

"The Revelation of Walker Percy." *The Colorado Quarterly*, 20.4 (Spring 1972).

## APPENDIX 2: Presentations

Delivered Sixth Annual George C. Simmons Collection Library Lecture, "The Book: It Will Not Only Survive, It Will Prevail," sponsored by the University of the Southern Caribbean, Port of Spain, Trinidad, October 2008.

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Delivered presentation: "Many Rooms, Many Views: Making Sense of Place" [study of *Il Gattopardo*, by Lampedusa] at conference, "Italian Literature and England," sponsored by Villa le Balze (Georgetown University), Fiesole, Italy, May 2005.

Delivered presentation, "Reading Reauthorization: Lessons for Tomorrow in Yesterday's Debate," at biennial conference, Coalition of Urban and Metropolitan Universities, New York City, October 2004.

Delivered presentation, "Getting Into Practice: The Seven Deadly Sins," as opening lecture in Annual Lecture Series, Kent State Ashtabula Campus, September 2004.

Organized and led workshop, "Integrating Goals for General Education with the Work of Departments," at AAC&U Academic Assessment Conference, Long Beach, CA, March 2004.

Delivered presentation, "The Chief Academic Officer and University Advancement," at NASULGC Academic Council Summer Meeting, Whitefish, MT, July 2003.

Led workshop, "Gentle Hints, Firm Suggestions, Clear Expectations: A Strategy for Diversity," at Winter Seminar, ACE Fellows, San Diego, January 2003.

Delivered presentation, "Making Assessment Count," at American Association for Higher Education assessment conference, Sante Fe, NM, November 2002. Repeated Omaha, NE, June 2003.

Delivered presentation, "Productive Evaluation Using Administrative Portfolios," at NASULGC Academic Council Summer Meeting," Honolulu, HI, July 2002.

Delivered presentation, "Defining and Pursuing Institutional Mission," at IREX conference sponsored by the Carnegie Foundation, Moscow, Russia, April 2002.

Organized and led panel, "Accreditation: Present Policies and Promising Prospects," at annual meeting of the Association of American Colleges and Universities, San Francisco, January 1999.

Delivered presentation, "Brave New, Old World: Technology in the Classroom," at annual winter meeting of the Academic Affairs Resource Center of the American Association of State Colleges and Universities, Savannah, February 1997.

Organized and chaired session, "Institutional Integrity and the Integration of Secondary and Collegiate Curricula: How Far in a Good Cause?", at annual meeting of the Association of American Colleges and Universities, Atlanta, January 1997.

Delivered presentation, "The Council of Partners in Education," at annual meeting of the Southern Association of Colleges and Schools, Nashville, December 1996.

Delivered presentation, "The K-16 'Seamless Web': What Does It Mean for Universities?," at annual summer meeting of the Academic Affairs Resource Center of the American Association of State Colleges and Universities, Monterey, July 1996.

Delivered presentation, "Are Vice Presidents From Mars?," at annual meeting of the Council of Colleges of Arts and Sciences, Albuquerque, November 1995.

Delivered paper and moderated session, "The Student-Centered University: Jargon, Myth, or Emerging Reality?," at annual summer meeting of the Academic Affairs Resource Center of the American Association of State Colleges and Universities, Keystone, Colorado, July 1995.

Delivered paper, "Quality Planning for Strategic Management," at annual winter meeting of the Academic Affairs Resource Center of the American Association of State Colleges and Universities, Clearwater, Florida, January 1995.

Delivered paper, "New Criteria in Old Wineskins?: Performance-Based Institutional Assessment," at annual winter meeting of the Academic Affairs Resource Center of the American Association of State Colleges and Universities, Tucson, January 1994.

Delivered paper, "Tennessee Performance Funding and the Future of Assessment," at annual meeting of the National Conference of Academic Deans, Stillwater, Oklahoma, July 1993.

Delivered commencement address, "'Publick Happiness': The Legacy of State-Assisted Higher Education," at December 1992 exercises of the University of Tennessee at Chattanooga.

Delivered paper, "The Dean as Odysseus: Sailing the Academic Seas in an Age of Accountability," at annual meeting of the Council of Colleges of Arts and Sciences, Tampa, November 1992.

Delivered paper, "'Measuring the Marigolds': The Liberal Arts and the Opportunity of Outcomes Assessment," as principal address in the President's Forum at annual meeting of the Midwest Modern Language Association, Kansas City, November 1990.

Delivered paper, "'Tuned and Under Tension': The *Selected Poems* of W. D. Snodgrass," at annual meeting of the Modern Language Association, Washington, D.C., December 1989.

Delivered paper, "Deaning on the Margins: The Scholar-Teacher-Dean," at the annual meeting of the Council of Colleges of Arts and Sciences, Boston, November 1989.

Delivered paper "'Books Do Furnish a Novel': Barbara Pym and Other British Women Writers," at annual meeting of the Midwest Modern Language Association, Minneapolis, November 1989.

Delivered paper, "Local Beers, City Newspapers, Passenger Trains, and Minor League Baseball," at 50th Anniversary Conference, Baseball Hall of Fame and the State University of New York, Cooperstown, NY, June, 1989.

Delivered paper, "Investing in Innovation," at American Association of State Colleges and Universities National Conference, Kansas City, October, 1988.

Delivered paper, "Outcomes Assessment: Implications for Summer Session Management," at annual meeting of the North American Association of Summer Sessions, Toronto, October 1987.

Delivered paper, "Developing the Self-Study Plan in a Liberal Arts or Graduate Institution," at annual meeting of the North Central Association of Colleges and Schools, Chicago, April 1987.

Chaired session, "'Respect or Natural Love': Reception and Reputation of Joseph Conrad's Novels," at annual meeting of the Modern Language Association, New York, December 1986.

Delivered paper, "Strategic Planning in the University," at annual meeting of the North American Association of Summer Sessions, St. Louis, November 1986.

Delivered paper, "'Light and Love': Vaughan's Delicate Balance," at Central Renaissance Conference, Southern Illinois University at Carbondale, March 1985.

Delivered paper, "'The Heart of the Matter': Managerial Considerations in the Redefinition of a Summer Session," at annual meeting of the North American Association of Summer Sessions, San Diego, November 1984.

Delivered paper, "'Today's Poets, Yesterday's War': An Analysis of Three Contemporary World War II Poets," at annual meeting of the Northeast Modern Language Association, Philadelphia, March 1984.

Delivered paper, "Issues of Relativity: Autobiography and the Extended Fiction," at annual meeting of the Philological Association of the Pacific Coast, University of California at Santa Barbara, November 1983.

Delivered paper, "Poet's Progress: The Excluded Poems of George Herbert," at Central Renaissance Conference, Indiana University, Bloomington, Indiana, April 1983.

Chaired session, "Autobiography: 20th Century Visions and Revisions," at annual meeting of the Philological Association of the Pacific Coast, University of Oregon, Eugene, November 1982.

Delivered paper, "'Setting and Singing': Donne and His Composers," at Fifth Biennial Renaissance Conference, The University of Michigan-Dearborn, October 1982.

Delivered paper, "'True Delight' for Aristocrats: Jonson's *Bartholmew Fayre*," at Central Renaissance Conference, Wichita State University, Wichita, Kansas, March 1982.

Delivered paper, "Spenser's Order, Spenser's Ireland," at Third International Conference on the Fantastic, Florida Atlantic University, Boca Raton, March 1982.

Delivered paper, "Art of the Libretto," in Humanities Lecture Series, Southern Illinois University at Edwardsville, November 1981.

Delivered paper, "Personal, Confessional, Autobiographical: Lyric Poetry and Autobiography," at annual meeting of the Philological Association of the Pacific Coast, Stanford University, Palo Alto, California, November 1981.

Delivered paper, "Serving Two Masters: The Librettist's Art," at annual meeting of the Northeast Modern Language Association, Quebec City, Canada, April 1981.

Delivered paper, "Dramatic Mode, Lyric Lode: A Librettist Looks at Jonson," at Fourth Biennial Renaissance Conference, The University of Michigan-Dearborn, October 1980.

Delivered paper, "Herbert and the Eucharist: The Voyage through Poetry to Vision," at annual meeting of the Northeast Modern Language Association, Southeastern Massachusetts University, North Dartmouth, March 1980.

Chaired session, "Teaching the Metaphysical Poets to Undergraduates," at annual convention of the Modern Language Association, San Francisco, December 1979.

Delivered paper, "A Response to 'Patterns of Irony in Spenser's *Faerie Queene*,'" at annual meeting of the Midwest Modern Language Association, Indianapolis, Indiana, November 1979.

Delivered paper, "Ben Jonson's *Bartholmew Fayre*," at annual convention of the Modern Language Association, New York, December 1978.

Delivered paper, "Non-parochial Herbert: Experience and Expression in Poetry of the Eucharist," to National Endowment for the Humanities Seminar-in-Residence, Boston University, March 1978.

Chaired session, "Teaching Spenser to Undergraduates," at annual convention of the Modern Language Association, Chicago, December 1978.

Chaired session, "Teaching Milton to Undergraduates," at annual convention of the Modern Language Association, New York, December 1977.

Delivered paper, "Analogies Between Art Forms in the Sixteenth Century," at Central Renaissance Conference, University of Iowa, Iowa City, March 1976.

Delivered paper, "The Gospel of Work According to Joseph Conrad," at 50th Anniversary International Conference of Conrad Scholars, University of California at San Diego, La Jolla, August 1974.