Susan L. Elrod, Ph.D.

EDUCATION

1995	Ph.D., *Genetics*, University of California, Davis (Elizabeth O. Shuster, advisor) Dissertation: *Mutational Analysis of CDC36 in Saccharomyces cerevisiae*
1986	B.S., *Biological Sciences*; Minor, *Chemistry*, California State University, Chico Honors Research: *Ames Testing of Regional Farm Soils* President, Associated Students Inc. (1985-6) Board of Directors Member, Associated Students Inc. (1984-5)

FACULTY AND RESEARCH POSITIONS

Fall 2008 – Jan 2013	***Full Professor,*** Biological Sciences Dept, Cal Poly, San Luis Obispo
Fall 2003 – 2008	***Associate Professor,*** Biological Sciences Dept, Cal Poly, San Luis
Fall 1997 – 2003	***Assistant Professor***, Biological Sciences Dept, Cal Poly, San Luis Obispo
May 1995 – Aug 1997	***Postdoctoral Fellow,*** Novozymes, Inc., Davis, CA
Feb 1988 – Aug 1990	***Research Associate***, Hemotology & Oncology Lab, University of California, Davis Medical Center
May 1987 – Jan 1988	***Research Assistant***, Biogen IDEC, Inc., Mountain View, CA

NATIONAL HIGHER EDUCATION LEADERSHIP

Consultant and senior advisor on efforts to plan, implement, and evaluate institutional change projects aimed at improving student learning and success in STEM higher education. In addition to formal leadership role at AAC&U (see below). Recent projects include:

- Committee member, National Academies of Sciences, Engineering and Medicine *Developing Indicators for STEM Education* consensus study report.
- Steering committee member, *Accelerating Systemic Change Network (ASCN)*; Co-leader, *ASCN Summer Leadership Institutes for Scaling & Sustaining Institutional Change: Advancing Campus Projects in STEM Education*, funded by The Helmsley Trust; consultant to the City University of New York (CUNY) system on development of new STEM education initiative.
- Advisor, California State University (CSU) *STEM Collaboratives* project funded by The Helmsley Trust: Final Report available here.
- Founding member, *Coalition for Reform of Undergraduate STEM Education (CRUSE).*
- Consultant to the *Mathematical Association of America* (MAA) on new project to foster transformative innovation in mathematics departments.
- Advisory Board Member, *GATE Global Learning Institute* (GGLI) to sponsor research and exchanges between Chinese and US faculty and institutions.
- Co-principal investigator *Faculty Development Network in Undergraduate Biology Education (FDN-UBE),* funded by the National Science Foundation (NSF).

HIGHER EDUCATION LEADERSHIP POSITIONS

University of Wisconsin, Whitewater April 2016 – Present
Provost and Executive Vice Chancellor for Academic Affairs

Chief Academic Officer of UW-Whitewater, a public, regional, comprehensive university that serves 12,000 students and is one of 26 campuses of the University of Wisconsin system. UW-W has 590 faculty and instructional staff and offers 50 undergraduate majors and 15 graduate programs, including a Doctorate of Business Administration. Academic Affairs has a general fund budget of nearly $80 million and is comprised of the Colleges of Arts and Communication, Business and Economics, Education and Professional Studies, and Letters and Sciences; the School of Graduate Studies and Continuing Education; Enrollment and Retention; Instructional, Communication, and Information Technology; the Andersen Library; General Education; Office of Research and Sponsored Programs; Student Diversity, Engagement and Success; and international education programs.

- Led the completion of a new university strategic plan, vision and revised mission and values statements; leading implementation efforts; restructured Academic Affairs units in alignment with new strategic goals; contributed to conceptualization of new university branding materials.
- Led conceptualization of 150th anniversary celebration and comprehensive campaign.
- Implemented a strategic enrollment planning process.
- Executed short-term enrollment and retention practices based on data and new strategic goals, including innovations in mathematics courses.
- Developed a shared leadership framework for improving student success, including focus on "growth mindset," enhanced support for new technological applications (e.g., Cisco Spark, e-Portfolio, Involvio) and participation in national projects, such as Re-imagining the First Year (RFY) sponsored by American Association of State Colleges and Universities (AASCU) and work-based learning initiatives with the Quality Assurance (QA) Commons and the Lumina Foundation.
- Representative to UW system regarding integration of local two-year college as a branch campus of UW-Whitewater.
- Enhanced engagement of academic affairs leaders in fundraising efforts and sesquicentennial campaign planning and execution.
- Supported establishment of new Warhawk Emergency Fund and initiation of a new program for former Foster Youth.
- Implemented new academic quality reporting and accountability expectations in advance of HLC four-year review.
- Expanded efforts to increase diversity hiring in faculty, staff and administrative search processes.
- Provided oversight for planning and utilization of various campus and off-campus buildings, including a new Student Success Center.
- Improved support for research, scholarship and creative activity, including new faculty development programs, equipment purchases, and mini-grants.
- Broadened campus commitment to sustainability, including re-establishing the Campus Sustainability Council and Faculty Sustainability Fellowship; fostering continued engagement with campus climate leadership commitments including new focus on resilience from a student success perspective.

- Reinvigorated partnership with Wisconsin Campus Compact to develop a Civic Action Plan and community engagement strategies; developing campus-wide programs focused on civil discourse outcomes.
- Attend UW System Board of Regents meetings; meet monthly with UW system provosts and system staff regarding system-level priorities and initiatives.

California State University, Chico (Chico State) Oct 2014 – March 2016
Interim Provost and Vice President for Academic Affairs

Chief Academic Officer at Chico State, a public, residential, comprehensive university with 17,000 students, one of 23 campuses of the California State University system. The Division of Academic Affairs has 1000 faculty, over 300 staff, and a general fund budget of $114 million. Academic Affairs includes seven academic colleges, the Meriam Library, Faculty Affairs, Office of Research and Sponsored Programs, Information Resources, Institutional Research, International Education, Graduate Studies, Undergraduate Education and Regional and Continuing Education as well as oversight of the Research Foundation and the Institute for Sustainable Development.

- Conceived and implemented the largest campus-based faculty equity program in the California State University system ($1.4 million).
- Created a new process for budget planning to address deficit, build reserves, and engage stakeholders in a more transparent process.
- Expanded efforts to increase diversity hiring practices in faculty, staff and administrative search processes; increased diversity of senior management in Academic Affairs.
- Completed final plans for occupying new 90,000 square foot arts and humanities building with 100 faculty offices and new spaces for promoting active learning (opened Fall 2016).
- Fostered the use of new tools and processes to improve technology-enabled, data-driven decision-making in Academic Affairs and launched a new e-Portfolio initiative.
- Spearheaded planning for WSCUC (WASC Senior College and University Commission) reaffirmation of accreditation effort.
- Actively engaged with faculty and administrative leaders to develop and deploy campus climate surveys and create action plans based on results.
- Served as President of the Research Foundation, a separate non-profit auxiliary associated with the university that managed $50 million in external grants and contracts, philanthropic gifts, and community service organizations; oversight for management of university farm, field station and nature preserves.
- Co-chaired the Campus Sustainability Committee; supported continued efforts to be a national leader in the campus sustainability movement, including signing of Second Nature's new carbon neutrality and resilience commitment.

California State University, Fresno (Fresno State) Jan 2013 – Oct 2014
Dean, College of Science and Mathematics

Dean of the College at Fresno State, a public, metropolitan, comprehensive university with 22,000 students, one of the 23 campuses of the California State University system; responsible for leadership and management of 100 full-time faculty and 90 part-time faculty, 30 staff offering undergraduate and master's level programs to 3900 students in the areas of biology, chemistry, computer science, earth and environmental sciences, mathematics, physics, and psychology. Management of $11 million in state funds and additional foundation and grant funds.

- Led the College in collaborative visioning and strategic planning effort; strengthened the College's governance structure and policy infrastructure including formation of a new college advisory board.
- Forged new partnerships with local industry resulting in internships and certificate programs.
- Secured $1.5 M National Science Foundation grant for course reform and faculty development leading to improved student learning and success in STEM; led additional faculty teams to submit additional education-focused grants, including a partnership with AmeriCorps VISTA program.
- Improved levels of external grants and contract awards and created new programs for supporting faculty and student research from $1.5 M to $4.9 M.
- Created new Advising and Resource Center in a model partnership with Student Affairs to enhance advising and support services as well as opportunities for internships, service learning, and undergraduate research.
- Established new Behavioral Sciences Institute with expanded support for research, education and services for children and adults with Autism spectrum disorders.
- Contributed to final design plans for the Jordan Research Center, a novel interdisciplinary research building (groundbreaking in June 2014).
- Published groundbreaking, self-supported magazine entitled "*Elements*" with corporate and alumni sponsorships and 10,000 circulation; enhanced social media and web-based communication strategies.

Association of American Colleges & Universities (AAC&U) Jan 2010 - Sept 2012

Executive Director, Project Kaleidoscope (PKAL), Washington, DC *(continuing service as honorary Senior Fellow)*

Responsible for leadership and operations of national organization dedicated to advancing "what works" in undergraduate STEM (science, technology, engineering, and mathematics) higher education, including setting strategic goals, conceptualizing new initiatives, oversight of a portfolio of six national programs and projects, coordination with other AAC&U offices, and dissemination of program outcomes and trends in STEM higher education.

- Shaped new mission, vision and goals for PKAL; designed and executed a plan to transition PKAL from an independent national organization into full partnership with AAC&U.
- Sharpened AAC&U's focus on issues of STEM higher education in the strategic plan, national programs, publications and conferences.
- Conceived and launched three national initiatives with $1.5 million in funding from public agencies and private foundations on sustainability issues in the undergraduate curriculum, STEM transfer student success and institutional effectiveness; completed Keck/PKAL Facilitating Interdisciplinary Learning project funded by the W.M. Keck Foundation.
- Led PKAL's Summer Leadership Institute for early and mid-career STEM faculty; grew participation numbers; created a sustainable budget model; enhanced the curriculum and evaluation process.
- Fostered strategic alliances with other national organizations and scientific societies.

California Polytechnic State University, San Luis Obispo (Cal Poly)

Director, University Center for Excellence in Science and Mathematics Education (CESaME)
Aug 2007 – Dec 2009

University-level appointment responsible for interdisciplinary campus center focused on innovative program development for advancing PK-20 STEM (science, technology, engineering and mathematics) education.

- Established new campus center guided by a vision and strategic plan that was developed through collaboration of education, science and mathematics leaders.
- Obtained over $2 million in external funding for STEM education programs and managed relationships with funding foundations and corporate sponsors.
- Built statewide STAR – *STEM Teacher and Researcher* – summer research program for aspiring and early career science teachers on behalf of the California State University (CSU) system.
- Formed relationships with federal laboratories and funding partners in collaboration with Cal Poly President's Office to create a national STAR program expansion plan.
- Secured funding from the Bill and Melinda Gates Foundation and the Stephen Bechtel Fund for a multi-partner initiative to develop a STEM education network for the state of California (now known as the California STEM Learning Network); managed project operations and executed statewide PK-16 community focus groups.
- Developed community relationships for PK-16 STEM collaborations; participated on advisory councils.
- Served as Associate Dean, Strategic Initiatives from July 2009 – Dec 2009

American Council on Education (ACE) Fellow at Colorado College (on leave from Cal Poly)
Aug 2006 – May 2007

Participant in selective national higher education leadership development program; provided analysis of interdisciplinary programs and consultation on North Central Association of Schools and Colleges re-accreditation report, focusing on analysis of assessment and accountability measures.

Special Assistant to the Provost, California Polytechnic State University, San Luis Obispo
Jun 2005 – Jun 2006

Responsible for leading campus WASC Senior Colleges and Universities Commission (WSCUC) Reaccreditation Committee and developing university-wide student learning objectives and revised campus mission statement.

Associate Chair, Biological Sciences Department, California Polytechnic State University, San Luis Obispo
Fall 2003 – Spring 2005

Responsible for department scheduling, curriculum review and development, program review, and student advising, and special projects.

Assistant Director, Center for Teaching and Learning (CTL), Cal Poly, San Luis Obispo
Jan 2002 – Dec 2003

Responsible for coordinating faculty development workshop program, including new faculty orientation, Effective Teaching and Learning course and weekly workshops.

PUBLICATIONS

Higher Education Publications

Elrod, S.L. and A. Kezar (2017) *Increasing Student Success in STEM: Summary of a Guide to Systemic Institutional Change*. Change Magazine. **49**(4):26-34.

Elrod, S.L. (2016) *Translating Science Education Research into Practice: A New Imperative*. The American Biology Teacher. **78**(6): 443.

Elrod, S.L. and A. Kezar (2016) *Increasing Student Success in STEM: A Guide to Systemic Institutional Change*. Washington, DC: AAC&U. Available at: https://secure.aacu.org/store/detail.aspx?id=PKALSTSS

Elrod, S.L. and A. Kezar *Navigating Institutional Change for STEM Student Success*. Peer Review. Spring 2015. Available at: https://www.aacu.org/peerreview/2015/spring

Kezar, A., S. Gehrke and S.L. Elrod (2015) *Implicit Theories of Change as a Barrier to Change on College Campuses: An Examination of STEM Reform.* The Review of Higher Education. **38**(4): 479-506.

Elrod, S.L. and A. Kezar (2015) *Increasing Student Success in STEM: An Overview of a New Guide to Systemic Institutional Change.* In *Transforming STEM Education.* Linda Slakey and Gabriela Weaver, Eds. West Lafayette, IN: Purdue University Press. (invited book chapter)

Elrod, S.L. and A. Kezar (2014) *Developing Leadership in STEM Fields: The PKAL Summer Leadership Institute,* Journal of Leadership Studies **8**(1): 33-39; also served as guest editor with A. Kezar for this symposium issue on STEM Faculty Leadership Development Programs.

Elrod, S.L. (2014) *Quantitative Reasoning: The Next "Across the Curriculum" Movement*, Peer Review **16**(3); 4-8.

Elrod. S.L. and M.J.S. Roth (2012) *Leadership for Interdisciplinary Learning: A Practical Guide to Mobilizing, Implementing, and Sustaining Campus Efforts*. Washington, DC: Association of American Colleges and Universities.

Kezar, A. and S.L. Elrod (2012) *Facilitating Interdisciplinary Learning: Lessons from Project Kaleidoscope.* Change: The Magazine of Higher Education **44** (1): 16-25.

Elrod, S.L. (2011) *What Works in Facilitating Interdisciplinary Learning in Science and Mathematics*. Washington, DC: Association of American Colleges and Universities.

Elrod, S.L., D. Husic and J. Kinzie (2010) *Research and Discovery Across the Curriculum*, Peer Review **12** (2): 5-9.

Elrod, S.L. (2010) *Project Kaleidoscope 2.0: Leadership for Twenty-First-Century STEM Education*, Liberal Education **96** (4): 24-28.

Garvin-Doxas, K., M. Klymkowsky and S.L. Elrod (2007) *Building, Using and Maximizing the Impact of Concept Inventories in the Biological Sciences: Report on a National Science Foundation-sponsored Conference on the Construction of Concept Inventories in the Biological Sciences,* CBE-Life Science Education **6**: 277-282.

Elrod, S.L. and M.M. Somerville, (2007) *Literature-Based Scientific Learning: A Collaborative Model,* Journal of Academic Librarianship. **33**(6): 684-691.

Polacek, K.M., E. Ingram and S.L. Elrod (in preparation) *Genetics Misconceptions: Review and Implications for Undergraduate Learning.*

Textbooks and Test Banks

Elrod, S.L. and William Stansfield (2009) *Schaum's Outline of Theory and Problems of Genetics*. 5th edition. New York: McGraw-Hill.

Test Bank for Pierce's *Genetics: A Conceptual Approach* textbook (2005), New York, NY: W.H. Freeman Publishers.

Scientific Research Publications *(student co-authors are underlined)*

Lord, N., C. Kaplan, P. Shank, C. Kitts and S.L. Elrod. (2002) *Assessment of fungal diversity using terminal restriction fragment (TRF) analysis: Comparison of 18S and ITS ribosomal regions*. FEMS Microbiology Ecology **24**(3): 327-337

Elrod, S.L., A. Jones, R. Berka, J.R. Cherry. (2000) *Cloning of the Aspergillus oryzae hemA gene and its use as a selectable marker.* Current Genetics **38**: 291-8

Hatcher, S.L.S., R.L. Teplitz, S.L. Elrod. (1990) *Rapid Alkaline Transfer of Low Molecular Weight DNA From Nusieve Gtg Agarose Gels.* Biotechniques **9**(3):260-262

Scudder, S.A., S.L. Elrod, P.H. Gumerlock, E.S. Kawasaki. (1990) *Detection of the Multidrug Resistance (MDR) Gene Using the Polymerase Chain Reaction (PCR): Correlation with in vitro Drug-Testing.* Clinical Research. **38**(1): A133.

Patents

Elrod, S.L., *Polypeptides having Uroporphyrinogen Decarboxylase Activity and Nucleic Acids Encoding Same.* Novo Nordisk Biotech, Inc., assignee. U.S. Patent 6,200,795, March 13, 2001.

Elrod, S.L., J. Cherry and A. Jones. *A Method for Increasing Hemoprotein Production in Filamentous Fungi.* Novo Nordisk Biotech, Inc., assignee. U.S. Patents 6,261,827, August 8, 2000; 6,100,057, July 17, 2001.

Jensen, E. B., S.L. Elrod, J. Cherry. *Methods for Overproducing Polypeptides in Respiratory-Deficient Cells*. Novo Nordisk Biotech, Inc., assignee. U.S. Patent 5,891,669, April 6, 1999.

Elrod, S.L. and J. Cherry. *Aspergillus oryzae 5- Aminolevulinic Acid Synthases and Nucleic Acids Encoding Same*. Novo Nordisk Biotech, Inc., assignee. U.S. Patents 5,871,991, February 16, 1999; 5,958,747, September 29, 1999.

GRANTS AND CONTRACTS

(Over $8 million in total award amounts)

Science Education Grants and Contracts

With National Colleagues

Allen, D.E., A. Maskiewisc, K. Sirum, C. D'Avanzo, and S.L. Elrod (co-PI) (2014 – 2017) *RCN-UBE Faculty Development Network for Undergraduate Biology (FDN-UB)* grant (DBI #1346570)

At Fresno State

Elrod, S.L., U. Muller, L. Burger, D. Zhang, M. Golden (2014 – 2017) *WIDER: Faculty Learning for OutComes and Knowledge (FLOCK)* National Science Foundation (DUE #1347822)

Elrod, S.L. (continuing P.I.) *et al*. (2011 – 2014) *Developing Biomedical Research Infrastructure for California's Central Valley.* National Institutes of Health (NIH) Research Infrastructure in Minority Institutions (RIMI) 5P20MD002732-05 (revised).

At Project Kaleidoscope

Elrod, S.L. and A. Kezar (January 2012 - December 2014) *Now What? An Institutional STEM Effectiveness Framework for Bringing National Recommendations to Scale,* W.M. Keck Foundation

Elrod, S.L. (June 2011 - September 2012) *PKAL: Ramping Up for STEM Success*, Bill and Melinda Gates Foundation.

Elrod, S.L. (January 2010 - December 2013) *PKAL: Mobilizing Disciplinary Societies - Education for a Sustainability Future*, Department of Education - Fund for the Improvement of Postsecondary Education (FIPSE # P116B100142).

Elrod, S.L., and J.L. Narum (January 2008 - June 2012) *PKAL: Facilitating Interdisciplinary Learning*, W.M. Keck Foundation

Cunningham, B., J. Young, and S.L. Elrod (January 2008 - December 2011) *PKAL: STEM Leaders Developing Leaders*, National Science Foundation, #0734998.

At Cal Poly

Elrod, S.L. (September 2009 – December 2010) *A National Pilot for the STAR (Science Teacher and Researcher) Program*, National Science Foundation's Noyce Program, # 0952013

Elrod, S.L., S. Hackwood, A.P. Diaz, D. Howard-Greene, and S. Ogren (January – December 2009) *California STEM Innovation Network Planning Grant*, Bill and Melinda Gates Foundation and The Stephen Bechtel Fund

Elrod, S.L. (Mar 2009 – Mar 2010) *Science Teacher and Researcher (STAR) Program*, The Stephen Bechtel Fund

Elrod, S.L., and J. Bissell (February 2008 - February 2009) *Science Teacher and Researcher (STAR) Program*, Stephen Bechtel Fund and Fluor Corporation Foundation

Elrod, S.L. (January 2007 – December 2009) *Literature-Based Scientific Learning in Genetics*, National Science Foundation, # 0633351; *Conceptual Assessment in Biology Meeting II* Supplement

Scientific Research Grants and Contracts

Kitts, C., R. Cano, and S.L. Elrod (2001 - 2004) *Development of microbial tools for analysis of bioremediation at the Guadalupe Dunes,* UNOCAL Corp

Elrod, S.L. (2000 - 2002) *Analysis of Fungal Molecular Diversity during Phytoremediation in a Petroleum-Contaminated Dune System,* CSUPERB (California State University Programs for Education and Research in Biotechnology)

Elrod, S.L. (1997, 1998, 1999, & 2000) *Expression of bovine beta-casein in Aspergillus oryzae*. University Summer Services Grants and Faculty Development Grants (Cal Poly)

National Institutes of Health Molecular and Cellular Biology pre-doctoral training grant (1991 - 1992)

University of California, Davis Graduate Research Awards (1990 - 93)

SELECTED PROFESSIONAL ACTIVITIES

National Workshop/Institute Facilitation in Higher Education and Science Education

ASCN Summer Leadership Institutes for Scaling & Sustaining Institutional Change: Advancing Campus Projects in STEM Education, upcoming in August 2017 (institute co-leader, faculty and campus team mentor)

WSCUC (WASC Senior Colleges and Universities Commission) workshops on the Five Core Competencies May 2015, November 2015, April 2016 (lead mentor and facilitator for quantitative reasoning)

AAC&U Transforming STEM Education, November 2014, Transforming Undergraduate STEM Education: A Scientific Framework for Leading Strategic Reform (invited pre-conference workshop)

Keck/PKAL Project Meeting, April 2014 (meeting organizer and facilitator)

Research Corporation for Scientific Advancement Cottrell Scholars Workshop on Student

Success, January 2014

WSCUC (WASC Senior Colleges and Universities Commission) Retreat on Quantitative Reasoning and Assessment in the Major, October 2013 and October 2014 (lead mentor and retreat co-facilitator)

AAC&U Institute on Integrative Learning and the Departments; Shared Futures Institute; Institute on General Education and Assessment; Institute on Engaging Departments, 2010-2012 (institute faculty)

PKAL STEM Education Framework project meetings, 2011-2013 (project leader & meeting facilitator)

Ramping Up for STEM Success Action Labs, 2011-2012 (project leader & meeting facilitator)

PKAL Summer Leadership Institutes, 2010-2012 (Institute leader).

California State University Engaged Department Institute on Community-based Learning in STEM, 2011 (institute faculty)

PKAL Mobilizing Disciplinary Societies for Sustainability project meetings, 2011-2012 (project leader & meeting facilitator)

PKAL/AAC&U Engaged STEM Learning Conferences, 2011-2012 (meeting facilitator)

PKAL Facilitating Interdisciplinary Learning Roundtable on the Future of Interdisciplinary Learning, 2010 (project leader & meeting facilitator)

Higher Education Consulting (2010 - present)

CETYS University, Mexico - Quantitative Reasoning Outcomes Workshop (consultant)

City University of New York (CUNY) - CUNY system STEM initiative (consultant)

Golden Gate University - Development of Quantitative Reasoning Outcomes (consultant)

Miami Dade College - Development of Outcomes and Assessment for STEM programs and university learning outcomes (consultant)

Lafayette College, Economics Department – Development of Program Learning Outcomes and Assessment (consultant)

Howard Hughes Medical Institute - Collaborative Science Education Program, Undergraduate Programs (grant reviewer)

University of La Verne - Biology Department Strategic Planning (consultant)

University of Alabama, Birmingham - College of Science and Math Review (consultant)

Zayed University, Dubai, United Arab Emirates - Science Education Program (consultant)

Morehouse College - 21st Century Learners and Curriculum Design (seminar and workshop)

CSU, Long Beach - Engaged STEM Learning for the 21st Century (seminar and workshop)

The Ohio State University - Interdisciplinary Learning; Inquiry-based Laboratory Design (seminars)

Fashion Institute of Technology - The Science Behind the Design (seminar)

Lafayette College - Defining General Education Science Learning Outcomes (workshop)

Miami Dade College - Campus Priorities for STEM Education (seminar and workshop)

Mount Royal University - Undergraduate Research and High Impact Practices in STEM (seminar)

Recent Higher Education Conference Leadership, Presentations and Keynote Addresses

2017 Gordon Research Conference on Undergraduate Biology Education Research, Chair

AAC&U Annual Meeting, *We Are All Educators* (conference session with Beverly Kopper and Greg Cook); *Networking Change Agents and Researchers to Accelerate*

Systemic Change (conference session with Andrea Beach and Linda Slakey, American Association of Universities/AAC&U Senior Scholar

2016 AAC&U Transforming STEM Education Conference, *21st Century STEM Skills* (invited pre-conference workshop with Gordon Uno)

2015 Gordon Research Conference on Undergraduate Biology Education Research, Vice Chair

American Society for Engineering Education (ASEE) Conference Distinguished Lecturer (June 2015), *A Framework for Catalyzing Change in STEM Education*

AAC&U Annual Meeting, *The Equity Imperative: A Framework for Systemic Change in Undergraduate STEM Education* (conference session with Kat Weaver and Adrianna Kezar)

2014 AAC&U Annual Meeting, *Ensuring Quality in Undergraduate STEM Programs: New Frameworks for Transforming STEM Teaching and Learning* (conference session with Geoffrey Chase, Linda Slakey, Emily Miller and Adrianna Kezar)

AAC&U Transforming STEM Education Conference, *A Comprehensive Institutional Framework for Undergraduate STEM Education: Reports from a Keck/PKAL Project* (conference session with Adrianna Kezar, Kat Weaver and Marco Molinaro)

WSCUC Retreat on Quantitative Reasoning and Assessment in the Major, *Look it's math, it's statistics, it's history, it's psychology! It's Quantitative Reasoning!* (keynote address)

2013 AAC&U STEM Education Conference, *A Comprehensive Institutional Framework for Undergraduate STEM Education: Reports from a Keck/PKAL Project* (conference session with Stephen Schellenberg, Sue Lowery, Marco Molinaro)

WSCUC Retreat on Quantitative Reasoning and Assessment in the Major, *Look it's math, it's statistics, it's history, it's psychology! It's Quantitative Reasoning!* (keynote address)

Recent Advisory and Review Board Service

Numeracy Journal, Reviewer

Lawrence Hall of Science *Redesigning Lecture,* advisory board member

WSCUC (Western Association of Schools and Colleges), evaluation team member

Howard Hughes Medical Institute (HHMI) *NEXUS Project,* advisory board member

AAC&U Preparing Critical Faculty for the Future (PCFF) project (funded by the National Science Foundation HBCU-UP), advisory board member

California State University Programs for Education and Research in Biotechnology (CSUPERB), Faculty Consensus Group member

Professional Society Memberships

American Association for the Advancement of Science (AAAS), Section Q (Education)

SELECTED UNIVERSITY SERVICE AND GOVERNANCE EXPERIENCE

University of Wisconsin (UW) System

Member, UW System Restructuring Steering Committee	Fall 2017-present
Member, UW System Wisconsin LEAP State team member	Fall 2016

California State University (CSU) System

Advisor, CSU STEM Collaboratives project	2015-17
Representative, CSU Lower Division Transfer Pattern Meetings	Spring 2005
Co-organizer, CSU Biology Curriculum Initiative Workshop	Apr 2004

California State University, Fresno

Chair, Vice Provost Search Committee	Summer 2014
Member, President's Commission on the Future of Agriculture	Spring/Fall 2014
Member, DISCOVERe Tablet Initiative Steering Committee	Spring/Fall 2014
Member, Vice President for University Advancement Search Committee	Spring 2014
Member, President's Commission on Human Relations and Equity	2013 - 2014

Cal Poly, San Luis Obispo

Chair, Academic Senate Curriculum Committee	2004 – 2006
Chair, Status of Women Committee	2005 – 2006
Vice Chair, Academic Senate	2003 - 2004
Organizer, Biotech Industry Career Day	1999 – 2006

SELECTED HONORS AND AWARDS

Apple Polysher Teaching Award, Poly Reps, Cal Poly – San Luis Obispo	1998
National Woman's Political Caucus Outstanding Woman Student Leader, Chico, CA	1985, 1986
Honors Research Program, CSU Chico1984-85	
Omicron Theta Epsilon Biological Honor Society Scholarship, CSU Chico	1984