

## ***CLAUDIA A. PETRESCU, Ph.D.***

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### **Overview of Higher Education Positions Held**

Vice Provost for Graduate Education and Dean of the Graduate School, Kansas State University (KSU), 2021-present

Chief Strategy Officer, Oakland University (OU). 2019 – 2021

Dean, Graduate Education. Oakland University (OU). 2015 – 2019

Faculty Associate for Policy and Procedure. The Graduate School. Eastern Michigan University (EMU). 2014 – 2015

Assistant to the Dean of College of Arts and Sciences for Strategic Planning, Eastern Michigan University (EMU), 2009-2015

Program Director, National Leadership Alliance (NLA) EMU. 2004 – 2014

Department Head (interim). Department of Political Science. EMU. 2005 – 2007

### **Higher Education Leadership and Administrative Experience**

**Inaugural Vice Provost for Graduate Education and Dean of the Graduate School. Kansas State University, Jan. 2021 - present**

**Duties:** To provide strategic leadership and vision to advance graduate education in directions consistent with university goals and priorities and the evolving role of graduate education in the 21<sup>st</sup> century. To lead the growth, development, quality, and continuation of graduate programs and graduate education at K-State

Work areas and outcomes:

- *Culture change and change management*
  - Launched recruitment, retention initiatives and built campus partnerships that led to a stronger strategic positioning of the Graduate School in the fabric of the University
  - Developed and build a *data informed graduate education culture*. Created admission funnel dashboard and graduate student milestone (retention) dashboard to inform university, college and academic program levels decisions. This data informs changes to policies and practices and development of best practices.
  - Created the first at KSU Graduate School advisory Board that is a partner to the dean in thinking strategically, building the brand and reputation of graduate education
- *Enrollment management*
  - Developed and implemented a graduate enrollment management plan that builds on best practice in graduate and undergraduate enrollment management. It aligns centralized recruitment with academic units' recruitment efforts. The plan is to build on trends in higher education and job market data

- Developed a university level marketing campaign for graduate education in collaboration with Division of Communication and Marketing that aligns with marketing of undergraduate programs
- Designed and implemented data informed student retention initiatives using needs assessment analyses of graduate education students and stakeholders.
- In collaboration with the Office of International Programming I led an assessment of the university's capacity for international partnerships. The goals were to identify strategies for graduate and undergraduate recruitment and for faculty research partnerships. The data will inform the international partnerships strategic plan.
- Built up the recruitment of military and military connected students by doubling the program offerings at Fort Leavenworth, KS. Built partnerships with other military bases. Partnered with campus units to develop a centralized structure for supporting military and military connected students
- Worked with academic units to create partnerships (MOUs) with domestic and international universities. Signed 1+1 master's degree MOUs with Asian universities. Developed an MOU model for 4+1 programs
- Developed and implemented a *graduate student success model* based on Georgia State's undergraduate student success model. Strengthened the partnership with non-academic campus units that led to increased accessibility to support services to graduate students and to the development of tailored mental health services
- *Operational excellence:*
  - Developed and implemented a structure for reviewing and updating *policies and practices* based on benchmarking analysis and data. Updated several policies and processes that were hindering graduate student and graduate faculty success.
  - Streamlined the Graduate School's administrative services eliminating redundancies and reducing faculty's administrative work with students. Was the first adopter on campus of SoftDoc for all student forms.
  - Enhanced the Graduate School's support of academic units in updating and creating new graduate curriculum, and in ensuring a smooth approval process through the shared governance approval process.
  - Piloted a new graduate program review process that creates sustainability and growth plans for each academic program
  - Provided enhanced support to academic units to support the development and implementation of interdisciplinary programs, graduate certificates, accelerated bachelor-master programs, professional master's degrees, and microcredentials
- Strengthened the *shared governance process* by giving a stronger voice to the Graduate Council in decision making process in all areas of graduate education
- Developed and implemented a *fundraising plan* for Graduate School to address the needs of today's graduate student population. Doubled the number of donors. Launched the Parent Student fundraising initiative to support students who raise children.
- Strengthened the *partnership with and support of graduate faculty*. Increased communication, created faculty orientation, created a funded Graduate Faculty Mentor award. This led to over 50 percent increase in graduate students' participation in research presentations and very high attendance of monthly Know-How sessions.

- Designed and launched a campus wide *strategic planning process* to create a new strategic plan for the Graduate School that is aligned with the University’s plan and DEI&B strategic planning efforts

*Kansas State University (KSU) Institutional profile:* Established as the state's land-grant college in 1863, it is a public land-grant research university with its main campus in Manhattan, Kansas. The university is classified among "R1: Doctoral Universities – Very high research activity," with a student population of approximately 20,000 students, including over 4,100 graduate students.

### **Administrative Appointments at Oakland University, Michigan: 2015 – 2021**

*Oakland University (OU) Institutional profile:* Established in 1957 as one of the 15 public universities in Michigan, with a student population of nearly 19,300 (including 3,400 graduate students). OU offers 142 baccalaureate degree programs and 138 doctoral, master’s degree, and certificate programs. It is designated as a R2, doctoral research university with “high research activity.” Incoming freshman average GPA: 3.5. Incoming freshman average ACT score: 24.6

**Chief Strategy Officer, July 2019 – Jan. 2021:** Reporting directly to the President, I was working collaboratively with campus leaders from all divisions, and with the President, to lead and coordinate the implementation of the strategic plan and to develop processes and structures that support and strengthen collaboration among divisions through data driven decision making.

#### *Work areas and outcomes:*

- Developed university level key performance indicators and action plans to move the needle towards the implementation of the university’s strategic goals by working collaboratively with all vice-presidents and their divisions
- In the division of Academic Affairs, provided expert advice in areas of strategic enrollment management, student success (EAA advising), strategic planning
- Launched and led projects to support the advancement of women on campus
- Worked with the Diversity, Equity and Inclusion Council to implement the University’s diversity goals. Led in implementation of the advancement of women diversity goal
- Worked collaboratively with the Re-Imagining OU initiative of identifying strategic approaches and enhanced processes to position the University as a thriving higher education institution, while improving the efficiency and effectiveness of the University’s operations. Served as co-chair of the Path Forward committee
- Worked collaboratively towards developing a University sustainability plan. Served as co-chair of the Sustainability task force
- Served as co-Institutional Representative to the MI-ACE
- COVID 19 Pandemic crises planning work: Worked with campus leadership and the emergency operations center to develop processes to address the pandemic crisis, to develop the return to campus plans, to assess OU’s response to the pandemic and to update OU’s pandemic preparedness plan

**American Council of Education (ACE) fellow, May 2018 – June 2019 (on leave from OU)**

Host institution: Georgia State University (GSU), Atlanta, GA, ranked 2<sup>nd</sup> most innovative university in the nation and 2<sup>nd</sup> in the country for its commitment to undergraduate teaching (2019 Best Colleges edition of U.S. News & World Report).

Mentors: (Former) President Mark Becker and (Former) Provost Risa Palm.

*Fellowship experience:*

- Participated in Cabinet, Provost, Deans Council and vice-presidents' regular and decision-making meetings
- Shadowed President, Provost, Vice Presidents for Research, Student Success, Student Affairs, Fundraising, Budget & Finance, and deans
- Developed a strong knowledge of the University System of Georgia
- Assessed the University's strategic plan's implementation
- Participated in mid-level leadership training and development projects
- Engaged in practical dialogues about institutional change and innovation with university leaders from several diverse higher education institutions.

I strengthened my knowledge and experiences in areas instrumental to innovation and change:

- Student success – developed a very strong knowledge of the Georgia State University's and University Innovation Alliance's data driven student success model
- College to Career initiative: development of Career services
- Faculty affairs – revising Promoting and Tenure policies to support interdisciplinarity; and to increase faculty diversity
- Research – data driven strategies to advance research
- Budgeting and Financial Management
- Innovation and change management. Organization adaptation and transformation.
- Consolidations and merger of higher education institutions
- University system policy and procedures especially in areas of student success, curriculum (i.e. general education), faculty and student policies, centralized administrative processes

**Dean, Graduate Education/Graduate School. August 2015 – July 2019**

Provide academic leadership and vision to advance graduate education through the integrated process of strategic planning within Academic Affairs. In coordination with all academic units, develop and implement enrollment and retention strategies; lead academic program review and development; lead review and implementation of policies and procedures; nurture a culture of graduate education; engage in fundraising and development of alumni relations; develop services for 3,400 graduate students based on needs assessment. Manage a staff of 22 members and a budget of over \$2.5 million.

*Accomplishments:*

*Institutional Culture Change:* Transformed and improved the institutional image of the Graduate School by laying the foundation to become a proactive, student-centered, supportive unit to students and faculty:

- Developed a regular and structured communication mechanism with campus stakeholders.
- Provided transparency of graduate policies and practices which led to improvements in graduate admission and policy implementation processes.
- Advocated for, changed and enhanced the image of graduate education on campus by actions such as showcasing students and faculty, developing campus-wide collaborations, becoming involved in campus events and university level initiatives.

*Enrollment:* Developed a graduate strategic enrollment plan which decreased and then stopped the decline in graduate enrollment

- Created and implemented domestic and international recruitment strategies for both undergraduate and graduate students in collaboration with Undergraduate Enrollment.
- Developed new marketing strategies and annual marketing priorities using data analytics.
- Led an international recruitment trip to South Korea, Vietnam and Thailand (Summer 2017) that resulted in three signed MOUs (2 with Vietnamese and 1 with South Korean universities).
- Led the initiative to provide in-state tuition for all domestic graduate students.

*Reorganization:* *Reallocated duties, changed reporting lines, and annual goals* to enhance and prioritize student success and retention, student engagement, and student career development.

- Created a new recruitment unit.
- Worked with the Graduate Council and university stakeholders to identify and address graduate students' and faculty's needs.

*Policies and processes:*

- Evaluated graduate policies, redesigned processes and implemented new processes to increase efficiency and effectiveness, and to remove bottlenecks in areas such as graduate students hiring, admissions, graduate policy implementation.
- Led the transformation of paper-based processing into electronic processing.
- Worked with institutional stakeholders on implementing a new bill due policy.
- Worked with the Provost's office to develop a standardized MOU and agreement forms for international collaborations.

*Student success:* *Created new graduate student services and the basis for a student centered culture*

- Developed a customer service-based process that led to the reduction of student complaints by 90% and increased the speed of addressing complaints.
- Developed student graduation exit and needs assessment surveys. Used the results to create new services for graduate students to meet their needs such as PhD monthly mentoring sessions, social events for students, the Graduate Student Research

Conference, the 3MT research competition, and graduate students writing support services (in collaboration with the Writing Center).

- Reformed the university-level student research and grant support in collaboration with the Research Office to create dedicated graduate research support for grad students.

*Curriculum and university wide initiatives:*

- Collaborated with Professional and Continuing Education (PACE) to develop a strategy to develop non-credit professional trainings from graduate certificates.
- Developed a Community College to Graduate School pathway (2+2+1) in collaboration with the Registrar's Office (to be tested by the Psychology department).
- Worked with faculty from all schools/colleges to revise existing graduate programs and to create new ones based on job market needs. Led the governance process to revise over 20 master programs and graduate certificates, to create two new doctoral programs and to revise a third program.
- Worked with the School of Business to restructure post-graduate certificates to better address student needs and to increase enrollment.
- Developed a process for creating and implementing 4+1 accelerated master programs.
- Identified targeted programs and worked one-on-one with faculty to develop accelerated master programs.
- Worked on a 1+1 master program with an international partner.
- Led the reform of graduate program review: created and implemented a new graduate program review process focused on strategic planning.

*Diversity, Equity and Inclusion:*

- Developed a plan for a mentorship program for graduate faculty in collaboration with a faculty member and the Center for Teaching and Learning (CETL).
- Contributed to the launching of the inaugural OU Women's Leadership Institute Conference (2016) to support advancement of women on campus.
- Organized and led a Women's Mentoring brown bag circle for high-level female administrators.
- Shaped the development of the Diversity strategic goal for the university and its strategic plan as part of DE&I Steering Council and University Climate Survey committee.

*Philanthropy:* Established the foundation for philanthropy for the Graduate School

- Developed a Case for Graduate Education for the capital campaign (launched in 2018) based on graduate students' needs' assessment.
- Developed a fundraising process. Raised over \$500,000 (20% of GS campaign goal)
- Secured the allocation of a development officer to Graduate Education.
- Created the first ever Graduate Advisory Board and the first Homecoming event for graduate alumni.
- Served as member of the leadership team that launched OU's Women and Philanthropy initiative.

*International initiatives:*

- Intensified collaboration with academic units and international partners resulting in a significant increase in the number of MOUs and agreements signed with partners from China, India, Vietnam, South Korea, and Taiwan in areas of Engineering, Business, and Nursing.
- Developed a strong collaboration with faculty from the School of Education and Human Services to brainstorm and establish non-credit programs, such as the International Women's Table for Iraqi students, and for-credit international programs with China and Iraq.

**Administrative appointments at Eastern Michigan University (MI) 2004 – 2015**

*Eastern Michigan University (EMU) Institutional profile:* Founded in 1849, EMU is one of the 15 public institutions in Michigan, with a student population of nearly 20,000 (including 3,300 graduate students). EMU offers 200 undergraduate majors and over 150 doctoral, master's degree and certificate programs. Designated as a R2, doctoral research university with "high research activity."

**Faculty Associate for Policy and Procedure.** The Graduate School. March 2014 – August 2015. To review, update and implement policies and procedures; review and award scholarships; troubleshoot and enhance collaboration with academic units.

*Accomplishments:*

- Reviewed all graduate academic policies and developed a policy manual in collaboration with the Registrar's office. Streamlined implementation of policies. Designed an electronic process for processing student petitions.
- Designed and implemented a process to award scholarships (\$200,000/AY; with over 1600 applications for approximately 100 – 200 awards).
- Collaborated with academic units to award and to fund student travel grants.
- Addressed and solved challenging student situations by working collaboratively with graduate admissions, auditing offices, and academic departments.
- Addressed graduate employment issues by working with HR, Payroll, Financial Aid, and Student Business Services.

**Assistant to the Dean of College of Arts and Sciences for Strategic Planning, 2009 – 2015.**

To lead the strategic and annual planning processes for the largest College on campus (18 departments).

*Accomplishments:*

- Created a strategic planning committee and led the strategic planning process. Outcome: a five-year strategic plan.
- Developed annual implementation plans for the College and aligned the University's and College's strategic plans.
- Contributed to the development and management of administrative leadership retreats.

- Participated in the brainstorming and development of college-wide initiatives, such as a program review process based on HLC criteria, creation of an interdisciplinary program development infrastructure, enhancement of policies and practices that support student learning. Collaborated with the college leadership (dean, associate deans, and department heads) on these initiatives.

**Program Director, National Leadership Alliance (NLA, formerly American Humanics) Program, EMU, 2004 – 2014.** To lead, manage, and grow the program. Identify and create academic and non-academic interdisciplinary curriculum, develop relationships with the community.

*Program profile:* The NLA program at EMU is part of the national Nonprofit Leadership Alliance. The NLA prepares undergraduate and graduate students to be leaders in the nonprofit sector through completion of the Certified Nonprofit Professional (CNP) credential.

*Accomplishments:*

*Student success:*

- Created and implemented a recruitment plan. Outcome: increased enrollments from 3 to 83 students/year from all colleges, large majority of undergraduate students
- Created and institutionalized an annual student conference and student-centered events.
- Raised money to create and support the Student Funders Group (initiative through which students provide mini-grants to the community)
- Promoted and supported student community engagement initiatives that led to over 90% of the applicants from the university to receive the nationally competitive NLA's NextGen Leader award (\$4500/student).
- Developed and led the NLA Advisory Board composed of community leaders.
- Mentored and coached students.
- Supervised the mandatory NLA internship program for all students (300 hrs/student).
- Developed and implemented external mentorship programs for students
- Developed and implemented a strategic recruitment plan to increase the diversity of the NLA students and to attract students from all disciplines.

*Curriculum:*

- Created new academic non-credit programs such as The Nonprofit Leadership Excellence Training series (fully online).
- Used the NLA competencies to develop new credit-based curriculum (Graduate Certificate in Nonprofit Management, Nonprofit Administration minor, Public and Nonprofit Administration major).
- Served on the NLA Task Force on post-baccalaureate online certification for nonprofit professionals.

*Fundraising:* raised money creating two endowments (over \$50,000)

*Recognitions:* NLA's work contributed to EMU receiving:

- President's Higher Education Community Service Honor Roll (for several years)
- The Carnegie Engaged University designation (twice).

*Marketing:* created an internal and external marketing plan. Served on the National NLA Brand Roll-out Task Force

**Community engagement acknowledgement:**

Institutional Values Award for Community Service and Public Engagement, EMU, 2006

**Co-director,** Institute for the Study of Children, Families and Communities (ISCFC), 2011 (Jan – Aug). After the retirement of a long-term director, during these eight months of transition, I worked collaboratively with another co-director to establish a new direction for the Institute thorough analyses of opportunities and challenges for expanding applied research and by developing an efficient and effective organizational structure for ISCFC. After this period I stepped down to install a one director structure, as well as to pursue my other duties.

*Institutional Profile:* ISCFC is an applied research institute providing research and service resources for local and state-wide community development. In 2011 ISCFC was partnering with over 100 community organizations in SE Michigan and had a managing portfolio of over \$4.5 million in grant programs.

*Other accomplishments:*

- Created new partnerships with faculty and planted the seeds for new grant applications. Oversaw grants accounting.
- Supervised the Autism Collaborative Center (ACC). Served for three months as the ACC interim director. Worked with ACC faculty to create an interdisciplinary research and grant writing agenda.

**Interim Department Head,** Department of Political Science, College of Arts and Sciences, EMU, 2007 – 2009. To lead and manage a department of 30 people, including 18 full-time faculty.

*Accomplishments:*

*Management:*

- Allocated faculty teaching assignments.
- Made decisions regarding budget allocation.
- Represented department at recruitment fairs.
- Designed and created new marketing materials.
- Concurrently, I continued serving as the director of the American Humanics program (now NLA).

*Faculty:*

- Reviewed lecturers' and adjunct faculty evaluations.
- Recruited and hired adjunct faculty.
- Promotion and tenure reviews for faculty
- Supported the successful application of two faculty in receiving the highest university awards in teaching and community service.

### *Curriculum:*

- Worked with faculty to develop strategies to address the loss of a core feeder course due to changes in the general education curriculum.
- Promoted the expansion of online teaching.
- Worked with department committees on policies, new curriculum, and curriculum modification initiatives for undergraduate and graduate programs.
- Worked collaboratively with other CAS departments to coordinate curriculum offerings and to explore development of new curriculum.

### *Student success*

- Advocated for and received additional funding to support participation in national competitions for the Mock Trial and Model UN student groups.
- Developed marketing materials and recruited students.
- Advised students and prepared plans of study.
- Worked collaboratively with the Honors College and with other departments to recruit students.

### *Fundraising:*

- Worked with the development office to connect with alumni and donors.
- Cultivated a donor who bequeathed \$1 million to EMU.

## **Academic Positions**

*Associate Professor (tenured)*, Department of Political Science, Kansas State University (KSU) – January 2021 - present

*Professor (tenured)*, Public Administration Program, Department of Political Science, OU 2015-2021

*Professor* (2012-2015, tenured), *Associate* (2007-2012, tenured), *Assistant Professor* (2002 – 2007, tenure-track), Public Administration Program, Department of Political Science, EMU

*Visiting Professor*, Babes-Bolyai University, Faculty of Public Administration, Cluj-Napoca, Romania, August 2014, May 2006

*Teaching Fellow, Adjunct Professor, Teaching Assistant*, University of Pittsburgh, Graduate School of Public and International Affairs (GSPIA), 1998 – 2001

## **Education**

*Ph.D.*, 2002. Graduate School of Public and International Affairs (GSPIA), University of Pittsburgh. Ph.D. Dissertation: Advocacy and Management in Human Service Nonprofit Organizations

*Master in Social and Public Policy*, 2000. Duquesne University, Pittsburgh, PA. Master thesis: How Foreign is Foreign Lobby? The case of the Japanese lobby in the United States

*Post-graduate studies in International Affairs.* 1995. National School of Public Administration and International Relations, Bucharest, Romania. Thesis: European Security – Myth or Reality?

*Master of Economics,* 1993. "Babes-Bolyai" University, Faculty of Economics, Cluj-Napoca, Romania. Master thesis: Social Protection in Great Britain (a BS and MEc combined program)

## **Faculty Experience: Teaching and Research**

### **Kansas State University:**

I'm supporting the Political Science department with:

- Recruitment: developing partnerships with military institutions, developing agreements
- Curriculum development and streamlining the public administration master program

I've been working with the nonprofit management certificate program coordinator in the Staley School of Leadership studies to design the certificate and to develop a recruitment plan.

**Oakland University:** I was a member of the public administration program in the Political Science Department. I worked with the public administration graduate coordinator to design a non-credit graduate certificate in nonprofit leadership and management.

### **Eastern Michigan University:**

**Graduate courses taught:** Policy Formulation and Bureaucracy, Organizational Theory, Leadership and Nonprofit Management, Public Administration

**Undergraduate courses taught:** Leadership and Nonprofit Management, Public Administration, Organizational Theory, American Government, Internship

**Courses developed** (undergraduate and graduate): Leadership and Nonprofit Management, Historical Development of Nonprofit Organizations, Nonprofit Board Development, Fundraising.

**Curriculum Development:** Led the creation of the Minor in Nonprofit Management, the Nonprofit Management concentration in the Master of Public Administration program and the creation of the graduate certificate in Nonprofit Management

### **Working with Students:**

- Chaired or served on over 15 MPA students' capstone committees
- Advised all MPA students in the nonprofit management concentration (undergraduate and graduate)

### **Teaching Acknowledgements:**

Outstanding Faculty in Supplemental Instruction Award, 2004

Nominated for the Ronald W. Collins Teaching Award, EMU

**Research Areas: capacity building in nonprofit organizations, social entrepreneurship, adaptability in nonprofit organizations, university – community partnerships**

## Other Management, Research and Teaching Experiences

### **Consultant. Buchanan Ingersoll, PC. 2002**

Project: A Survey of Community Services and Capacity Among Allegheny County Religious Congregations and Faith-Based Organizations, research funded by the Copeland Fund.

**Teaching Fellow.** University of Pittsburgh, GSPIA, Sept.-Dec. 2001: Taught students how to use SPSS and Excel in performing statistical analyses and data interpretation.

**Researcher.** School of Social Work, University of Pittsburgh. 2000 – 2001

Projects worked on: Hope VI Project, Urban League organization-wide evaluation system, CYF Intake Department evaluation. Performed SPSS data entry, data cleaning, data collection.

**Interdisciplinary fellow in policy and evaluation,** University of Pittsburgh, Sept. 1999 – July 2001)

Evaluation Project. Department of Human Services, Allegheny County, PA (Sept. 2000 – July 2001)

Principal investigator. Identified changes that took place in a program run by the Allegheny County. Performed an evaluation feasibility study. Proposed a course of action. Developed an evaluation plan. Collaborated with County officials.

Policy and Evaluation Project. Office of Child Development (Sept. 1999 – Sept. 2000)

As a team member I participated in identifying objectives for, strengths and weaknesses of social programs. Contributed to the development of an evaluation design. Conceptualized and created the instruments for quantitative analysis of data collected through surveys.

Performed statistical data analysis. Developed forms and instruments for data collection.

**Teaching Assistant,** GSPIA, Sept. 1998 – April 1999 (graduate courses)

Prepared teaching materials and exams; taught seminars; advised students on research projects; graded exams.

**Adjunct Professor,** University of Pittsburgh, GSPIA, Sept. – Dec. 1998

Independently prepared and taught a Public Policy Analysis undergraduate course for a class of 22 students. Assisted students in determining research projects and directed their research.

**Policy Center Lab Manager, Duquesne University,** Nov. 1996 – July 1997

Supervised and coordinated computer lab activities. Diagnosing and troubleshooting computer problems. Provided technical assistance.

**Local Government Academy Intern,** Borough of Wilkinsburg, PA, Summer 1997

Designed, planned, prepared and developed a community educational program. Coordinated the program implementation with the school district and school.

**Teaching Assistant,** Duquesne University, March – August 1996

Prepared and taught seminars for two sociology undergraduate classes. Helped students prepare for exams. Graded exams.

**Long Distance Education Course/Project Manager,** Center for Open Education and Civil Society, Bucharest, Romania (franchise of Open University, UK), January 1995 – August 1996

Supervised the delivery of a marketing course. Promoted, managed and developed a network of 20 – 25 tutors. Directed, coordinated and supervised the activities of 20 – 25 tutors.

Assisted the general manager in formulating strategies to improve organizational performance. Proposed innovative ideas for business expansion. Proposed new marketing strategies.

**Management Expert**, The Romanian Institute of Management, Bucharest, Romania,  
Nov. 1993 – March 1995.

Participated in the research and design of educational programs in strategic planning and management for public and private sectors. Received UNDP fellowship to attend the National Institute of Rural Development, Hyderabad, India (Summer 1994).

### **Fellowships/Professional Development**

**Higher Learning Commission. Peer reviewer** 2017- present

**Academic Leadership Development Program** (for department chairs). GSU. 2018 – 2019

**Executive Leadership Academy for Women** (for female staff). GSU. 2018 – 2019

**Writing Across the Curriculum Summer Institute** for enhancing general curriculum. EMU.  
2012 – 2013

**Community Building Fellowship.** Community Building Institute. EMU. 2004

**Academic Service Learning fellowship.** EMU. 2004

**American Humanics fellowship.** EMU. 2003

**New Faculty Fellow Award,** EMU. 2003

**Faculty Research Fellowship,** EMU. 2003

**Data Resources and Research Opportunities** in the Study of Philanthropy and the Nonprofit Sector. SSRC Conference. Washington D.C. 2001

**Nonprofit Organizations as Advocates - Seminar.** The Urban Institute, Washington D.C. 2001

**Interdisciplinary Fellowship Program in Policy and Evaluation,** University of Pittsburgh.  
2001

**UNDP Fellowship,** the Institute for Rural Development, Hyderabad, India. 1994

**Superior Diploma of Management,** Ecole Superior de Commerce du Marseilles, France and the Romanian Institute of Management, Bucharest, Romania. 1994

**TEMPUS Fellowship** (management, marketing), London School of Economics, UK. 1992

### **Experiences/Skills**

#### **Accreditation**

Peer Review Corps member. Higher Learning Commission. Reviewer for Standard and Open Pathways, Federal Compliance, and Substantive Change, 2017 – present

Carnegie Community Engagement Classification applications, Carnegie Foundation, 2015, 2010

Higher Learning Commission accreditation (AQIP) EMU (chair task force), 2012

Network of Schools of Public Policy, Affairs, and Administration (NASPAA) accreditation for Master in Public Administration program (EMU)

#### **Evaluation**

*Evaluator.* Red Cross of Southeastern Michigan Region. Community Foundation grant. 2014

*Evaluator,* Creative Scientific Inquiry Experience: Developing Integrated Science Curriculum (CSIE). EMU. National Science Foundation grant, 2008-2011

*Evaluator*, Building Communities, Building Lives Project grant, funded by the Michigan Department of Education. 2008-2009.

Department of Mathematics, Eastern Michigan University, 2003 – 2005

Project: Title IIA: Linking Teacher Knowledge with Student Learning: A Network of Partnerships, research funded by Michigan Department of Education.

Project: Title IIA: Teachers Learning Together in Detroit: Using Lesson Study for the Retention of Urban Elementary Mathematics Teachers, research funded by Michigan Department of Education.

### **Strategic Planning:**

- Led numerous strategic planning processes at department, college and University level
- Worked with nonprofit organization on their strategic planning process, led strategic planning retreats
- Executive coaching of university and nonprofit leaders and managers

### **International**

In every administrative role I have had, I have been using my international background and experience to seek out and to build relationships with international partners. Examples:

- I work with faculty, campus offices, to build structures for developing international partnerships that lead to student exchange, joined academic programming and enhanced research collaborations
- I worked with international faculty to identify international partners to establish programmatic and research partnerships. For example, I planted the seeds for a very successful Women's Leadership development program for female Iraqi students (at OU). I regularly brainstorm with faculty to create new ways to expand the program internationally, and to connect it with the initiatives taking place in the community.
- Developed MOUs with Asian university and did recruitment trips to Southeast Asia
- I contributed to strengthening the relationship with the University of Applied Sciences in Kehl, Germany while at EMU (2004 – 2014). I organized visits for faculty and students, planned joint academic programming, and delivered presentations.
- I established and developed a research agenda with the nonprofit management faculty of the Faculty of Political, Administrative and Communication Sciences (FSPAC), Babes-Bolyai University in Cluj-Napoca, Romania. It led to several research projects and publications.
- I worked with FSPAC faculty on reviewing the nonprofit curriculum to align to the NASPAA standards. I taught the nonprofit leadership course both online and face-to-face.
- I have used my international background to improve the institutional services offered to international students and to mentor them.

Foreign Languages: Romanian, Hungarian

## Grant Funded Research/Projects

- Broadening Participation in STEM Graduate Degrees and the U.S. STEM Workforce.* (2024)  
Award made by Council of Graduate School from National Science Foundation (NSF grant #2336484) grant. \$45,000
- Half a Day in the Life of Another.* Mini-grant to support advancement of women at Oakland University (\$350). MI-ACE Women's Network
- How to Create a Comprehensive Interdisciplinary Internship Practice (CIIP) model* (2011–2012). Cohen grant. Nonprofit Leadership Alliance (\$2500). With Russ Olwell. Co-Principal Investigator
- Process Evaluation of the Jackson County Health Improvement Organization's Coordinating Council Allegiance Health* (W.A. Foote Memorial Hospital) (\$1000). 2011 – 2012. With David Clifford and Colleen Croxall
- Engaging Communities Through Student Led Philanthropy* (2011). Women in Philanthropy at EMU (\$5000). Principal Investigator
- Capacity Building of Nonprofit Organizations Serving Distressed Communities in Wayne and Eastern Washtenaw Counties* (2009 – 2011), funded by Strengthening Communities Fund, of the Office of Community Service, in the Administration of Children and Families, U.S. Department of Health and Human Services. In collaboration with Dr. David Clifford, Institute for the Study of Children and Families and Communities (\$1 million). Co-Principal Investigator
- Analysis of Programs' Overlap and Strategic Planning.* Detroit Area Agency on Aging (2008). In collaboration with Dr. David Clifford, Institute for the Study of Children and Families. (\$5,837). Co-Principal Investigator
- Executive Transition in Nonprofit Organizations.* (2007) Michigan Nonprofit Association (MNA). In collaboration with Dr. David Clifford, Institute for the Study of Children and Families (\$28,500). Co-Principal Investigator
- Accountability in Nonprofit Organizations* (2006 – 2007). Faculty Research Fellowship, EMU. (50% release time, two semesters, and \$4000). Principal Investigator
- Academic-Service Scholars* (2006 – 2008) Kellogg grant, Murray State University. In collaboration with Dr. Kathy Stacey, Academic Service Learning Program, EMU (\$3,000). Co-Principal Investigator
- Understanding the Value of the Undergraduate AH Programs* (2006 – 2007). Cohen grant – American Humanics. In collaboration with Baruch College and the University of San Diego (\$6,000). Co-Principal Investigator
- Risk management in nonprofit organizations* (2005 – 2006) Cohen grant - American Humanics. (\$2,500). Principal Investigator
- How do the Governance, Management and Organizational Practices of the Pittsburgh nonprofit organizations who are considered to be outstanding performers fare when compared with the Standards of Excellence?* (2004) Forbes Funds. In collaboration with Tongel Consulting of Pittsburgh, PA (\$25,000). Co-Principal Investigator
- Understanding Strategic Management in Nonprofit Organizations.* New Faculty Research Fellowship. EMU. 2004-2005 (\$4957). Principal Investigator

## Peer Reviewed Publications

Peer reviewed publications in Journal of Nonprofit Education and Leadership, International Journal of Voluntary and Nonprofit Organizations, International Leadership Journal, Nonprofit Management and Leadership, The Journal of Nonprofit Management, International Review of Administrative Sciences.

*A Content Analysis of the Journal of Nonprofit Education and Leadership: Results from Empirical and Theoretical Article Analysis.* Journal of Nonprofit Education and Leadership <https://doi.org/10.18666/JNEL-2022-11474>. With Carpenter, Taylor, Goodman, Fox

*Internal Functioning of Romanian Non-Profit Organizations – A New Governance Model and Its Effect on Services and Community Relations.* Transylvanian Review of Administrative Sciences, [S.l.], p. 72-84, June 2020. ISSN 1842-2845. Available at: <<https://rtsa.ro/tras/index.php/tras/article/view/629>>. With Marton Balogh, Natalia Balogh, Paula Beudean

*The Status of the Romanian Nonprofit Sector and Its Readiness for Social Entrepreneurship.* Transylvanian International Conference in Public Administration: Cluj-Napoca, Romania, 2-4 November 2017 / ed.: Cristina M. Hînțea, Bogdan A. Moldovan, Bianca V. Radu, Raluca M. Suci. - Cluj-Napoca : Accent, 2018, With Marton Balogh, Natalia Balogh, Paula Beudean

*Expectations versus Reality in a University-Community Partnership: A Case Study.* With Jeannette Kindred. VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations, Aug. 2014. DOI 10.1007/s11266-014-9471-0

*Can this Collaboration be saved?* Book chapter. With Jeannette Kindred. In Case Studies of Nonprofit Organizations and Volunteers. ISBN-10: 1433126893

*The Key Role of Department Chairs in Equity Efforts: Lessons from writing an Advance Catalyst grant proposal.* With Inger Bergom, Carol Haddad, Harriet Lindsay, Marianne Laporte, Russ Olwell. The Department Chair Journal. Fall 2014

*Are we better today than we were yesterday? Changes in leadership practices of nonprofit governing boards.* International Leadership Journal. 2013, 5(3), 72–88  
[http://www.tesc.edu/documents/ILJ\\_Fall\\_2013.pdf](http://www.tesc.edu/documents/ILJ_Fall_2013.pdf)

*The Keys to University –Community Engagement Sustainability.* With David Clifford. Nonprofit Management and Leadership. 2012. Vol 23 (1) 77:92

*Do They All Perform Alike? An Examination of Perceived Performance, Citizen Satisfaction and Trust with U.S. Federal Agencies.* With Forrest Morgeson. International Review of Administrative Sciences, 2011, Vol.77 (3) 77: 45. Translated in French and Chinese

*Preparation of New Executive Directors for the Job: Lessons for Potential Executive Directors and Their Organizations.* With David Clifford. The Journal of Nonprofit Management. 2010

*Organizational Characteristics of Successful Advocates.* The Michigan Academician. Spring 2007

*Views From the Outside: How the Nonprofit Community Characterizes High Performance Nonprofit Organizations.* 2006. With Tongel, M. Transylvanian Review of

- Administrative Sciences. Edited by the Public Administration Department, Faculty of Political, Administrative and Communication Sciences, No. 18E/2006
- Capacity building through Service Learning*. With Kapucu, Naim. Academic Exchange Quarterly, Spring 2006
- Government Funding and the Nonprofit Sector: Exploring A New Census Bureau Data Source - Federal Audit Clearinghouse*. With Jalandoni, N. and Green, G. Nonprofit Voluntary Sector Quarterly (NVSQ), March 2005, 34: 260-275.
- How do the Governance, Management and Organizational Practices of the Pittsburgh nonprofit organizations who are considered to be outstanding performers fare when compared with the Standards of Excellence?* Forbes Funds Reports. 2004
- Nonprofits and Federal Funding: An Analysis of the Money Trail in Addressing Public Need*. Book chapter in Proceedings of the International Research Symposium in Public Management VIII. The Office of the Prime Minister of Hungary. 2004
- The Development of Women in Rural India*. The Management Magazine. The Romanian Institute of Management, Bucharest, Romania. 1995
- Corruption in Russia (translation and adaptation)*. The Management Magazine. The Romanian Institute of Management, Bucharest, Romania. 1994

### **Peer Reviewed Presentations**

- OverARCHing Issues for Graduate Education in Dynamic Times*. Midwest Association of Graduate Schools. With Miller and Young, April 2024
- Maslow's needs hierarchy: a tool for designing a student-centered graduate education campus*. Midwest Association of Graduate Schools. With Miller, April 2022
- Content analysis of the Journal of Nonprofit Education and Leadership. Research Articles from the First 10 Years*. With Carpenter, Goodman, Fox, Taylor. Association for Research on Nonprofit Organizations and Voluntary Action. 2021
- JNEL Content Analysis*. With Dolch, Carpenter, Goodman, Mendel, Mirabella, Taylor. Nonprofit Academic Centers Council (NACC) Summer Research and Administration Summit. 2021.
- A Critical Examination of University -Community Engagement via Academic Service-Learning: Positives and Potential Pitfalls*. With Jeannette Kindred. Association for Research on Nonprofit Organizations and Voluntary Action. 2019.
- A Stimulating Graduate Program Review Process: Connecting Program Review to Strategic Planning*. Midwest Council of Graduate Schools conference. 2018
- Capacity Building: Importance and Long-Term Organizational Impact*. With Jenny Kindred. Association for Research on Nonprofit Organizations and Voluntary Action. 2017.
- A Governance Model in an Emerging Nonprofit Sector*. With Martin Balogh, Natalia Monica Balogh, Ph.D., Paula Beudean. Association for Research on Nonprofit Organizations and Voluntary Action. 2017.
- Becoming Business Like? The Impact of Organizational Changes*. With La Forice Nealy and Laura Pipis. Association for Research on Nonprofit Organizations and Voluntary Action. 2014. Denver, CO

- Gen Y and Philanthropy: skills development through a philanthropic project.* Association for Research on Nonprofit Organizations and Voluntary Action. 2014. Denver, CO
- Measures of organizational effectiveness in higher education institutions. With Peggy Liggitt.* Association for Research on Nonprofit Organizations and Voluntary Action. 2013. Hartford, CT
- Together or Separate? The Meaning and Impact of Restructuring on Nonprofit Operations.* With La Forice Nealy and Laura Pipis. Association for Research on Nonprofit Organizations and Voluntary Action. 2013. Hartford, CT
- The Usefulness of a Capacity Building Intervention.* With Jeannette Kindred, David Clifford, Peggy Wiencek, Association for Research on Nonprofit Organizations and Voluntary Action. 2012. Indianapolis, IN
- Expectations versus Realities in a University-Community Partnership: A Case Study.* With Jeannette Kindred. National Communication Association (NCA) 99th Annual Convention, November 21-24, 2013 in Washington DC
- Building Communication Capacity in Nonprofit Organizations.* With Jeannette Kindred, David Clifford, Peggy Wiencek, Association for Research on Nonprofit Organizations and Voluntary Action. 2011. Toronto, Canada
- Institutionalization and Sustainability of an Interdisciplinary Research Center at a Midsize University: Lessons and Challenges.* Benchmark 3.5, March 2011. San Diego. Presented with David Clifford
- Creative Scientific Inquiry Experience Program: A Model of Student Success and Retention.* Higher Learning Commission of the North Central Association. April 2011. Chicago With Nina Contis, Kathy Stacey and Anne Seaman
- Increasing Retention of Stem Students* Tenth International Research Conference on Service-Learning and Community Engagement. Indianapolis, IN. October 2010. With Nina Contis, Kathy Stacey and Anne Seaman.
- The Creative Scientific Inquiry Experience (CSIE) Program Makes a Difference at EMU.* The First Annual EMU Academic Student Success Summit. September 2010. With Nina Contis and Kathy Stacey
- Strengthening Communities: A Nonprofit Capacity Building Program for Small Nonprofit Organizations.* With David Clifford. Association for Research on Nonprofit Organizations and Voluntary Action. 2010. Arlington, VA
- Should They All Perform Alike? A Cross-Agency Examination of Determinants of Citizen Satisfaction, Trust and Confidence with U.S. Federal Agencies* Annual Meeting of the Midwest Political Science Association, Chicago 2010. With Morgeson, Forrest.
- Executive Transitions in the Nonprofit Sector: What Do We Need to Know.* Michigan Political Science Conference, October 15-16, 2009. With David Clifford.
- The Road to a Leadership Position in the Nonprofit Sector: Nonprofit Executive Transitions.* With David Clifford. Annual Meeting of the Midwest Political Science Association, Chicago 2009
- Budget Solvency and Nonprofit Organizations in Times of Crises: The Case of Michigan's Human Service Agencies,* With Jerry Zhao. Association for Public Policy and Management. November 2007. Washington, D.C.

- Nonprofit Executive Transition: Lessons Learned.* With David Clifford. Association for Research on Nonprofit Organizations and Voluntary Action, 2007. Atlanta, GA
- Community Foundations: What Does the Future Hold for Them?* With David Clifford. Association for Research on Nonprofit Organizations and Voluntary Action, 2006. Chicago, IL.
- Capacity Building of the NGO Sector in Palestine – Planning for A Partnership Approach.* With David Clifford. Association for Research on Nonprofit Organizations and Voluntary Action. 2006
- Disaster management: Network and collaboration among nonprofit organizations.* Association for Public Policy and Management 2006. Washington, D.C.
- Gender and State Courts: The More Things Change, the More They Stay the Same.* With Martin, E. and Sneed, B. Annual Meeting of the Midwest Political Science Association. 2006
- The move towards stricter accountability: the Washtenaw County nonprofit organizations and the Sarbanes Oxley Act.* Michigan Academy 2006
- Porter's generic strategies in social service nonprofit organizations.* Association for Research on Nonprofit Organizations and Voluntary Action, November 2005, Washington, D.C.
- Competition and Collaboration Strategies: United Ways and Community Foundations in a Period of Transition.* With David Clifford. Association for Research on Nonprofit Organizations and Voluntary Action, November 2005, Washington, D.C.
- Sarbanes-Oxley Act and Strategic management in nonprofit organizations.* Michigan Political Science conference, October 2005, Dearborn, MI
- Competition and Collaboration Strategies Between United Ways and Community Foundations.* With David Clifford. Michigan Letters Academy Conference, March 2005, Ypsilanti
- Human service nonprofit organizations and their involvement in state and local politics.* Michigan Letters Academy Conference, March 2005, Ypsilanti
- Community Building through Academic Service- Learning: the case of Eastern Michigan University and the University of Central Florida.* 2005 Teaching Public Administration Conference, February 2005, Fort Walton Beach, Florida
- The Governance, Management and Organizational Practices of the Pittsburgh nonprofit organizations.* Forbes Funds Conference and Workshop, October 2004, Pittsburgh, PA
- Government Funding and the Nonprofit Sector: Changes in the Level of Federal Government Grants During 2001-2000.* Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), November 2004. Los Angeles, CA
- Governance, management and organizational practices in best performing nonprofit organizations.* With Marsha Tongel. Association for Public Policy and Management (APPAM). October 2004, Atlanta, GA
- Nonprofits and Federal Funding: An Analysis of the Money Trail in Addressing Public Need.* International Research Symposium in Public Management VIII. Budapest University of Economic Sciences and Public Administration, March 21– April 2, 2004, Budapest, Hungary
- Government Funding and the Nonprofit Sector: Exploring A New Census Bureau Data Source - Federal Audit Clearinghouse.* In collaboration with Green, G., Jalandoni, N. Association

- for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), November 2003, Denver, Colorado
- Social Service Providers: Advocating at State and Local Levels.* Midwest Political Science Association (MPSA). April 2003, Chicago
- Competitive Management in Advocating Human Service Nonprofit Organizations.* The American Society for Public Administration (ASPA). March 15-18, 2003, Washington, D.C.
- Advocacy and Competitive Management in Human Service Nonprofit Organizations.* Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference. November 2002, Quebec, Canada
- Effective Advocacy and Management: A Study of Human Service Nonprofit Organizations Identified as Effective Participants in State and Local Policymaking.* Nonprofit Organizational Effectiveness and Performance: Challenges and Advances in Theory and Practice Conference, April 2002, Kansas City, Missouri.
- Effective Advocacy: Nonprofit Organizations in State and Local Policymaking.* The Sixth International Research Symposium in Public Management (IRSPM6), University of Edinburgh, April 2002
- Strategic management in effectively advocating human service nonprofit organizations.* 2001 Association for Public Policy and Management (APPAM). 2001, Washington, D.C.
- Effective Advocacy: Factors Affecting the Influence of Nonprofit Organizations in State and Local Policymaking.* ARNOVA's 30<sup>th</sup> Annual Conference, Miami, November 2001
- An Application of Chaos Theory to the Study of Japanese Lobby in the United States.* The Student International Studies Research Conference, Virginia Commonwealth University, April 1998, Richmond, Virginia

### **Professional Presentations (selected)**

- High impact organizational practices: the effect of having a data informed holistic graduate student success framework on graduate students.* With Miller. The Graduate Student Experience Conference, Gardner Institute. March 2024
- Fundraising for Graduate Education.* With Solomon and Siegal. Council of Graduate Schools (CGS) December 2023.
- Creating and Implementing Cultural and Managerial Changes in a Large College.* With Kate Mehuron. Michigan American Council on Education (ACE) Conference. June 2013
- Nonprofit Careers.* September 2012. The Michigan Capital Area of American Association for Public Administration
- The Nonprofit Board: The Essentials in a Nutshell.* June 2012. The Michigan Association for Adult and Continuing Education.
- Empowerment Through Strategic Planning.* Michigan American Council on Education (ACE) Conference. June 2013
- What Is the Relationship Between Capacity Building and Social Entrepreneurship in Nonprofits?* February 2012. The Center for Entrepreneurship, EMU
- How a Create Win-Win Collaborations: The Rules of Engagement.* 2011. The Association of Fundraising Professionals, Lansing Chapter

*Collaborations and Capacity Building: The Good and the Bad.* 2011. The Detroit Executive Services Corps

## **University Service**

### **Kansas State University**

- Strategic Enrollment Management Council
- President's Commission on Diversity, Equity and Belonging committee
- Diversity Point People – DPP Committee
- Committee for a Health Promoting University
- Board member, McNair program
- Deans' Promotion and Tenure committee
- Search committee for two deans' positions
- Data governance council

### **Oakland University**

#### *University level*

- University Senate, Senator
- University Senate Planning committee, member
- Senate Budget strategic planning committee, member
- Diversity, Equity, and Inclusion Council (develop DE&I strategies), member
- Co-Institutional representative to MI- ACE network
- Climate Survey Committee (launched the 2017 climate survey), member
- Community Engagement Steering Committee (preparing for the Carnegie Community Engagement designation application), member and chair of a sub-committee
- EAA Excellence in Academic Advising project. Steering committee member
- Search Committee for Associate Vice President for Research, chair, 2015-2016
- Strategic plan Goal 2: Research strategic planning committee, member
- Student success steering committee (assess existing and develop new strategies), member
- Women in Philanthropy committee (launched the Women in Philanthropy initiative), member
- Women Leadership Institute Advisory Board (launched the first Women Leadership conference, 2016), member

### **Eastern Michigan University**

#### *University level*

- Community Engagement Council member, 2008- 2015 (resulting in two successful applications for Carnegie Classification for Community Engagement)
- Faculty Senate Budget Committee member 2013-2015
- Strategic Enrollment Management Council, member, 2012
- Community Engagement (Category 9) AQIP re-accreditation, chair 2010-2012
- Autism Collaborative Center, Interim Executive Director, Winter 2011
- 1<sup>st</sup> Year Student Experience Evaluation Committee (2009-2010)

- Community Engagement Council, leadership team member – development of Carnegie Classification for Community Engagement application, 2014, 2008

#### *College of Arts and Sciences level*

- College Committee on Research & Sabbatical Leaves (CCRSL)
- College Advisory Council
- Grade Grievance Committee

#### *Department and program level*

- I served on almost all department committees
- In addition to building a brand-new nonprofit curriculum, I was deeply involved in the two NASPAA program accreditations for the Master in Public Administration (MPA) program. For the second NASPAA accreditation based on the new standards, I used student feedback, analysis of NASPAA guidelines, analysis of retention and graduation rates, to develop and promote new curricular ideas to increase graduate students' retention and graduation rates. My recommendation to transform the capstone project, the biggest hurdle towards graduation, into an applied consulting project for public/nonprofit organization was adopted after I left the department. It led to increased retention and graduation rates.
- Mentored junior faculty.
- Served on search committees for several new faculty as chair or committee member.
- Served on capstone committees as chair or member for over 15 students' capstones.

### **Service to the Profession**

- American Council of Education, Outreach and Engagement committee (member)
- Midwest Association of Graduate Schools. Budget Committee Chair, member (present)
- Council of Graduate Schools (CGS). Member of the Distinguished Master Dissertation Awards Committee (MAGS) (2016-2018)
- Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Distinguished thesis review committee
- American Society for Public Administration (ASPA)
- Brand Roll-Out task force, national Nonprofit Leadership Alliance (2010-2011)
- Competencies review task force, national Nonprofit Leadership Alliance (2010-2015)
- Reviewer for academic journals: Journal of Public Affairs Education (JPAE), International Review of Administrative Sciences, The Nonprofit Leadership Education (JNEL), Modern Management Science & Engineering
- Associate Editor, The Nonprofit Leadership Education (JNEL) (2016-present)
- Corporation for National and Community Service (CNCS) Peer Reviewer

### **Service to the Community**

- Command and General Staff College Foundation (CGSC), Fort Leavenworth, KS Board member, 2023-present
- Rotary Club, Manhattan, KS Member and Board member, 2021-present

- American Romanian Art Festival, grant writer, consultant, executive coach (2008-present)
- Community Dental School, Board member (2014-2016) and volunteer consultant (2016-present)
- American Society for Public Administrators (ASPA) Detroit chapter, Board member, 2011-2013
- Center for Occupation and Personalized Experience (COPE), Board member, 2010-2014
- Strategic planning consultant (pro-bono) 2002-present for nonprofit organizations such as: Rotary, Greater Manhattan Community Foundation, Ann Arbor Art Fair, Ann Arbor; The Center for Occupational & Personalized Education (COPE) Ypsilanti; The Michigan Association for Adult and Continuing Education (MAACE), Lansing; SOS Community Services, Ypsilanti; Belleville Arts Council, Belleville; Great Lakes Rabbit Sanctuary, Ypsilanti, Family Learning Institute, Ann Arbor; Ecology Center, Ann Arbor