

BARBARA B. DIXON

ACADEMIC APPOINTMENTS AND EXPERIENCE

July 2010-July 2011: Interim President, Lock Haven University of Pennsylvania:

comprehensive university with liberal arts foundation and special emphasis on professional programs in education, business and allied health; 90% Pennsylvania residents; Middle States accredited, specialized accreditations by CAATE, ABET, ARC-PA, NRPA, CSWE, NASSM, NCATE; Division II Athletics; strong union environment for all but management; 1 of 14 universities in the Pennsylvania State System of Higher Education; President reports to Chancellor and also works with local Council of Trustees.

Placed in position by the Registry of College and University President to provide transition while campus searches for a permanent president; charged to address warning from Middle States, complete the Strategic Plan, work with athletics to improve image and work toward Title IX compliance; streamline governance; continue fundraising work; new student housing project.

2009-July 2010, Senior Consultant, Myers McRae Executive Search Firm

Lead consultant for search for Hendrix College

2009-2010, Freelance Consulting

Central Michigan University: Proposal for Honors College

Florida Southern College: Evaluation of Department of Music including review of materials, budgets, policies, loads; a three-day site visit and follow-up written report

2008-2009 Consultant to the Board of Governors, Truman State University

2003-2008, President and Professor of Music, Truman State University: Missouri's public liberal arts and sciences university offering primarily undergraduate liberal arts majors with select professional and masters programs; 5820 students, 78% Missouri residents, highly selective academic profile – average 27ACT /1310/SAT, 50% students live on campus; NCA/HCL accredited, specialized accreditations by NASM, NCATE, AACSB, ACS, CAA, CAATE; Division II Athletics; non-union with exception of maintenance agreement to meet and consult; internal governance with Faculty Senate (26 membership); 1 of 13 state universities each with its own governing board appointed by the Governor, a Commissioner of Higher Ed reporting to the Coordinating Board appointed by the Governor; President reports to local Board and works closely with Commissioner.

Selected Accomplishments:

- Advancement: developed a plan to launch Truman's **Inaugural Comprehensive Fundraising** Campaign to raise 30 million dollars; included hiring a new VP for Advancement, changing Foundation Board membership to reflect new institutional priorities and expectations, expanding the advancement staff to reflect new expectations; campaign now in its last year and **on target**.

- Enrollment Management: **stabilized** a six-year decline in enrollment that reached a low point in 2003; included creating position of AVP for Enrollment Management; started first new **marketing** program in 15 years; changed **scholarship** renewal requirements to be easily understood while keeping academic standards high.
- Facilities Improvement: bonding for eight-year, 90 million dollar residence hall/student union **building project**; included one new hall, five renovated halls and renovated student union building; **transformation** of old city firehouse into a visitors' center and museum that will also house admissions; **renovation** of facilities for communication programs including all **student media facilities**; planning for major renovation and addition to building for health sciences/athletics; significant improvement in grounds through **change in management** approach.
- Academic Affairs: **reorganization** from a divisional structure of eight academic divisions led by division heads with no faculty leadership, to College of Arts and Sciences, School of Business, and School of Health Sciences and Education, each led by a Dean, and creation of academic departments lead by a **faculty chair**, a new position in Truman's academic organizational structure; adopted the **teacher-scholar model** for all faculty; development of criteria and standards for reappointment, tenure and promotion; established a system of **peer review** that brought faculty into recommendation process that previously included only division heads, VPAA and President; **reallocated** 1.2 million dollars to enhance faculty salaries.
- University-wide: successful 10-year **accreditation** by NCA/HLC; directed the development of a new **strategic plan** that lays out the actions needed to gain stature as one of the nation's premier public liberal arts colleges; created a **Staff Council**; **collaboration with community** leaders and A. T. Still University to convince new industry, to Kirksville. Institutional membership in Chamber of Commerce, Economic Development group.
- Board of Governors: at their specific request, developed a **succession plan for executive leadership**; plan for academic leadership accomplished with academic reorganization; in process for administration and finance, advancement and student affairs areas.

Leadership at State and National Level

- NCAA Division II President's Council; at-large representative, 2007-2008
- Executive Advisory Council of SunGard Higher Education; Western Region Representative, 2007-2008
- AASCU; Professional Development Committee 2004-2008; Nominating Committee 2005-2008; Nominating Committee Chair, 2008
- Mid-America Intercollegiate Athletic Association Conference; Secretary, 2006-2007; Vice President, 2007-2008
- Council On Public Higher Education—the organization made up of the CEOs of Missouri's 4-year public universities; President, 2005-2007
- Council Of Public Liberal Arts Colleges-the national consortium of public liberal arts colleges; President, 2005-2007
- NCA/HLC President Delegate for site visit to University of Minnesota Duluth, March 2008; President Delegate for site visit to Indiana University Kokomo, April 2009

1997-2003: Provost and Vice President for Academic Affairs, and Professor of Music State University of New York College at Geneseo: A public liberal arts college dedicated to the principles of undergraduate liberal arts education with select professional and master's programs; approximately 5300 students, 95% New York residents, highly selective academic profile average 28ACT/1320SAT, 60% of students live on campus; Middle States Accreditation with specialized accreditation by AACSB, CAA, NCATE; system-wide union for faculty and professional staff, civil service clerical/clerk; internal governance with College Senate (90+ membership); Division III athletics; 1 of 13 colleges in 64-campus system; President reports to system Chancellor who reports to System Board of Trustees appointed by Governor.

Responsible for all operations within the academic division including: 21 academic departments with 265 full-time and 90 part-time faculty, Access Opportunity Programs, Libraries, Computing and Information Technology, Institutional Research, Research and Sponsored Programs, Advising, Registrar, Campus Scheduling and Special Events, and Study Abroad.

Selected Accomplishments:

- Faculty Personnel Issues: comprehensive study of **faculty salary inequities** resulting in over two-thirds of the faculty receiving salary equity adjustments; clarified personnel processes for **reappointment, continuing appointment, and tenure**, including annual meetings for untenured faculty designed to make expectations clear and assist with portfolio development; refined the **recruitment and hiring process** to attract more women, minorities, and persons whose academic career aspirations matched the mission of the College, resulting in an 8 percent increase in women and a 5 percent increase minorities hired, and a reversal of the drain of faculty to research universities.
- Planning and Assessment: developed a new **strategic planning process** involving entire campus, resulting in a new strategic plan with clear priorities closely linked to the budgeting process; developed a campus-wide **assessment plan** that won praise from the Middle States visiting accreditation team; coordinated efforts leading to full **accreditation** from Middle States Regional Accreditation, and initial AACSB accreditation for the School Of Business.
- Curriculum and support: moved a four-year discussion of general education to a major change in the core courses; added a required freshman seminar in **critical reading and writing** and a graduation requirement in **quantitative reasoning**; changed ad hoc approach to summer school to planned program with predictability of courses focused on **student needs**; increased by over 100% the amount of sponsored research and grant money awarded over a two-year period, with most grants including **student research**; developed strategies to promote the use of **educational technology**, resulting in one-half of all teaching spaces becoming technology enhanced; created a system of distributed technology support staff for one-on-one faculty/staff assistance with hardware and software, a student to computer ratio of 6:1, a voluntary student laptop computer purchase program and consistent replacement cycle for all computers.
- Library: changed the Library from an out-of-date, uninviting environment **to a vibrant, hi-tech, learning environment** that fast became the center of campus activity; established a **Center of Excellence for Teaching and Learning** within the Library, including writing center, faculty development room, and ESL support center.

- Facilities and Technology: coordinated efforts among the science department chairs during the development of the program statement and **design of the new Integrated Science Building**; implemented online student course registration and faculty submission of grades; oversaw tremendous change and growth of technical infrastructure including **wireless networking**, high-speed networking, and Internet 2 connectivity, resulting in four consecutive appearances on Yahoo's Most Wired Colleges list.
- National Participation: Kellogg Foundation Grant for "Institutional Change and Transformation," 1997-1999; AAC&U Boundaries and Borderlands Project, 2000; AAC&U Campus Leadership for Sustainable Innovation Project, 2001.

Leadership at SUNY System Level

- Chair, SUNY Association of Chief Academic Officers, an association representing the academic interests of the 64 SUNY campuses, 2000-2002. Chair served as the primary communication link with the system Provost and was responsible for the semi-annual conferences for the association; member of Executive Board, 1998-2002.
- Co-chair, System Provost's Advisory Council of General Education, 1999-2002, a committee of 12 state-wide representatives including 4 provosts, 4 deans, and 4 faculty charged with implementation of Board of Trustees General Education Mandate, and for reviewing the programs of all campuses for compliance with the guidelines and learning outcomes.
- Member, General Education Task Force, 1998-99; a 15-member task force including 5 presidents, 5 provosts, and 5 faculty, charged with developing guidelines and implementation procedures for the Board of Trustees's system-wide mandate on General Education.

1995-1997, Interim Dean and Professor of Music, College of Arts and Sciences, Central Michigan University: In 1997, a public comprehensive university with a broad array of undergraduate programs, masters programs, and four doctoral programs; 17,000 students on Mt. Pleasant campus, 94% Michigan residents; average ACT of 21 for entering class; NCA/HCL accreditation with specialized accreditations by NASM, ACEJMC, AACSB, ACS, CAA, NCATE, APA; six unions with a particularly strong and mature faculty union; faculty governance with Academic Senate (66 membership); Division I athletics; 1 of 15 state universities all with constitutional autonomy; President reports to a Board of Trustees appointed by the Governor (no system or coordinating Board). Responsible for all operations of the college, which included 21 academic departments, 140 programs, 430 faculty, office staff of eight people, and an annual budget of approximately \$14 million.

Selected accomplishments

- Developed the plan for the **President's initiative to reorganize** the College of Arts and Sciences; plan was adopted by the Academic Senate, the President and approved by the Board of Trustees.
- Implemented the first round of **post-tenure review**, a provision of the 1993-96 union contract; took the lead in settling the first grievance which resulted in clearer procedures and expectations for both faculty and administration.

- Responsible for all **personnel recommendations** to provost regarding reappointment, tenure and promotion; use of temporary faculty; development of system of **merit raises** for temporary faculty, clerical, and professional staff.
- Increased the number of women and minorities hired in the College of Arts and Sciences.
- Significantly increased the **use of technology** in the College; developed a more **efficient approach** to the purchase of hardware and software increased **faculty development** opportunities and incentives for learning to use the technology in the classroom.

1989-1995, Associate Dean, College of Arts and Sciences, Central Michigan University

Throughout my six-year tenure as Associate Dean, I was fortunate to have my portfolio changed to provide me with a broad range of experiences and responsibilities. The one area that remained with me for the entire six years was ensuring the integrity of the **curriculum**, including chairing the A&S committee and representing A&S for all professional education programs and NCATE accreditation. Other responsibilities included serving as the college **Affirmative Action Officer** and supervising the hiring process for faculty; managing the **personnel budget** and negotiation of salaries for new personnel; chairing the **Sabbatical Review Committee**; **allocation of all space** for the academic departments; supervising the move and relocation of faculty and equipment in moving into a new facility; **organizing the first college-based Commencement** when changing from an all-university ceremony in the football stadium to college-based ceremonies at an inside location.

1971-89, Faculty member, Department of Music, Central Michigan University

Hired as Instructor of Piano in 1971, promoted through ranks to Professor. Responsibilities included teaching and coordinating the piano classes for non-pianists, individual studio instruction, pedagogy, supervision of the children's program, and accompanying faculty recitals. Throughout that time I participated in the internal governance of the department by serving on and chairing committees and being Keyboard Area Coordinator for 8 years.

1970-1971, Instructor, K-12 Vocal Music, Capac Community Schools, Capac, MI

Responsibilities entailed working with approximately 600 children each week in 16 elementary classrooms grades K-4, 2 sections of junior high general music, 2 high school choirs.

EDUCATION

Doctor of Musical Arts in Piano Performance, Literature and Pedagogy, 1991

University of Colorado, Boulder, CO

Master of Music in Applied Piano, 1969

Michigan State University, East Lansing, MI

Bachelor of Music in Applied Piano, *magna cum laude*, 1966

Michigan State University, East Lansing, MI

Non-Degree Studies: Harvard University, Institute for Educational Management, Summer 2000

KEYNOTES/PRESENTATIONS/PANELS on HIGHER EDUCATION

- Panelist with university faculty/administrators, “The Teacher /Scholar Model,” Association of American Colleges and Universities, Washington DC; January 24, 2008
- Keynote Speaker, “Five Myths about Entering College,” Liberty High School Academic Honors Banquet, Liberty KN; April 2007
- Keynote Speaker, “The Unplanned Career: Mentoring for Leadership,” American Council of Education/Missouri Women’s Network; St. Louis, MO; October 6, 2006
- Panelist with other Presidents, “Current Assessment practices on your Campus,” American Association of State Colleges and Universities; New Orleans, LA; November, 2006
- Panelist for day on Higher Education and the Public Good, “The Value of Higher Education in Missouri,” Springfield, MO, Chamber of Commerce; November 8, 2005
- Keynote Speaker, “Lessons Learned in the First Year,” professional development session for new presidents; American Association of State Colleges and Universities; Charleston SC; November, 2004
- Presentation, “Recruiting, Hiring, and Retaining a Mission-driven Faculty,” American Association of State Colleges and Universities, Pt. Clear, AL; February 2003
- Presentation with Smith, R., “Getting Started as a New Provost,” American Association of State Colleges and Universities, Monterey, CA; August 2002
- Panelists with three other Provosts, “General Education: A Two-state Comparison,” American Association of State Colleges and Universities, New Orleans, LA; February 2001
- Panelist with Kellogg and Provost, “Institutional Change and Transformation” American Association of State Colleges and Universities, San Diego, CA; February 2000
- Panelist with five other Provosts, “The Challenging Administrative Agenda,” American Association of Higher Education, Washington DC: March 1999

ADDITIONAL LEADERSHIP ROLES

Academic Senate, 1984-1989,

Chairperson, 1986-1987

- Restructured the entire university degree requirements, eliminating a three-tier system of major/curriculum/degree and moving to a two-tier with a major and a degree.
- Passed the Writing Across the Curriculum requirement that mandated significant amounts of writing be included in all general education courses.

Curriculum Leadership

- Undergraduate Curriculum Committee, Vice-chair, 1991-92; Chair, 1992-93
- Professional Education Council; primary liaison from Arts and Sciences for all matters relating to teacher education including NCATE
- Honors Council; developed the Centralis Scholars Program, a competitive full-ride scholarship for 20 first-year students and 12 transfer students each year. Council-developed all screening and selection processes, and a specialized group of general education courses designed specifically for the Scholars.

University Level

- Advisor for Mortar Board, Senior Honor Society, 1994-97
- Provost appointment to chair Committee on Academic Dishonesty, 1995-97
- Presidential appointment to NCAA Certification, sub-committee on Rules Education
- Administrative representative to a joint labor/management committee to study salary equity

PROFESSIONAL AND CREATIVE ENDEAVORS

As a performing musician, the vast majority of my scholarly/creative work as a faculty member was as a performer: a soloist, accompanist, and in chamber groups. I used my expertise in piano pedagogy in professional service and outreach by giving clinics, workshops, and presentations of innovative and best practices in contemporary piano education. I was an active member of the local and state chapter of the National Music Teachers Association, serving chair of the annual state collegiate competition, and then for State Certification. I also contributed my professional expertise to my local community through performances for fundraisers. If requested, I can provide a selected listing of performances and workshops.

COMMUNITY ACTIVITIES (selected)

Kirksville Arts Association, member, 2005-present

Genesee Valley Council for the Arts, member, 1997-2003

Art Reach of Mid-Michigan

- Board of Directors 1995-1997, treasurer 1996-97
- Gallery, Chamber Music and Fund Drive Committees, 1995-1997
- Consultant for purchase of new piano for the Recital Hall
- Volunteer, Saturday Morning Recital Series

United Way – leadership position in all three institutions

Michigan Special Olympics – volunteer for several years to assist with various games.

HONORS AND AWARDS (selected)

Distinguished Service Award, SUNY Geneseo, 2003

Commencement Speaker for the Final Arts & Sciences Commencement, CMU 1997

Affirmative Action Special Recognition for Long-standing Contributions, CMU 1997

Outstanding Advisor for Student Organization, 1997

Mortar Board Recognition for Outstanding Teaching, 1981 & 1992