

# Susan Herbst

University Professor of Political Science  
President Emeritus  
University of Connecticut

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## Education

University of Southern California, Annenberg School for Communication, Los Angeles. Ph.D. in Communication Theory and Research, 1989.

Duke University, Durham, North Carolina. B.A. with Honors in Political Science, 1984.

## Professional Education

Harvard University, Graduate School of Education, Cambridge, Massachusetts. Institute for Educational Management, Summer 2006.

University of Michigan, Ann Arbor, Michigan. Program in advanced statistics and survey research, Summer 1986.

## Academic Positions

University Professor of Political Science and President Emeritus, 2019 – present.

Professor of Political Science, University of Connecticut, 2011 – 2019.

Professor of Public Policy, Georgia Tech, 2007 – 2011.

Series Editor, The University of Chicago Press, 1996 – present.

Professor of Political Science, University at Albany/SUNY, 2005 – 2007.

Professor of Political Science, Temple University, 2003 – 2005.

Northwestern University:

Professor of Political Science and Communication Studies, 1998 – 2003.

Associate Professor of Political Science and Communication Studies, 1994 – 1998.

Assistant Professor of Communication Studies and Political Science, 1989 – 1994.

## **Books**

- Herbst, S. (In press). A Troubled Birth: The 1930s and American Public Opinion. Chicago: University of Chicago Press.
- Herbst, S. (2010). Rude Democracy: Civility and Incivility in American Politics. Philadelphia: Temple University Press. Winner of the 2013 Doris Graber Award, APSA.
- Herbst, S. (1998). Reading Public Opinion: Political Actors View the Democratic Process. Chicago: University of Chicago Press.
- Herbst, S. (1994). Politics at the Margin: Historical Studies of Public Expression Outside the Mainstream. New York: Cambridge University Press.
- Herbst, S. (1993). Numbered Voices: How Opinion Polling Has Shaped American Politics. Chicago: University of Chicago Press. Winner of the 1994 Diamond Anniversary Book Award, SCA.

## **Textbooks**

- Glynn, C., S. Herbst, G. O'Keefe, R. Shapiro (2015). Public Opinion. New York: Perseus Group/Westview. Third Edition.
- \_\_\_\_\_. (2004). Public Opinion. Second Edition.
- \_\_\_\_\_. (1999). Public Opinion. New York: Westview Press. First Edition.

## **Journal Articles and Edited Book Chapters**

- Herbst, S. (2011). The History and Meaning of Public Opinion. In Adam J. Berinsky, New Directions in Public Opinion. New York: Routledge.
- Herbst, S. (2011). Critical Perspectives on Public Opinion. Oxford Handbook of American Public Opinion and the Media. Edited by Robert Y. Shapiro and Lawrence Jacobs. Oxford University Press.
- Herbst, S. (2008). Disciplines, Intersections and the Future of Communication Research. Journal of Communication (58): 604-615.
- Herbst, S. (2007). The Rhetorical Presidency and the Contemporary Media Environment. Critical Review (19): 335-343.
- Herbst, S. (2006). Legitimate Power in a Mediated Age: Revisiting Carl J. Friedrich's "Authority, Reason and Discretion," Political Communication (23): 285-290.
- Herbst, S. (2006). Great Under-Appreciated Works Deserving of Renewed Attention (Editor's Introduction), Political Communication (23): 1-2.
- Herbst, S. (2004). Illustrator, American Icon and Public Opinion Theorist: Norman Rockwell in Democracy, Political Communication (21): 1-26.

- Herbst, S. (2003). Surveying and influencing the public: Polling in politics and industry. In Ted Porter and Dorothy Ross (eds.), The Cambridge History of Science, Volume 7: The Modern Social Sciences. Cambridge: Cambridge University Press.
- Herbst, S. (2003). Political Authority in a Mediated Age, Theory and Society (32): 481-503.
- Herbst, S. (2002). How State Level Managers “Read” Public Opinion. In Jeff Manza, Fay Lomax Cook and Benjamin I. Page (eds.), Polls, Policy, and the Future of Democracy. New York: Oxford University Press.
- Herbst, S. (2001). Public Opinion Infrastructures: Meaning, Measure and Communication, Political Communication (18): 451-464.
- Entman, R., and S. Herbst (2001). Reframing Public Opinion as We Have Known It. In Robert Entman and W. Lance Bennett (eds.), Mediated Politics. New York: Cambridge University Press.
- Herbst, S. (1999). National Issues Convention: The historical context. In Max McCombs and Amy Reynolds (eds.), The Poll With a Human Face: The National Issues Convention Experiment in Political Communication. New Jersey: Lawrence Erlbaum.
- Herbst, S. (1999). Lippmann’s Public Opinion – Re-visited. Harvard Journal of Press and Politics (4): 88-93.
- \_\_\_\_\_. (1996). Public expression outside the mainstream. The Annals of the American Academy of Political and Social Science (546): 120-131.
- \_\_\_\_\_. (1995). On electronic public space: Talk shows in theoretical perspective. Political Communication (12): 263-274.
- \_\_\_\_\_. (1995). Election polling in historical perspective. In P. J. Lavrakas, M. Traugott, & P. V. Miller (eds.), Presidential Polls and the News Media. Boulder: Westview.
- \_\_\_\_\_. (1995). Do polls really measure public opinion? In S. Rubenstein, Surveying Public Opinion. Belmont, CA: Wadsworth.
- \_\_\_\_\_. (1995). On the disappearance of groups: Nineteenth and twentieth century conceptions of public opinion. In C. Salmon & T. Glasser (eds.), Public Opinion and the Communication of Consent. New York: Guilford.
- Herbst, S. & J. R. Beniger (1994). The changing infrastructure of public opinion. In D. Whitney & J. Ettema (eds.), Audiencemaking. Newbury Park, CA: Sage.
- Bauman, S. & S. Herbst (1994). On managing perceptions of public opinion: Candidates’ and Journalists’ reactions to the 1992 polls. Political Communication (11): 133-143. [Reprinted in K. Kendall (ed.), Symbolic Communication Problems in Presidential Campaigns. New York: SUNY Press].
- Herbst, S. (1993). History, philosophy and public opinion research. Journal of Communication (43): 140-145.
- \_\_\_\_\_. (1993). The meaning of public opinion: Citizens’ constructions of political reality. Media, Culture, and Society (15): 437-454.

- \_\_\_\_\_. (1992). Surveys in the public sphere: Applying Bourdieu's critique of opinion polls. International Journal of Public Opinion Research (4): 220-229.
- \_\_\_\_\_. (1992). Gender, marginality, and the changing dimensions of the public sphere. Communication Research (19): 381-392.
- \_\_\_\_\_. (1991). Classical democracy, polls, and public opinion: Theoretical frameworks for studying the public sentiment. Communication Theory (1): 225-238.
- \_\_\_\_\_. (1991). Public opinion measurement strategies in the 1930s and 1940s: Retrospective views of journalists. Journalism Quarterly (67): 943-949.
- Beniger, J. R. & S. Herbst (1990). Mass media and public opinion: Emergence of an institution. In M. Hallinan, D. Klein, & J. Glass (eds.), Change in societal institutions. New York: Plenum.

**Selected Volumes Published: *Chicago Studies in American Politics: The University of Chicago Press, Edited by Benjamin Page, Susan Herbst, Lawrence Jacobs and Adam Berinsky***

- Michelle F. Margolis, From Politics to the Pews. (2018).
- Daniel J. Hopkins, The Increasingly United States. (2018).
- Jeffrey K. Tulis, Legacies of Losing in American Politics. (2018).
- William Bernhard, Legislative Style. (2018).
- John H. Aldrich, Why Parties Matter. (2018).
- Donald R. Kinder, Neither Liberal nor Conservative. (2017).
- Gregory Koger, Strategic Party Government (2017).
- Michael Tesler, Post-Racial or Most-Racial? Race and Politics in the Obama Era. (2016).
- Jamie Druckman, Who Governs? Presidents, Public Opinion and Manipulation. (2015).
- Nicholas Carnes, White-Collar Government: The Hidden Role of Class in Economic Policy Making (2013).
- Kevin Arceneaux, Changing Minds or Changing Channels: Partisan News in an Age of Choice (2013).
- Donald Kinder and Shanto Iyengar, News That Matters: Television and Public Opinion (2010).
- Michael Tesler and David O. Sears, Obama's Race: The 2008 Election And the Dream of a Post-Racial America (2010).
- Gregory Koger, Filibustering: A Political History of Obstruction in the House and Senate (2010).
- Adam Berinsky, In Time of War: American Public Opinion From WWII to Iraq (2009).

Jennifer Merolla and Elizabeth Zeichmeister, Democracy at Risk: How Terrorist Threats Affect the Public (2009).

Lawrence Brown and Lawrence Jacobs, The Private Abuse of the Public Interest: Market Myths and Policy Muddles (2008).

Marty Cohen, David Karol, Hans Noel, John Zaller, The Party Decides: Presidential Nominations Before and After Reform (2008).

Gary Mucciaroni, Same Sex, Different Politics: Success and Failure in the Struggles over Gay Rights (2009).

### **Selected Invited Presentations**

Herbst, S. (2013, May). Can't We All Get Along: Restoring Civility and Bipartisanship to Congress. 2013 Breaux Symposium: Making Congress Work. Washington, DC.

Herbst, S. (2010, June). Civility and Incivility on College Campuses. ACE OWHE 75th National Leadership Forum. Washington, DC.

Herbst, S. (2009, October). Un-Numbered Voices: Redefining Public Opinion in a Digital Age. 2009 Breaux Symposium. Louisiana State University.

Herbst, S. (2008, October). Keynote Address. Promoting Diversity Conference, University of Georgia.

Herbst, S. (2008, October). Media and American Democracy. College of Computing Distinguished Lecture, Georgia Tech.

Herbst, S. (2007, June). Crisis Management. American Council on Education. National Women's Leadership Development Forum, Washington.

Herbst, S. (2007, April). Roundtable on the Rhetorical Presidency. Annual Meeting of the Midwest Political Science Association, Chicago.

Herbst, S. (2006, August). Studying Public Opinion before Polling. American Political Science Association Pre-Conference Workshop, Philadelphia.

Herbst, S. (2005, May). The Nature and Uses of Public Opinion: Thinking Outside of our Boxes. Nuffield College, Oxford University.

Herbst, S. (2003, August). The Meaning and Measurement of Public Opinion, 1900-1936. Plenary Session, Centennial Anniversary Meeting. American Political Science Association, Philadelphia.

Herbst, S. (2002, May). Do Pre-Election Polls Enhance Democracy? Gallup/University of Nebraska Survey Symposium. The Gallup Organization, Washington, DC.

\_\_\_\_\_. (1999, April). Revisionist Views of Public Opinion. Department of Politics, Princeton University.

\_\_\_\_\_. (1998, October). Re-introducing the General Will: Rousseau Meets Contemporary Opinion Research. Kennedy School of Government, Harvard University.

- \_\_\_\_\_. (1998, May). What is Public Opinion? Conference on Mediated Politics. Annenberg Center, Washington DC.
- \_\_\_\_\_. (1997, May). Opinion Research in Modern Democracies. The Center for Comparative Social History, Free University, Berlin.
- \_\_\_\_\_. (1997, April). Presidents and Public Opinion. Midwest Political Science Association annual meeting.
- \_\_\_\_\_. (1997, April). Lay Theories of Public Opinion. University of Wisconsin, Madison. Department of Journalism Colloquium Series.
- \_\_\_\_\_. (1997, March). Legislative Experts and Public Opinion. Shorenstein Center, Kennedy School of Government, Harvard University.
- \_\_\_\_\_. (1997, February). Lay Theories of Public Opinion. American Politics Workshop, Department of Political Science, University of Chicago.
- \_\_\_\_\_. (1996, November). Media Content and Interest Group Communication as Artifact of Public Opinion. Midwest Association for Public Opinion Research, Chicago.
- \_\_\_\_\_. (1996, April). Defining Public Opinion. School of Journalism, Indiana University, Bloomington.
- \_\_\_\_\_. (1996, April). Opinion Polling, Political Participation and the Public Sphere. Plenary on Civic Life, Midwest Sociological Society annual meeting, Chicago.
- \_\_\_\_\_. (1996, February). The Struggle to Define Public Opinion. Annenberg School for Communication, University of Pennsylvania, Philadelphia.
- \_\_\_\_\_. (1995, April). On the History of Public Opinion. National Workshop on Freedom of Expression and the Mass Media, Middle Tennessee State University, Murfreesboro.
- \_\_\_\_\_. (1995, February). Contextualized and Decontextualized Public Expression. Presented at the Annenberg Scholars Conference on Public Space, Philadelphia.
- \_\_\_\_\_. (1990, April). Communication and Community. Presented at the meeting of the Central States Communication Association, Detroit.
- \_\_\_\_\_. (1989, June). Historical Perspectives on Public Opinion. Presented at the meeting of the Law and Political Science Section of the American Library Association, Dallas.

### **Selected Conference Papers**

- Herbst, S. (2003, August). Emden's The People and the Constitution. Presented at the meeting of the American Political Science Association, Philadelphia.
- Herbst, S. (2001, August). Cultural Artifacts and Public Opinion Research. Presented at the meeting of the American Political Science Association, San Francisco.

- Herbst, S. (1998, August). Is Communication necessary to the formation of public opinion? Presented at the meeting of the American Political Science Association, Boston.
- Herbst, S. and Robert Eisinger (1997, August). Public opinion and leadership: Views from the 1996 conventions. Presented at the meeting of the American Political Science Association, Washington.
- Herbst, S. (1997, May). Lay theories of public opinion. Presented at the meeting of the International Communication Association, Montreal.
- \_\_\_\_\_. (1997, April). On the social construction of public opinion: Perspectives from the legislature, journalism, and political activism. Presented at the meeting of the Midwest Political Science Association, Chicago.
- \_\_\_\_\_. (1996, April). On conceptualizing the public sphere: Lay theories about politics and media. Presented at the Midwest Political Science Association Meetings, Chicago.
- Peer, L. and S. Herbst (1995, August). Rationalization of the public sphere and talk programming. Presented at the meeting of the American Political Science Association, Chicago.
- Herbst, S. (1994, August). Political participation via the telephone: Talk shows in theoretical perspective. Presented at the meeting of the American Political Science Association, New York.
- Herbst, S. and S. Bauman (1993, November). On managing perceptions of public opinion: Candidates' reactions to the 1992 polls. Presented at the meeting of the Speech Communication Association, Miami.
- Herbst, S. (1993, November). On the disappearance of groups: Nineteenth and twentieth century conceptions of public opinion. Presented at the meeting of the Midwest Association for Public Opinion Research, Chicago.
- \_\_\_\_\_. (1993, September). Putting the 1992 presidential campaign polls in historical perspective. Presented at the meeting of the American Political Science Association, Washington, DC.
- \_\_\_\_\_. (1993, May). Electing a mayor of Bronzeville: Community, ritual, and the mass media in Chicago's black neighborhoods, 1934-1960. Presented at the meeting of the International Communication Association, Washington, DC.
- \_\_\_\_\_. (1993, April). Political participation among the marginal. Presented at the meeting of the Midwest Political Science Association, Chicago.
- \_\_\_\_\_. (1992, November). Opinion polls in historical context. Presented at the meeting of the Midwest Association for Public Opinion Research, Chicago.
- \_\_\_\_\_. (1992, November). Ideology and observation: Counting the crowd at political rallies, 1856-1988. Presented at the meeting of the Social Science History Association, Chicago.
- \_\_\_\_\_. (1992, April). Electing a mayor of Bronzeville: Politics and the mass media in Chicago's black neighborhood, 1934-1960. Presented at the meeting of the Midwest Political Science Association, Chicago.

\_\_\_\_\_. (1991, November). Pierre Bourdieu's critique of public opinion polling. Presented at the meeting of the Midwest Association for Public Opinion Research, Chicago.

\_\_\_\_\_. (1991, May). The emergence of a modern American public, 1856-1936. Presented at the meeting of the American Association for Public Opinion Research, Phoenix.

\_\_\_\_\_. (1990, December). Reporting on public opinion during the 1860 presidential campaign. Presented at the meeting of the Illinois State Historical Society, Springfield.

\_\_\_\_\_. (1990, November). Implicit theories of public opinion. Presented at the meeting of the Midwest Association for Public Opinion Research, Chicago.

\_\_\_\_\_. (1988, May). The communication of norms: Theoretical implications for the study of health behavior. Presented at the meeting of the International Communication Association, New Orleans.

\_\_\_\_\_. (1988, May). Public opinion and public space: Putting survey research technology in historical context. Presented at the meeting of the American Association for Public Opinion Research, Toronto.

Beniger, J. R., S. Herbst, and D. Hughes (1987, May). Consumers rate the movies: A test of positive and negative bandwagon effects. Presented at the meeting of the American Association for Public Opinion Research, Hershey, PA.

## **Courses Taught**

### **Graduate:**

Politics and Media

Mass Media and Democratic Theory

Public Opinion

Current Perspectives in Mass Communication Research

Media and Political History

Intellectual Foundations of Mass Communication Research

### **Undergraduate:**

Campaigns and Elections

Contemporary Perspectives on the Effects of Mass Communication

Mass Media and American Culture

Media and the Nature of Democracy

Research Methods

Mass Media and Popular Culture



Race, Gender, and the Mass Media

Media, Public Opinion and Election 2008

### **Selected Boards and Service to the Profession**

NCAA Board of Governors, 2017-2019.

NCAA Division I Board of Directors, 2017-2019.

Association of Public and Land Grant Universities (APLU), Board of Directors, 2015 – 2019.

Connecticut Children’s Medical Center, Board of Directors, 2014 – 2019.

Mark Twain House, Board of Directors, 2014 – 2018.

American Council on Education, 2012 – 2015.

Campus Compact Board of Directors, 2012 – 2015.

Bushnell Center for Performing Arts, Board of Trustees, 2012 – 2015.

Pace Academy Board of Trustees, 2010 – 2011.

Advisory Board, NSF Bridge to the Future for GIs, Planning Grant, 2009 – 2010.

Georgia Governor’s Task Force on Education (Tough Times, Tough Choices), 2008 – 2009.

Member, Executive Board, American Council on Education/Office of Women In Higher Education State Network, 2008 – 2011.

Past Member, Editorial Board: Journal of Politics, Political Communication.

Chair, Publications Board, APSA/ICA Joint Political Communication Board, 1998 – 2001.

Chair, Political Communication Division, International Communication Association, 1998 – 2000.

Vice Chair, Political Communication Division, International Communication Association, 1995 – 1998.

### **Reviewer**

American Political Science Review, American Historical Review, Journal of Politics, American Journal of Political Science, Journal of American History, Polity, Communication Theory, Communication Research, Journal of Broadcasting and Electronic Media, Contemporary Sociology, Journal of Communication, Journalism and Mass Communication Quarterly, Sociological Theory, International Journal of Public Opinion Research.

## Administrative Posts

### The University of Connecticut

#### President

2011-2019

*Lead all divisions of a Top 25 public research university (U.S. News, 2018), including a health center with a medical school, university-owned/operated hospital, law school, and multiple other professional and liberal arts colleges. The University operating budget is over \$2B, and we educate over 31,000 students across multiple campuses. The University of Connecticut is the flagship of the state, and is both a Land Grant and a Sea Grant institution. University faculty attract over \$200M each year in sponsored research activity.*

*After my appointment as president in December of 2010, I worked with the Governor of Connecticut and General Assembly to pass two historic funding projects for the University: Next Generation Connecticut (\$1.7B) and BioScience Connecticut (\$864M). Along with colleagues I designed both of these programs and oversee them. These and other initiatives will make the University of Connecticut a pre-eminent international research university, with regard to faculty productivity, teaching, and clinical services across medicine and dentistry. BioScience has already created thousands of jobs, and NextGen will do the same, since the University is a premier engine for economic growth in New England. We are already tremendously successful with regard to undergraduate education, but these major projects will, among other things: enable hundreds of faculty to be hired across disciplines (many have already been hired), boost the number of STEM student scholarships at all levels, create thousands of jobs across the state, increase our number of start-up companies and patents, build a new hospital tower and other state-of-the-art facilities, and attract significantly more funding from the federal government and foundation sources.*

*Much of our success and plans are described at: [academicvision.uconn.edu](http://academicvision.uconn.edu)*

*Selected accomplishments at UCONN:*

- *Hired an entirely new team of executives including: Provost, VP Communications, General Counsel, VP Enrollment Management, Vice President for Research, Chief Architect, VP Student Affairs, Director of Alumni Relations, Vice Provost of Global Affairs, and multiple new deans, among others.*
- *Worked with the UCONN Foundation to hire a new President, and re-invent our approach to philanthropy. Cultivated multiple major gifts: In 2013-2014 we reached our highest-ever annual giving figure for the university (\$80M). Among recent gifts are: a \$22M gift for entrepreneurship, an \$11M gift to our medical school, and well over \$20M for Athletics, as well as multiple gifts for endowed chairs and undergraduate student support in the tens of millions.*
- *Worked with Governor's Office to attract the world-renowned Jackson Laboratory to the UCONN campus, where they have constructed a large facility for genomic medicine, in concert with BioScience Connecticut. See: [http://biosciencect.uhc.edu/jackson\\_laboratory/index.html](http://biosciencect.uhc.edu/jackson_laboratory/index.html)*
- *Hired a new Athletic Director, re-oriented and strengthened academic support for athletes, and built a new athletic conference with colleagues, after the dissolution of the original Big East.*

- *Lobbied for and pursued construction of a new Technology Park, to strengthen university-industry research collaboration.*
- *Devised a plan to close a suburban UCONN branch campus and move it to downtown Hartford, to support the re-vitalization of the city, create jobs, and bring thousands of faculty, staff, and students to Hartford. See: <http://today.uconn.edu/blog/2014/06/uconn-hartford-moving-from-vision-to-reality/>*
- *Worked with Communications to re-brand the university, change the outdated logo, systematize a word mark across units of the university, and alter our approach to advertising.*

## **The University System of Georgia**

### **Executive Vice Chancellor and Chief Academic Officer**

2007 – 2011

*Responsible for meeting the academic needs of more than 311,000 students and approximately 10,000 University System faculty members across 35 colleges and universities. Worked closely with the Board of Regents to guide the academic mission of the System. Fifteen of the system presidents reported directly to me, as CAO.*

*The central responsibilities of the CAO were to oversee and counsel university presidents on all university issues, from budgeting to new program establishment to alumni and personnel matters. Simultaneously, the CAO works closely to support the Regents as individuals, and in their committee service (Georgia universities do not have Boards of Trustees, so Regents have immense responsibilities). Aided in government affairs as needed by the Chancellor.*

*Among other responsibilities and accomplishments:*

- *Aided the Regents in hiring new university presidents for Georgia Tech, the Medical College of Georgia (re-named Georgia Regents University), Georgia State University, Georgia Southern University, Columbus State University and others.*
- *Worked with leaders and faculty across the university system to develop a new core curriculum for all undergraduate students, including implementation of learning goals.*
- *With a small committee of Regents, established three-year RPG goals for all 35 universities in the state.*
- *Hired a new CIO for the system, as well as a new Chief Data Officer. Streamlined the program review process and other vital functions of the system's academic office in support of campus excellence.*
- *Established a process for exemption of universities from the Regent's Test.*
- *Worked to enhance collaboration among the research universities in the system, including a major focus on childhood obesity.*

## **The University at Albany**

## **The State University of New York (SUNY)**

### **Officer in Charge**

(Chancellor's Designation for an Acting President)

2006 – 2007

*Led the University at Albany, a comprehensive research university with an all-funds budget of over \$400 million and over \$240 million in research funds. Served with all authority, rights, and responsibilities of President, with Kermit Hall's sudden passing in August 2006. University enrollment is over 17,000 graduate and undergraduate students across ten colleges and three campuses in the Capital Region. Registered New York State lobbyist for the University, overseeing all government relations. Oversaw all university development and raised major gifts, working with donors and alumni.*

### **Provost and Executive Vice President for Academic Affairs**

2005 – 2007 (functioned as both acting president and provost)

*Chief academic and budget officer, with responsibility for all schools and colleges at the University.*

## **Temple University**

### **Dean, The College of Liberal Arts**

2003 – 2005

*Responsible for faculty, students, curriculum, staff, strategic planning, finances, recruitment, fundraising, alumni affairs, and facilities of the College, with more than 4,400 students, 345 full-time faculty. Created first Board of Visitors for the College, planned major gifts strategies, and made proposals to donors, securing gifts for the College.*

## **Northwestern University\***

*\*Several positions overlapped during my fourteen-year tenure at Northwestern*

### **Associate Dean for Faculty Affairs**

September 2002 – January 2003

*Responsible with the College Dean for matters related to faculty life (faculty recruitment, tenure and promotion, retirement, cultivating faculty governance) in the College of Arts and Sciences, across the natural sciences, social sciences and humanities; strategic planning for the College.*

### **Chair, Department of Political Science**

2000 – 2002

*Responsible for all faculty, curricular, recruiting and strategic planning matters for the Department.*

**Director, Program in American Studies**

1998 – 2002

*Responsible for a selective undergraduate program and interdisciplinary faculty group. Developed the first successful alumni fundraising campaign in the history of the program.*

Chair, University Program Review Council

1999 – 2001 (member since 1997)

*The Program Review Council is the faculty/administrative body that reviews all administrative units and academic departments at the University.*

**Chair, University Commission on Women**

1998 – 1999 (Member, 1995 – 1999)

*Led the committee in the design of surveys and creation of databases in the area of salary equity and discrimination. Studied issues related to women in higher education, advising the administration in the areas of childcare, faculty development, and leadership.*

*March 2021*