

Curriculum Vitae  
Ana Karaman, Ph.D.

Vice Chancellor for Administration, Planning, and Finance  
University of Washington Bothell

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**PROFESSIONAL POSITIONS:**

University of Washington Bothell

Vice Chancellor for Administration, Planning, & Finance and affiliate faculty at the Interdisciplinary  
Schools of Arts and Sciences 2014-Present

University of San Francisco

Vice Provost for Institutional Planning, Budget, and Effectiveness and Professor of  
Political Science 2011-2014

Samford University

Associate Vice President For Decision Support & Financial Strategy 2009-2011

Director of Special Projects 2008-2009

Director of Institutional Research 2007-2008

Program Director of International Studies 2005-2007

Assistant Professor of Political Science 2005-2011

University of Wisconsin-Milwaukee

Visiting Assistant Professor of Political Science 2004-2005

Associate Lecturer of Political Science 2002-2003

Princeton University

Research Fellow, Department of Politics 2003-2004

The Public Policy Forum

Institutional Researcher 2000-2002

Procuracy of Primorsky Region, Russia

Senior Regional Procurator (*Procuror*) 1992-1996

Ministry of Internal Affairs, Russia

Criminal Investigator 1989-1992

Ulegorsk Seaport, Russia

Economist 1986-1989

**EDUCATION:**

Ph.D., Political Science, University of Wisconsin-Milwaukee 2004

M.S., Criminal Justice, University of Wisconsin-Milwaukee 1999

Law Degree, Far-Eastern State University, Russia 1991

Princeton University – Woodrow Wilson School of Public Policy

National Science Foundation Fellow August 2003- May 2004

Harvard University – Institute for Quantitative Social Science

National Science Foundation Fellow June 2002 -August 2002

## **ADMINISTRATIVE EXPERIENCE:**

### **VICE CHANCELLOR, ADMINISTRATION, PLANNING, AND FINANCE**

University of Washington Bothell

May 1, 2014 – Present

#### **General Responsibilities**

- Supervise units of Institutional Planning and Budget, Fiscal and Audit Services, Auxiliary Services, Organizational Excellence and Human Resources, Campus Operations and Facilities, Campus Safety, Student Housing, Contracts and Institutional Risk Management, Emergency Preparedness, and Campus Physical Planning and Space Management.
- Serve as University Chief Financial Officer and lead university-wide financial planning and budgeting (annual budget \$92M, FY16).
- Serve as University Chief Business Officer and lead daily university operations including purchasing, payroll, HR, facilities, parking, safety, etc.
- Lead institutional capital and master plans, oversee campus physical footprint expansion through real estate acquisition and lease as well as new construction.
- Serve as the institutional liaison with the City of Bothell, represent the institution at the City Council meetings as related to the institutional master plan and new construction (student housing, parking, academic building).
- Oversee institutional risk planning, emergency preparedness, and safety.
- Oversee student housing including its future expansion.
- Oversee maintenance and use of the 58 acre of North Creek Wetlands.
- Work in close collaboration with UW offices of Planning and Budget, Real Estate, Architect, Treasury, Capital Projects, HR, Attorney General, Risk Management, and other.
- Work in close partnership with Cascadia College - a collocated community college.
- Serve on UW tri-campus committees such as technology investment advisory group, finance transformation advisory group, administrative council, etc.

#### **Major Accomplishments:**

##### Budget, Planning, and Finance

- Developed first-ever institutional integrated multi-year financial sustainability plan allowing to forecast the impact of future enrollment growth by integrating enrollment projections, operating funds, state allocations, and space inventory.
- Reorganized the offices of planning, budget, and finance by creating the office of Institutional Planning and Budget and the office of Fiscal and Audit Services resulting in streamlining reporting lines and responsibilities to ensure greater organizational excellence and capitalizing on human capital.
- Created first-ever UW Bothell income statement across all funds, which allowed for a holistic picture of the institutional revenues and expenses.
- Oversaw a development of a successful legislative request of \$1.9M operating funds for Discovery Hall-academic STEM building.
- Created shared fiscal services positions and moved transactional responsibilities from academic units into the Office of Fiscal and Audit Services.
- In partnership with the VC for Academic Affairs, co-chaired newly created Enrollment Management Committee.
- Oversaw development of a financial pro-forma for new 500 beds student housing.
- Oversaw a development of a successful legislative request for a new STEM academic building and its pre-development phase.

### Risk Management, Business Operations and Organizational Excellence/HR

- Created first-ever office of Organizational Excellence and HR by consolidating academic and non-academic HR offices that allowed for a greater integration across all HR matters with a focus on organizational excellence.
- Created a first-ever full-time position of Emergency Preparedness Manager and oversaw development of the first-ever Campus Emergency Preparedness Plan and Incident Command Center.
- Brought UW Bothell to full compliance with fire and emergency preparedness requirements.
- Restructured the Office of Campus Safety and Security, retrained all safety offices on active shooter, emergency assistance, report writing, etc. Established a Safe Campus Task Force with a representation from all campus constituencies, revamped institutional alert systems, engaged the campus into on-going safety and emergency training.
- Established close collaboration with Bothell Police Department, Bothell Fire Department, and Bothell Emergency Manager.
- Created first-ever UW Bothell office of Contract and Risk Management, consolidate review of all contracts to ensure their compliance with UW policies and state and federal laws and regulations and to evaluate all institutional decisions from an institutional risk management and liability perspectives.
- Consolidated all payroll functions by moving those responsibilities from academic units into Payroll Office.

### Capital Planning and Space Management

- Established a long-term off-campus lease to move most of non-academic and non-student-centric functions in order to vacate space for academic needs.
- Spearheaded the use of open space office design for non-academic offices and a smaller office (90 sq.f.) and collaborator space combination for faculty offices resulting in more efficient space utilization and lower capital costs.
  - Oversaw a development of a successful legislative request for \$500K in capital funds for the pre-design phase of the next STEM academic building.
- Oversaw construction and permitting of a new surface parking lot to reduce campus-wide parking needs.
- Oversaw construction and permitting of new student activity and recreation center (ARC), student funded facility jointly owned by UWB and Cascadia College.
- Restructured the Office of Physical Planning and Space Management, created three additional positions within the office for a better alliance with UW office of Capital Projects and Development, and UW Bothell office of facilities management.
- Working in collaboration with the University Architect and Real Estate offices, developed a first -- ever 25 year real estate plan for the UW Bothell.
- Chaired Space Utilization and Provision Group (SUPER-G) to provide greater transparency and input from faculty, staff, and students into all decisions about on-campus space allocation.
- Worked with the Labor Relations, Purchasing, Real Estate and other UW offices to issue a successful RFQ, RFP and to developed a path for future dining services on the campus.

### Shared Governance

- Collaborated with faculty governance to create first-ever Campus Committee of Planning and Budget (CCPB) - a committee within the General Faculty Organization and with representation from faculty, staff, and students. CCPB provides faculty input on all matters of financial planning and budget resulting in greater transparency and assuring that faculty input is incorporated into all financial decisions.
- Held budget and planning meeting with every academic school discussing UW Bothell financial situation and planning parameters.

### Collaboration and Relation Building

- Built a strong partnership based on trust with the Vice Chancellor for Academic Affairs and Student Life, Academic Deans, faculty governance, faculty at large, student governance and students at large.
- Serve on the Academic Affairs Leadership Council.
- Was voted by faculty to join the School of Interdisciplinary Arts and Sciences and the Master of Arts in Policy Studies Program as an affiliate faculty.
- Held open forums, conversations and dialogues (regularly scheduled, like pizza with Ana, and on – as-needed basis) with students.
- Created several task forces to analyze and advance issues of student concerns, such as child care, open speech, etc.
- Chaired a successful national search for the Vice Chancellor for Advancement and External Relations.
- Established trusting relationships with the City of Bothell Mayor, Council Members, Manager, Chief of Bothell PD, Bothell Fire Chief, Emergency Manager, and other city staff, and with the Bothell Business Community, serve on a Board of Directors of Bothell Chamber of Commerce.
- Established great collaborative relations with the UW offices of Planning and Budget, Real Estate, Purchasing, University Architect, Treasury, Environmental Health and Safety, Student Housing and Dining Services, Risk Management, Procurement, Environmental Health and Safety, Capital Planning, IT, and other.
- Was asked by WASC to continue serving as an institutional peer reviewer, reviewed Graduate Theological University (GTU), Berkley Ca in 2015 and Claremont Graduate University in 2014

### **VICE PROVOST, INSTITUTIONAL PLANNING, BUDGET, AND EFFECTIVENESS AND PROFESSOR OF POLITICAL SCIENCE**

University of San Francisco

September, 2011- April, 2014

#### **General Responsibilities:**

- Supervise units of Institutional Planning and Budget, Institutional Research, Institutional Assessment, Institutional Analytics, Financial Aid, and Registrar.
- Serve as University Chief Budget Office and oversee institutional budget (annual budget of \$385M, FY14).
- Serve as University Chief Planning Officer and lead a development of multi-year strategic financial plan integrating academic planning and financial planning.
- Oversee budget development for new academic programs (on-line, face-to-face, and hybrid).
- Lead university-wide student learning assessment initiatives.
- Lead development of Institutional Learning Outcomes and their integration with Program Learning Outcomes and Core Competencies as defined by the regional and other accrediting agencies.
- Lead university-wide institutional data and trend analyses and external and internal reporting.
- Represent the University administration in all collective bargaining negotiations including full-time and part-time faculty unions.
- Assist Provost in deans' searches and hiring.
- Assist Provost in faculty tenure and promotion decisions.
- Serve as Acting Provost in Provost's absence.
- Develop annual university budget.
- Serve of the Finance Committee and Facilities Committee of the Board of Trustees.
- Provide the Board of Trustees with regular updates on progress on the University Strategic Plan.
- Lead university-wide efforts of evidence-based decision making through report automation and spread of business intelligence tools.
- Lead university-wide data governance efforts.
- Serve on the Provost Council, President Cabinet, and the Leadership Team.

## **Major Accomplishments:**

### Institutional Planning and Budget

- Developed a 5 year financial strategic plan integrating academic planning and financial planning.
- Led implementation of Hyperion Planning and Capital Expenditures (Oracle software) that allowed the university leadership to create a comprehensive picture of operational and space needs and their impact on the overall financial position in the next five years.
- Created first ever sustainable University reserve through an annual budget allocation (4.5 mil).
- Oversaw university budget consistently running positive operating margin (above 10% 3-year average) that led to Moody's upgrade of rankings from A3 to A2 with positive outlook.
- Worked with Provost to centralize Learning Assurance, Institutional Data Analysis, Planning and Budget, and the Institutional Analytics into a one-stop data office – The Center for Institutional Planning and Effectiveness (CIPE). CIPE provides an integrated model of evidence-based decision making to support the University's leadership in its commitment to the core mission and progress towards strategic priorities.
- Worked to create KPIs for the Board of Trustees and Leadership Team to track progress on the University Strategic Plan.
- Working with Provost developed an on-going review of institutional challenges and opportunities.
- Worked with the newly hired dean of Law School to develop a successful financial stabilization plan for the School.
- Revised institutional financial aid allocation model to reduce institutional discount while sustaining enrollment goals and the quality of the class.
- Worked with the VP for Advancement to develop fundraising goal and priorities for an upcoming capital campaign.

### Academic Programs Development

- Worked with deans, faculty, Provost, and the Vice Provost for Branch Campuses and On-line Programs to Developed online programming in MS in Nursing, Master in Public Administration, MA in Teaching English to Speakers of Other Languages, MS Health Informatics, MA Athletic Administration, and MA Digital Teaching and Learning.

### Shared Governance

- Led successful negotiation of contract extensions with full-time and part-time faculty unions to lay a positive pathway for the next USF President and to create an environment of détente and stability.
- Worked with faculty unions to revitalize Faculty Committee on Planning and Budget.

### Learning Assessment

- Working with the deans and faculty created new institutional learning outcomes for all academic programs.
- Working with faculty and academic leadership, developed new institutional assessment plan in compliance with the new WASC requirements.

### Collaboration

- Established excellent working relationships with the VP for IT that led to successful implementation of Hyperion and development of on-line programs.
- Worked closely with many BoT members including the Chair of the Board, Vice Chair of the Board, Chair of the Finance Committee, Chair of Facilities Committee, and the Chair of Advancement Committee.
- Worked in close collaboration with the Vice Provost for Student Life, help to create the Center for Student Success, held regular open forums with student governance and students at large to address issues of cost of attendance, university budget, etc.
- Chaired a successful national search for the Dean of Law School during a significant drop in Law School's ranking and enrollment.

- Chaired campus wide data governance committee to improve the quality and reliability of institutional data.

## **ASSOCIATE VICE PRESIDENT FOR DECISION SUPPORT AND FINANCIAL STRATEGY**

Samford University

June, 2009-September, 2011

### **General Responsibilities:**

- Supervise units of Finance, Budget, Financial Planning, Strategic and Applied Analysis, Business Intelligence, Human Resources, Payroll, Purchasing, Bookstore, Dining Services, Risk Management, Legal Council and Endowment Management, and IT, and Center for International Students and Scholars
- Serve as a sole Associate Vice President to the Vice President for Business and Financial Affairs
- Carry on VP functions in his absence
- Develop annual university budget (annual budget of \$180 M, FY11)
- Develop five-year strategic financial plan
- Oversee performance of Endowment fund (\$300M) and Pension fund (\$100M)
- Serve on the Finance Committee, Investment Committee, Audit Committee, Pension Committee, and Executive Committee of the Board of Trustees
- Lead university-wide cost-cutting initiatives
- Analyze and assist with securing new long term financing
- Monitor compliance with existing bond covenants and provide documentation to the issuers
- Assist with establishing new banking relations
- Integrate institutional data and financial data for the purpose of financial planning
- Conduct Higher Education policy analyses to determine potential institutional implications
- Help academic units to develop financial plans and ensure financial sustainability
- Collaborate with other divisions and units to ensure efficient allocation of resources
- Ensure smooth operations of all units under supervision
- Establish and oversee new international students and scholars center
- Serve as University Designated School Official for SEVIS

### **Major Accomplishments:**

#### Institutional Planning and Budget

- Developed first ever 5-year University financial strategic plan
- Developed first ever university capital plan
- Restructured university operating budget to eliminated operating deficit and consistently finish with a positive operating margin
- Led an implementation of TM1Cognos software solution that allowed the leadership team to jointly review financial implications of various scenarios and produce projected financial statements. As a result, the team was able to make data-informed decisions on such factors as a preferred start-time and funding options of major capital projects, and optimal enrollment growth and tuition escalation, and capital campaign goals.
- Revamp financial reporting to produce monthly income statements using natural expenditure categories (i.e., travel, printing) instead of functional classifications (i.e., instruction, student services) and monthly cash flow analyses. This allowed for useful monthly variance analysis, enhanced accountability and expectation to operate within budget for each academic unit, and eliminated the need to use an operating line of credit.
- Successfully build depreciation into annual budget
- Spearheaded the development of university reserves by allocating 4.5% of the annual operating. This allows for readily available funds for any unforeseen events as well as for a steady and consistent addition to the quasi-endowment at the year-end.

### Finance

- Successfully worked with faculty and staff governance to restructure DB pension plan resulting in \$40M savings
- Working directly with the Pension Committee of the BoT, hired new pension fund managers
- Worked successfully with merchant banks, bond attorneys and Moody's to restructure long-term debt and to renegotiate existing covenants as well as to issue Educational Facilities Revenue Bonds to reimburse the university for prior capital projects paid for from the operating fund and to provide proceeds for various future capital projects.
- Working in full collaboration with the investment committee, the university endowment managers, and the university leadership, developed new asset allocation policy, new spending policy, and new quasi-endowment policy that led to stabilizing endowment spending

### Program Development

- Working together with the faculty and administration of the School of Pharmacy, helped to establish a Pharmaceutical Sciences Research Institute (PSRI) to provide additional non-tuition revenues as well as research opportunities for faculty and students
- Created Center for Strategic and Applied Analysis that led to redesigning institutional recruitment strategy
- Created new Center for International Students and Scholars and established ESL program and brought first cohort of students from China

### HR

- Created new position control number system and new merit awards system
- Advised the VP of Business and Finance and the President on all labor related issues
- Put a law firm on retainer to develop institutional memory in legal advising

### Real Estate and Capital Projects

- Worked with VP to acquire property from Time, Inc. to expand campus boundaries
- Oversaw development of a multi-phase student housing project (a new facility for 300 beds and renovation of the existing facility to add 56 beds) and track and soccer complex with seating capacity of 1,200, a 300-square-foot press box, and 5,000-square-foot support building housing concessions, ticket booth, restrooms, storage and locker rooms.

### Academic Engagement

- Continued to serve as a faculty member, teaching in the College of Arts and Sciences, School of Business, and School of Law, engaging in research, and mentoring students

## **DIRECTOR of SPECIAL PROJECTS**

Samford University

October, 2008 –May, 2009

### **General Responsibilities:**

- Provide assistance to the Vice President for Business and Financial Affairs with the overall administration of the Division of Business and Financial Affairs
- Serve as VP's chief of staff
- Plan, organize and execute major projects and activities for the Office of the Vice President
- Work to ensure smooth operation, flow of communications, follow-up and continuity
- Assist with the enhancements of operations and the flow of information within the Division
- Work with internal and external constituents to facilitate communication activities of the Vice President's office
- Assist the Vice President with his duties, including working on special projects, analyzing issues, drafting documents and preparation for Trustee's and other committee meetings

- Represent the Division of Business Affairs on university committees as designated by the Vice President
- Assist with budget preparation and analysis, financial analysis and planning and work closely with departments within the division, other university areas and the Office of Institutional Effectiveness

**Major Accomplishments:**

- Build trusting relationships between the Division of Business and Financial Affairs and the academic units, Provost, deans of eight academic schools, faculty governance, and faculty at large
- Advised the Vice President, who was new to higher ed, on understanding academia and institutional politics
- Helped the VP to restructure and rebuild the division to ensure efficient and competent operations
- Created financial peers group and benchmarks for financial and business operations
- Integrated institutional data into financial planning
- Developed a statistical model of financial aid allocation that led to a significant reduction of institutional discount and increased freshman class
- Served as VP during his prolong illness and recovery
- Upon VP's return was promoted to the newly created position of sole Associate Vice President

**DIRECTOR of INSTITUTIONAL RESEARCH**

Samford University

January, 2007 – October, 2008

**General Responsibilities:**

- Design various institutional research initiatives in support of strategic planning.
- Select and analyze a group of tracking peers in support of developing institutional benchmarks.
- Conduct analyses and compile data to ensure compliance with the Southern Association of Colleges and Schools (SACS), and accrediting bodies of professional schools (e.g., Business School, and Law School).
- Facilitate budgeting process by providing various enrollment projections.
- Design and estimate strategic enrollment management model and retention model.
- Conduct economic impact study
- Compile monthly Higher Education Research Briefs to introduce current issues in higher education and their relevance to Samford University to Samford's constituencies.
- Monitor compilation of IPEDS, US News Surveys, NPSAS, NCAA, etc.
- Develop and implement standard operating procedures to ensure data integrity and accuracy.
- Provide university-wide survey design and statistical analysis consultation.
- Supervise the departmental staff and operations.

**Major Accomplishments:**

- Working with the University leadership team, help newly appointed president to develop University Strategic Plan
- Played a major role institutional SACS review for accreditation reaffirmation
- Oversaw transition of student systems to Banner

**PROGRAM DIRECTOR OF INTERNATIONAL STUDIES PROGRAM**

Samford University

May, 2005 –December, 2006

**General Responsibilities:**

- Oversee interdisciplinary program taught across the departments of political science, history, and economics
- Advise students on their progress in the program
- Work with faculty to develop program curriculum



**Major Accomplishments:**

- Revamp the program by introducing three alternatives tracks - Analytical, Culture & Region, or Human Rights
- Created first ever Samford United Nations Model team, since then Samford team has received numerous award on national and international competitions
- In collaboration with students, created an institutional chapter of Sigma Iota Rho, Honor Society in International Studies and served as institutional chapter advisor

**SENIOR REGIONAL PROCURATOR (*Procuror*)**

Procuracy of Primorsky Region, Russia

June 1992- June 1996

**General Responsibilities:**

- Supervised the observance of the law by all regional units of the Ministry of Internal Affairs, regional criminal courts, regional units of the Federal Security Service (FSB) as well as by individual officials and citizens
- Supported prosecution in the Federal Court of Appeals
- Supervised a personnel of more than 200 prosecutors and investigators

**CRIMINAL INVESTIGATOR**

Ministry of Internal Affairs, Russia

May 1989-June 1992

**General Responsibilities:**

- Investigated criminal cases involving embezzlement, fraud, corruption, etc.
- Held rank of Senior Lieutenant

**ECONOMIST**

Ulegorsk Sea Port, Russia

August 1986-May 1989

**General Responsibilities:**

- Developed annual operating budget
- Provided assessment of labor productivity
- Facilitated 5 year financial planning

**FACULTY EXPERIENCE:**

**AFFILIATE FACULTY**

School of Interdisciplinary Arts and Sciences  
University of Washington Bothell

February, 2016 - Present

**FULL PROFESSOR WITH TENURE**

School of Arts and Sciences  
University of San Francisco

September, 2011-April, 2014

**TENURE TRACK ASSISTANT PROFESSOR**

College of Arts and Sciences  
Samford University

May, 2005 - September, 2011

**VISITING ASSISTANT PROFESSOR**

College of Arts and Sciences  
University of Wisconsin-Milwaukee

May, 2004 - May, 2005

**ASSOCIATE LECTURER**

College of Arts and Sciences  
University of Wisconsin-Milwaukee

January, 2002 – August 2003

- Taught courses in Game Theory (CAS and Business School), Advanced Research Methods (graduate and UG courses), Comparative Legal Systems (CAS and Law School), International Relations (UG), and Political Science (UG)
- Served on Curriculum Committee

## **RESEARCHER EXPERIENCE:**

### **INSTITUTIONAL RESEARCHER**

The Public Policy Forum – Non-partisan Public Policy Watchdog  
Milwaukee, WI

June 2000-August 2002

- Designed surveys and questionnaires to analyze accountability and performance of the Milwaukee County School System, conducted on-site interviews with school administrators, collected data and compiled research briefs.

## **PUBLICATIONS**

### **Book Chapters:**

“Russian Security and Defense” in *Defense and Security: A Guide to National Armed Forces and Security Policies of the World* (2005, ABC---CILO).

“The Chechen War” in *Civil Wars* (2006, ABC---CILO).

### **Articles:**

“Salience, Security, and Social Welfare: The Rise and Demise of Security Moms” (2009), co- authored with Randolph Horn, *The National Social Science Journal*, 2, 30-40.

“A Paradox of Post-September 11<sup>th</sup> Foreign Policy Legitimacy” (2007) co-authored with Fred Shepherd and Randolph Horn, *Perspectives on Global Issues*, Spring 2007, 2(1), 3-15.

“Changing Politics of the Rural South” (2007) co---authored with Randolph Horn, *The National Social Science Perspectives Journal*, 33(1), 82---92.

“Gender and Partisanship: The Impact of Dynamic and Contextual Factors on Partisan Change Since 9/11,” (2006) co---authored with Randolph Horn, *The National Social Science Perspectives Journal*, 34(1), 46---58.

“Political Efficacy and Its Antecedents in Contemporary Russia,” (2004), *Journal of Communist Studies and Transition Politics*, 20(2), 30---49.

“Power Parity, Differential Growth, and Great Power Wars: An Empirical Analysis (2003) co- authored with Eben Christensen, *Armed Forces and Society*, 29(3), 449-459.

“EITM and Dissertation Work” (2002) *The Political Methodologist*, 11 (1), 14-15.

**Book Reviews:**

Pieter Vanhuysse, "Divide and Pacify: Strategic Social Policies and Political Protests in Post-Communist Democracies" (2007), *Comparative Political Studies*, 40 (9), 1142-1145.

**PRESENTATIONS**

"An Evolution of the Issue of Reducing Work Hours in the US Labor movement" (2016) presented at the joint International Conference for Social and Economic Sciences and Economics and Finance in Miami, FL.

"The Dollars and Cents of Institutional Effectiveness: Conducting a University Economic Impact Study" (2008) presented at the Association for Institutional Research Annual Meeting in Seattle, WA.

"Using ACCESS to retrieve data from BANNER" (2008) presented with Karen Hamby and Nicki McWilliams at the 2008 Annual Alabama Institutional Research Meeting, Jacksonville, AL.

"Transition to BANNER: Lessons Learned" (2007) presented with Chez Shaffer and Karen Hamby at the 2007 Annual Southern Association of Institutional Research Meeting, Little Rock, AR.

"Blasting with SPSS and Cluster Analysis for Institutional Research" (2007) presented with Nicki McWilliams at the 2007 Annual Alabama Institutional Research Meeting, Huntsville, AL.

"A Paradox of Post-September 11<sup>th</sup> Foreign Policy Legitimacy" (2007) co-authored with Fred Shepherd and Randolph Horn, presented at the 2007 International Studies Association Conference, Chicago, IL.

"Changing Politics of the Rural South" co-authored with Randolph Horn, presented at the 2007 National Technology and Social Science Conference, Las Vegas, NV.

"Gender and Partisanship: The Impact of Dynamic and Contextual Factors on Partisan Change Since 9/11,"(2006) co-authored with Randolph Horn, presented at the 2006 National Social Science Association Conference, San-Francisco, CA.

"Should I Stay or Should I Go: Party Defection Among Professional Women,"(2006) co-authored with Randolph Horn, presented at the 2006 American Political Science Association Conference, Philadelphia, PA.

"Bargaining Theory of Cabinet Coalition Maintenance," (2005), presented at the 2005 Southern Political Science Association Conference, New Orleans, LA.

"Legal Foundations of Democratic Values: Judicial Reform and Democratization in Russia" presented at the 2002 American Political Science Association, Boston, MA.

"Non-majority Case Selection by the United States Supreme Court,"(2002) co-authored with Sara Benesh, presented at the 2002 Midwest Political Science Association Conference, Chicago, IL.

"Political Efficacy, Its Antecedents, and Consequences in Contemporary Russia"(2001), presented at the 2001 Southern Political Science Association Conference, Atlanta, GA.

## **SERVICE ACTIVITIES**

- WASC Institutional Peer Reviewer for Accreditation
- Member of the Chancellor Executive Team, University of Washington Bothell
- Member of Technology Reinvestment Advisory Group, University of Washington
- Member of the Finance System
- Member of the President Cabinet, Provost Council, and University Leadership Team, University of San Francisco
- Member of the President Cabinet and University Council, Samford University
- Member of the University Programs and Structures Review Task Force, Samford University
- Howard College of Arts and Sciences Curriculum Committee Member, Samford University
- Program Director International Relations Program, Samford University
- Honors Committee Member, Samford University
- Student Advisor, Political Science Department, University of Wisconsin-Milwaukee

## **GRANTS & AWARDS**

- NSF grant, 2003
- Dissertation Fellowship, 2003
- UWM Graduate School Fellowship, 2002---03
- NSF grant for summer fellowship at Harvard, 2002
- UWM Chancellor's Award, 2002
- UWM Preparing Future Faculty Award, 2002
- Soros Foundation Grants, 2000, 2001, 2002, 2003

## **MEMBERSHIPS**

- National Association of College and University Business Officers (NACUBO)
- International Institute for Social and Economic Sciences (IISE)
- National Social Sciences Association (NSSA)