
Susan L. Elrod, Ph.D.
Chancellor
Indiana University South Bend

EDUCATION

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

ADMINISTRATIVE POSITIONS SUMMARY

- June 2019 – present **Chancellor**, Indiana University South Bend
- April 2016 – May 2019 **Provost and Executive Vice Chancellor for Academic Affairs**, University of Wisconsin-Whitewater
- Oct 2014 – April 2016 **Interim Provost and Vice President for Academic Affairs**, Chico State
- Jan 2013 – Oct 2014 **Dean**, College of Science and Mathematics, Fresno State
- Jan 2010 – Sept 2012 **Executive Director**, Project Kaleidoscope, Association of American Colleges & Universities, Washington, D.C.
- Aug 2007 – Jan 2010 **Director**, Center for Excellence in Science and Mathematics Education, Cal Poly, San Luis Obispo

FACULTY AND RESEARCH POSITIONS SUMMARY

- 2013 - present **Professor**, Biological Sciences associated with administrative positions
- 2008 –2013 **Professor**, Biological Sciences Dept, Cal Poly, San Luis Obispo
- 2003 – 2008 **Associate Professor**, Biological Sciences Dept, Cal Poly, San Luis
- 1997 – 2003 **Assistant Professor**, Biological Sciences Dept, Cal Poly, San Luis Obispo
- 1995 – 1997 **Postdoctoral Fellow**, Novozymes, Inc., Davis, CA
- 1988 – 1990 **Research Associate**, Hematology & Oncology, University of California, Davis
- 1987 – 1988 **Research Assistant**, Biogen IDEC, Inc., Mountain View, CA

ADMINISTRATIVE LEADERSHIP EXPERIENCES

Indiana University South Bend
Chancellor

June 2019 – Present

Chancellor of Indiana University South Bend, which is the largest of five regional campus of Indiana University serving 5,000 students. IU South Bend has 260 full-time faculty and 750 part-time faculty and staff and offers 100 undergraduate majors and over 20 graduate programs in five schools and colleges on an 80-acre campus, at a center in Elkhart, IN and online. The university has an annual budget of over \$65 million. The Civil Rights Heritage Center, Sustainable Futures Center and participation in the American Democracy Project are centers of excellence. IU South Bend is a member of the Chicagoland Collegiate Athletic Conference (CCAC) of the NAIA.

- Created a new strategic enrollment management team and campus administrative structure resulting in improved enrollment processes and outcomes.

- Shepherded the development of a new strategic plan in collaboration with the Campus Directions Committee.
- Completed IU South Bend's \$32 million Bicentennial campaign as part of the larger \$3 billion IU-wide campaign.
- Orchestrated the purchase of a heritage site building in the community to permanently house the IU South Bend Civil Rights Heritage Center.
- Formed new campus Diversity, Equity and Inclusion committee to improve programs and outcomes for faculty, staff and students.
- Enhanced campus communications, internally and in our service region, using a diversified portfolio of approaches.
- Created a Campus Budget Advisory Council and more transparent budget processes.
- Increased regional partnerships and visibility through the implementation of a comprehensive regional engagement plan.
- Supported the work of campus sustainability efforts resulting in a new IU South Bend STARS rating, Tree Campus and Bee Campus designations; supported the formation of a new community engagement center and campus-wide committee.
- Led the campus through the COVID-19 pandemic using a shared leadership approach with minimal impact on campus health, enrollment and budget.

University of Wisconsin, Whitewater

April 2016 – May 2019

Provost and Executive Vice Chancellor for Academic Affairs

Chief Academic Officer of UW-Whitewater, a public, regional, comprehensive university, one of 13 campuses of the University of Wisconsin system.

- Led completion of a new university strategic plan; conceptualized an associated dashboard reporting framework; lead all aspects of implementation, including tracking key performance indicators; restructured Academic Affairs units in alignment with new goals.
- Made significant contributions to the development of new university marketing and branding strategies.
- Created new office of Student Diversity, Engagement and Success that housed High Impact Practices (HIPs) as well as programs that better served underrepresented students access and engagement in HIPs.
- Implemented evidence-based strategic enrollment planning process, including a new faculty-led academic planning process and a new institutional growth mindset framework and belonging focus.
- Facilitated execution of retention practices that resulted in improved retention and graduation rates, including academic policy changes and the establishment of new programs such as the *Warhawk Emergency Fund* and *Fostering Success* program for former foster youth.
- Led program, policy, and operations efforts to incorporate a local two-year college as a new branch campus in a UW System restructuring initiative.
- Led conceptualization of 150th anniversary celebration activities, including themes for a \$15 million sesquicentennial campaign; shepherded development of case statements and programs that contributed to raising \$10 million raised during the silent phase of the campaign.
- Championed new technological applications (e.g., Cisco *Spark*, e-Portfolio, *Involvio* mobile app)
- Led the campus' participation in national projects, such as Re-imagining the First Year (RFY) sponsored by American Association of State Colleges and Universities (AASCU) and the National Association of System Heads (NASH) Taking Student Success to Scale (TS3)

initiative focused on community-based learning and student employment initiatives, and in invited Lumina Foundation-funded projects (Quality Assurance (QA) Commons and their emerging work-based learning initiative).

- Implemented new college-level academic quality reporting and accountability expectations in preparation for Higher Learning Commission (HLC) four-year review.
- Expanded programs to promote hiring of diverse faculty, staff and administrative search processes.
- Improved support for research, scholarship and creative activity, including new investments in faculty development programs, equipment purchases, and mini-grants.
- Secured participation of UW-W in a pilot of ACUE's (Association of College & University Educators) new innovative cohort-based/hybrid faculty teaching development program as part of a UW System initiative.
- Contributed to the establishment of a Wisconsin chapter (WI-BLN) of the USBLN at UW-Whitewater, based on our strong track record of success with students with disabilities. (USBLN is a national network of businesses dedicated to improving the hiring, retention and success of persons with disabilities).
- Participated in UW-Whitewater Foundation Board of Directors strategic planning, fundraising, and alumni development programming and created new processes for prospect management for the academic deans to increase fundraising efforts and enhance effectiveness of Deans Advisory Boards.
- Broadened campus commitment to sustainability, including campus participation in the Association for the Advancement of Sustainability in Higher Education (AASHE) STARS report, re-establishing the Campus Sustainability Council and Faculty Sustainability Fellowship.

California State University, Chico (Chico State)

Oct 2014 – March 2016

Interim Provost and Vice President for Academic Affairs

Chief Academic Officer at Chico State, a public, regional, comprehensive, Hispanic-Serving Institution (HSI), one of 23 campuses of the California State University system.

- Conceived and implemented the largest campus-based faculty equity program in the California State University system (\$1.4 million).
- Expanded efforts to increase diversity hiring practices in faculty, staff and administrative search processes; increased diversity of senior management in Academic Affairs.
- Contributed to final planning phases for occupying new 90,000 square foot arts and humanities building with 100 faculty offices and new spaces for promoting active learning (opened Fall 2016).
- Fostered the use of new tools and processes to improve technology-enabled, data-driven decision-making in Academic Affairs and launched a new e-Portfolio initiative.
- Served as President of the Research Foundation, a separate non-profit auxiliary associated with the university that managed \$50 million in external grants and contracts, philanthropic gifts, and community service organizations; oversight for management of university farm, field station and two nature preserves.
- Co-chaired the Campus Sustainability Committee; supported continued efforts to be a national leader in the campus sustainability movement, including signing of Second Nature's new carbon neutrality and resilience commitment.

California State University, Fresno (Fresno State)

Jan 2013 – Oct 2014

Dean, College of Science and Mathematics

Dean of the College at Fresno State, a public, metropolitan, comprehensive Minority-Serving Institution (both HSI and AANAPISI), one of the 23 campuses of the California State University system.

- Led the College in collaborative strategic planning effort; strengthened the College's governance structure and policy infrastructure including formation of a new college advisory board.
- Secured \$1.5 M National Science Foundation grant for course reform and faculty development leading to improved student learning and success in STEM; led faculty teams to obtain additional education-focused grants, including California State University system STEM initiative and AmeriCorps VISTA program. These programs were successful in closing the achievement gap for first year students and are now being implemented campus wide.
- Improved levels of external grants and contract awards and created new programs for supporting faculty and student research from \$1.5 M to \$4.9 M.
- Created new Advising and Resource Center in partnership with Student Affairs to enhance advising and support services as well as opportunities for internships, service learning, and undergraduate research.
- Established new Behavioral Sciences Institute with expanded support for research, education and services for children and adults with Autism spectrum disorders, including laying the groundwork for a partnership with Valley Children's Hospital to provide on-site services.
- Led final design planning for the Jordan Research Center, a new privately funded interdisciplinary research building.
- Published groundbreaking, self-supported magazine entitled "*Elements*" with corporate and alumni sponsorships and circulation of 10,000; enhanced social media and web-based communication strategies.

Association of American Colleges & Universities (AAC&U)

Jan 2010 - Sept 2012

Executive Director, Project Kaleidoscope (PKAL), Washington, DC

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

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

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

Director, Center for Excellence in Science and Math Education (CESaME) Aug 2007 – Jan 2010

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

- Led new campus center guided by a vision and strategic plan that was developed through collaboration of education, science and mathematics leaders.
- Obtained over \$2 million in external funding for STEM education programs and managed relationships with funding foundations and corporate sponsors.
- Built statewide STAR – *STEM Teacher and Researcher* – summer research program for aspiring and early career science teachers on behalf of the California State University (CSU) system (program now has over 400 alumni).
- Formed relationships with federal laboratories and funding partners in collaboration with California State University system and Cal Poly President's Office to expand the STAR program from one laboratory placement site to seven (program now has over 20 sites).
- Secured funding from the Bill and Melinda Gates Foundation and the Stephen Bechtel Fund for a multi-partner initiative to develop a STEM education network for the state of California (now known as the California STEM Learning Network); managed project operations and executed statewide PK-20 community focus groups.
- Served as Associate Dean, Strategic Initiatives from July 2009 – Jan 2010 during transition of the College of Education as a School of Education in the College of Science and Mathematics.
- Developed community relationships for PK-20 STEM collaborations; participated on advisory councils.

American Council on Education (ACE) Fellow, Colorado College Aug 2006 – Aug 2007

Presidential Mentor: Richard Celeste

- Provided analysis of interdisciplinary programs and consultation on North Central Association of Schools and Colleges re-accreditation report, focusing on analysis of assessment and accountability measures.

Special Assistant to the Provost Jun 2005 – Aug 2006

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

Associate Chair, Biological Sciences Department Fall 2003 – Spring 2005

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

Assistant Director, Center for Teaching and Learning (CTL) Jan 2002 – Dec 2003

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

PUBLICATIONS

Higher Education Publications and Contributed Works

- S. Elrod, contributor to “How to create and sustain effective change” in “A Guide to Effective Practices for Physics Programs (EP3)”, S. McKagan, D. A. Craig, M. Jackson, and T. Hodapp, Eds., (American Physical Society, College Park, MD, Version 2021.1), 2021.
- Kezar, A., Elrod, S.L. (2020) *Taken for granted: Understanding the anti-recognition, appreciation, and celebration culture of higher education*. Change: The Magazine of Higher Learning. **52**(5): 29-36. [DOI.org/10.1080/00091383.2020.1807880](https://doi.org/10.1080/00091383.2020.1807880)
- Elrod, S.L. and J. Ramaley (June 5, 2020) *Shared Leadership as a Strategy for Leading in a Time of Crisis and Beyond*. Posted at HigherEducationToday, a blog by ACE. Available at: <https://www.higheredtoday.org/2020/06/05/shared-leadership-strategy-leading-time-crisis-beyond/>
- Elrod, S.L., L. Whitehead, M.T. Huber (2020) *The Scholarship of Mission: A New Concept for Promoting Scholarly Work Advancing Institutional Goals*, Change: The Magazine of Higher Learning, 52:1, 15-22, DOI: 10.1080/00091383.2020.1693815.
- Elrod, S.L., Parys, J., Waraczynski, M. (February 7, 2019) *Shared Leadership for Student Success at UW-Whitewater*. Accelerating Systemic Change Network Blog Posting. Available at: <https://ascnhighered.org/ASCN/posts/217544.html>
- Elrod, S.L. Interviewee. “Episode 1812: Research on Institutional Change” Math Ed Podcast. Posted August 24, 2018. https://www.podomatic.com/podcasts/mathed/episodes/2018-08-24T07_39_07-07_00.
- Elrod, S.L. and Whitehead, L. (March 7, 2018) *Turning on the Thrive Channel to Accelerate Change in Higher Education*. Accelerating Systemic Change Network Blog Posting. Available at: <https://ascnhighered.org/ASCN/posts/201117.html>
- Elrod, S.L. and Kezar, A. (2017) *Increasing Student Success in STEM: Summary of a Guide to Systemic Institutional Change*. Change: The Magazine of Higher Learning. **49**(4):26-34.
- Elrod, S.L. (2016) *Translating Science Education Research into Practice: A New Imperative*. The American Biology Teacher. **78**(6): 443.
- Elrod, S.L. and Kezar, A. (2016) *Increasing Student Success in STEM: A Guide to Systemic Institutional Change*. Washington, DC: AAC&U. Available at: <https://secure.aacu.org/store/detail.aspx?id=PKALSTSS>
- Elrod, S.L. and Kezar, A. *Navigating Institutional Change for STEM Student Success*. Peer Review. Spring 2015. Available at: <https://www.aacu.org/peerreview/2015/spring>
- Kezar, A., Gehrke, S., and Elrod, S. L. (2015) *Implicit Theories of Change as a Barrier to Change on College Campuses: An Examination of STEM Reform*. The Review of Higher Education. **38**(4): 479-506.
- Elrod, S.L. and Kezar, A. (2015) *Increasing Student Success in STEM: An Overview of a New Guide to Systemic Institutional Change*. In *Transforming STEM Education*. Linda Slakey and Gabriela Weaver, Eds. West Lafayette, IN: Purdue University Press. (invited book chapter)
- Elrod, S.L. and Kezar, A. (2014) *Developing Leadership in STEM Fields: The PKAL Summer Leadership Institute*, Journal of Leadership Studies **8**(1): 33-39; also served as guest editor with Kezar for this symposium issue on STEM Faculty Leadership Development Programs.
- Elrod, S.L. (2014) *Quantitative Reasoning: The Next “Across the Curriculum” Movement*, Peer Review **16**(3); 4-8.
- Elrod, S.L. and Roth, M.J.S. (2012) *Leadership for Interdisciplinary Learning: A Practical Guide to Mobilizing, Implementing, and Sustaining Campus Efforts*. Washington, DC: Association of American Colleges and Universities.
- Kezar, A. and Elrod, S.L. (2012) *Facilitating Interdisciplinary Learning: Lessons from Project Kaleidoscope*. Change: The Magazine of Higher Education **44** (1): 16-25.

- Elrod, S.L. (2011) *What Works in Facilitating Interdisciplinary Learning in Science and Mathematics*. Washington, DC: Association of American Colleges and Universities.
- Elrod, S.L., Husic, D. and Kinzie, J. (2010) *Research and Discovery Across the Curriculum*, Peer Review **12** (2): 5-9.
- Elrod, S.L. (2010) *Project Kaleidoscope 2.0: Leadership for Twenty-First-Century STEM Education*, Liberal Education **96** (4): 24-28.
- Garvin-Doxas, K., Klymkowsky, M. and Elrod, S.L. (2007) *Building, Using and Maximizing the Impact of Concept Inventories in the Biological Sciences: Report on a National Science Foundation-sponsored Conference on the Construction of Concept Inventories in the Biological Sciences*, CBE-Life Science Education **6**: 277-282.
- Elrod, S.L. and Somerville, M.M. (2007) *Literature-Based Scientific Learning: A Collaborative Model*, Journal of Academic Librarianship. **33**(6): 684-691.

Books

- Ramaley, J., Elrod, S.L., Kezar, A. Holcombe, E. (in preparation) *Shared Leadership in Higher Education: Responding to a Changing World*, forthcoming from Stylus.
- Elrod, S.L. and Stansfield, W. (2010) *Schaum's Outline of Theory and Problems of Genetics*. 5th edition. New York: McGraw-Hill.

Scientific Research Publications (student co-authors are underlined)

- Elrod, S.L., Chen, S.M., Schwartz, K. and Shuster, E.O. (2009) *Optimizing sporulation conditions for different *Saccharomyces cerevisiae* strain backgrounds*. Methods in Molecular Biology. 557:21-6.
- Lord, N., Kaplan, C., Shank, P., Kitts, C. and Elrod, S.L. (2002) *Assessment of fungal diversity using terminal restriction fragment (TRF) analysis: Comparison of 18S and ITS ribosomal regions*. FEMS Microbiology Ecology **24**(3): 327-337
- Elrod, S.L., Jones, A., Berka, R., Cherry, J.R. (2000) *Cloning of the *Aspergillus oryzae* hemA gene and its use as a selectable marker*. Current Genetics **38**: 291-8
- Hatcher, S.L.S., Teplitz, R.L., Elrod, S.L. (1990) *Rapid Alkaline Transfer of Low Molecular Weight DNA From Nusieve Gtg Agarose Gels*. Biotechniques **9**(3):260-262
- Scudder, S.A., Elrod, S.L., Gumerlock, P., Kawasaki, E.S. (1990) *Detection of the Multidrug Resistance (MDR) Gene Using the Polymerase Chain Reaction (PCR): Correlation with in vitro Drug-Testing*. Clinical Research. **38**(1): A133.

Patents

- Elrod, S.L., *Polypeptides having Uroporphyrinogen Decarboxylase Activity and Nucleic Acids Encoding Same*. Novo Nordisk Biotech, Inc., assignee. U.S. Patent 6,200,795, March 13, 2001.
- Elrod, S.L., Cherry, J. and Jones, A. *A Method for Increasing Hemoprotein Production in Filamentous Fungi*. Novo Nordisk Biotech, Inc., assignee. U.S. Patents 6,261,827, August 8, 2000; 6,100,057, July 17, 2001.
- Jensen, E. B., Elrod, S.L., Cherry, J. *Methods for Overproducing Polypeptides in Respiratory-Deficient Cells*. Novo Nordisk Biotech, Inc., assignee. U.S. Patent 5,891,669, April 6, 1999.
- Elrod, S.L. and Cherry, J. *Aspergillus oryzae 5-Aminolevulinic Acid Synthases and Nucleic Acids Encoding Same*. Novo Nordisk Biotech, Inc., assignee. U.S. Patents 5,871,991, February 16, 1999; 5,958,747, September 29, 1999.

GRANTS AND CONTRACTS

Science Education Grants and Contracts

With National Colleagues

Kezar, A. and Elrod, S.L. (August 2021 – present) *Refining Resources in Leadership Teams for Institutional Transformation*, Bill & Melinda Gates Foundation.

Elrod, S.L. and Bauerle, C. (August 2018 – February 2019) *Building Leadership Capacity for Systemic Change*. Workshop Proposal. National Science Foundation (DBI/DUE # 1841055).

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

At Fresno State

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

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

At Project Kaleidoscope

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

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

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

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

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

At Cal Poly

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

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

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

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

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

Scientific Research Grants and Contracts

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

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

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

National Institutes of Health Molecular and Cellular Biology pre-doctoral training grant (1991 - 1992).
University of California, Davis Graduate Research Awards (1990 - 93).

SELECTED PROFESSIONAL ACTIVITIES AND NATIONAL LEADERSHIP

Board Service

South Bend Regional Chamber of Commerce Board of Directors (member)

HERS Board of Directors (member; Nominations and Governance Committee chair)

National Leadership, Scholarship and Recognition

- Founding member, *Coalition for Reform of Undergraduate STEM Education* ([CRUSE](#)).
- Committee member, National Academies of Sciences, Engineering and Medicine *Developing Indicators for STEM Education* consensus study [report](#).
- Principal Investigator, *Building Shared Leadership Capacity* project (National Science Foundation); co-PI *Refining Resources in Leadership Teams for Institutional Transformation* (Bill & Melinda Gates Foundation).
- Co-founder, [Gordon Research Conference](#) on *Undergraduate Biology Education Research*
- Co-founder, *Accelerating Systemic Change Network* ([ASCN](#)); Co-leader, *ASCN Systemic Change Institutes for Scaling & Sustaining Institutional Change*.
- Advisor, California State University (CSU) *STEM Collaboratives* project funded by The Helmsley Trust: Final [Report](#).
- Advisor, Mathematics Teacher Education Partnership ([MTEP](#)) and iChange transformational change projects funded by the National Science Foundation and supported by the Association of Public and Land Grant Universities (APLU).
- American Association for the Advancement of Science (AAAS) Fellow

Professional Society Membership

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