

### Strategic Leadership Roles:

- Associate Teaching Professor
- Chief of Staff to the Chancellor, Rutgers - New Brunswick.
- University Senate Chair.
- University Senate Vice Chair.
- University Senate Parliamentarian.
- Rutgers Board of Governors Senate Representative.
- Rutgers Board of Governors, Committee on Academic and Student Affairs.
- Rutgers Board of Governors, Committee on Audit.
- Rutgers University Senate Executive Committee Chair.
- University Structure and Governance Chair.
- IT Leadership Council.
- Educause Leadership Institute Proposal Reviewer 2019 - 2022.
- Adjunct Member of the PhD Faculty at Rutgers.

### Core Competencies:

- Shared Governance.
- Policy Development.
- Network and Information Security.
- Encryption.
- Strategic vision.
- Business continuity.
- Disaster readiness.
- Higher Education Leadership Reviewer.
- Interdisciplinary team building.
- IT and Strategic innovation to the stakeholders in Higher Education.
- Cross disciplinary and cross unit relationship development.
- Aligning IT with research, teaching, and administrative goals.
- High Performance Computing and big data.
- Cloud environments including Infrastructure, Platform and Storage as a Service.
- Transformative technology development.
- A high degree of skill in relationship-building and partnering with individuals and departments across the university.
- The ability to initiate and lead cross-divisional programs and projects.
- A commitment to equity, diversity and inclusion demonstrated by leadership, active planning, and accountability.
- A passion for results and data-driven action.
- An appreciation of Rutgers University's mission of excellence in education, research, and service, and an ability to communicate the distinguishing characteristics that set Rutgers-New Brunswick apart from its peers.
- Guiding department heads with expert advice to enhance overall team efficiency.

- Keeping meetings focused and planning and coordinating them effectively.
  - Setting key performance indicators to measure and improve team performance.
  - Providing hands-on support to transform ideas into reality and monitor their progress.
  - Steering strategic business initiatives from genesis to fruition.
  - Pinpointing and addressing core issues within business processes.
  - Evaluating risk factors when making critical decisions.
  - Completing special projects and initiatives with skillful oversight and support.
  - Leading large-scale meetings and workshops with meticulous planning and coordination.
  - Identifying areas of improvement across the organization and making actionable recommendations.
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## **Research, Teaching and Leadership Experience**

- **Associate Teaching Professor, Department of Library and Information Science, School of Communication and Information (SC&I) 2025**
- **Rutgers-New Brunswick, Chief of Staff the Chancellor of Rutgers – New Brunswick 2023 – 2025, Office of the Chancellor**
  - Provided strategic, operational, and administrative leadership to advance Chancellor priorities and initiatives.
  - Lead campus-wide strategic planning efforts in close collaboration with the Senior Leadership Team and ensure timely communication on goals, progress, and key performance indicators to campus and university governing bodies and the campus community more broadly.
  - Participated in key constituent and shared governance meetings to guide strategy and policy implementation and ensure responsive follow-up and accountability.
  - Oversaw the operation and meetings of the Chancellor's Senior Leadership Team including 14 campus leaders and the Executive Leadership Team of 5 executive leaders.
  - Supervised a staff and administrative team 5 working within the Office of the Chancellor, overseeing all scheduling, planning, and communications for the Chancellor.
  - Provided leadership to the Chancellor's office in the areas of faculty, vice chancellor appointments, external affairs, decanal searches, policy development, and operations and project management.
  - Acted as a senior adviser on the Chancellor's Executive Leadership Team.
  - Advised on various campus issues, from academic policies and space requirements to continuity of academic operations during the recent strike.
  - Created agendas for the leadership team and chaired all meetings with the Chancellor and various teams.
  - Served as a liaison between the Chancellor's office and other parts of the campus, such as academic departments, administrative units, and external stakeholders.
  - Coordinated and facilitated communication and initiatives across these groups.
  - Wrote and edited remarks/letters from the Chancellor to various groups including school convocations, donor and meeting remarks internal and external to the university.
  - Oversaw projects and initiatives emerging from within the Chancellor's office. This included leading strategic planning efforts, writing and implementing new policies, managing large-scale events, and updating the Academic Master Plan (AMP) along with the resulting reports.
  - Managed multiple RFP processes and assessed the resulting responses. Interviewed each executive search firm and ultimately approved each firm, engaging them in multiple searches, including decanal searches.
  - Chair of the search committee for the Vice Chancellor for Communications and Marketing, acted

- to oversee the R-COMM staff while the search for the new leader is ongoing.
  - Worked with the current and incoming Faculty Athletic Representative (FAR) to ensure timely appointments and renewals while complying with all NCAA regulations and standards.
  - Created policies to ensure that faculty in one unit are not poached by another unit.
  - Worked with, and continue to work with, University Ethics and Compliance on web accessibility issues and changes to federal and state law.
  - Oversaw the Chief of Staff budget and all direct Chancellor reports. This allowed for optimal office operation and the funding needed for executive and decanal searches. The Chief of Staff budget in fiscal 23-24 is approximately \$3.8 million.
  - Worked closely with New Brunswick and University Human Resources to guarantee that all appointments and hires were treated equitably and complied with all University policies. I provided professional development funding and opportunities for my direct reports.
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**Rutgers University Senate  
2008 – 2023 (Chair 2019 – 2022)**

- Senate Chair is elected and serves as provided in University Policy 50.2.1.E.
- Chair performs the duties normally associated with this office, including presiding at meetings of the full Senate and Executive Committee.
- Supervising and executing Senate business.
- Convening regular and special meetings of the Senate.
- Acts as the official liaison of the Senate to the Board of Governors and meets at least once each semester with the President of the University and the Executive Vice President for Academic Affairs to discuss upcoming issues of interest to the Senate.
- Facilitates Communication between the chair and the president and the president's senior administrators
- In consultation with the Executive Committee and executive secretary, the chair appoints members and chairs of standing and ad hoc committees.
- Chair is responsible for initiating appeals filed under University Policy 50.2.2B (2) and presenting the Senate's case to the Educational Policy and Planning Committee of the Board of Governors.
- Responsible for proactively soliciting information from the president or the president's representative on upcoming issues or projects that require legislative or advisory action by the Senate for the Executive Committee.
- Chair regularly fully reports to the Executive Committee on the chair's ongoing communications with the president.

**Rutgers University, School of Communication and Information, New Brunswick, NJ  
1996 - 2023**

**Assistant Dean:**

- Manage Special Projects and Research for the Dean on Higher Education Policy and Learning Space Design
- Responsible for network design and management of 400+ device network and associated peripherals.
- Administer budget of \$1 Million for research and teaching mission.
- Manage mid-level managers and their 16 IT helpdesk, web developer and system administration staff.
- Deployed the first Voice over IP Phone System at the University. Saved \$300,000.00 over eleven years in reduced telecommunication charges.
- Adjunct Member of the PhD faculty.
- Member of University CIO Leadership Council.

- Rutgers University Senator since 2008 with multiple leadership positions in committees, currently chair.

**Highlighted Accomplishments:**

- Increased funding for IT by 200%.
- Created a virtual application environment enabling students to utilize costly software remotely via SC&I servers.
- Current Vice Chair of the Rutgers University Senate. First staff member elected to this position in the history of Rutgers University.
- Chair of the University Structure and Governance Committee.
- Member of the Rutgers University Senate Executive Committee.
- Rutgers University Senate Parliamentarian.
- Wrote over 17 reports for the Rutgers University Senate subsequently voted on and adopted by the President of the university.
- Created a new learning space paradigm for the school.
- Professionalized IT at SC&I, leading the school to be a model IT program in higher education.
- Sought after by multiple organizations within and outside of Rutgers for IT consultation.
- Prepared for seamless transition to remote learning well in advance of the pandemic.

**Awards/Honors:**

- Chair, Presidential Employee Excellence Recognition Program, 2023 – 2024.
- Distinguished Service Award – 2023, SC&I, Rutgers University.
- Proposal Reviewer, Educause Leadership Institute.
- President's Award for Outstanding Administration – 1999, SC&I, Rutgers University.
- Distinguished Service Award – 1996, Rutgers University
- Outstanding Service – 1998, Rutgers University.
- Inducted into Keramos, Ceramic Honor Society.

**Profile:**

- Leader with 38 years of experience in higher education.
- Member of the Senior Administration of the School of Communication and Information.
- Member of multiple university committees on technology.
- Advisor to other academic units within Rutgers University.
- Critical problem solver with an extensive background and experience in Information Technology, Information Security, Learning Space design, higher education policy and Active Critical Reflective Learning methodologies.
- Leader of Information Technology team of 4 full and 20 part time staff.
- Budget Development and Administration. Responsible for a budget of \$750k.
- Analytical thinker who is enthusiastic, creative, solution-oriented, and a mentor and advisor to all IT staff.
- Specializations include Information Security, Network Architecture Development and Higher Education Policy.
- Leadership - Use a balanced blend of motivational and targeted instruction methodologies to enhance staff skills and abilities, focus on the three 'R's - rigor, relevance, and relationships.
- Leverage Resources / Strategic Collaborations – Work closely with university leaders and corporate partners to encourage involvement, collaboration, and strong alliances.
- Used a consistent visionary approach to elevate IT to new heights of innovation and productivity.

### **Manager of Computing Services:**

- Acted as a computer, networking expert and resource for SCILS faculty, staff, and students.
- Trained faculty, staff and students in the latest technology and applications. Conducts workshops on subjects ranging from advanced email topics to web page design.
- Managed daily operation of electronic classrooms and laboratories.
- Designed and implemented new laboratories and updated existing facilities. Created and maintained web server software, multiple listservs, x-terminal client and server software, multi-object-oriented software, anonymous FTP software, and electronic library research projects.
- Assisted in the planning and development of computer and networking resources. Responsible for strategic planning of present and future resources to maintain SCILS as the premier information technologists at Rutgers.
- Responsible for providing for the computing and network needs of 65 faculty members, 544 graduate students, and approximately 1600 undergraduate students. This includes 10 Sun Sparc Minicomputers, 20 Windows Servers, and 300 network devices, including PC, MAC, and Linux.

### **Rutgers University, College of Engineering, New Brunswick, NJ**

**August 1986 – August 1994**

### **Research Scientist:**

- Directed the operation of four Scanning Electron Microscopes (SEM), X-Ray Fluorescence (XRF) and auxiliary sample preparation equipment valued at approximately \$1,000,000.00.
- Responsible for developing and implementing new techniques in the characterization of advanced materials by SEM/XRF.
- Supervised five graduate student staff members who assist in instructing faculty, students, and outside investigators on the theory and practical aspects of SEM/XRF.
- Responsible for designing and administrating two graduate laboratory courses: Scanning Electron Microscopy and X-Ray and Spectrographic Methods.
- Acted as technical expert in analyzing materials for industrial sponsors and N.J. based small business.

### **Teaching Experience:**

Scanning Electron Microscopy	Graduate Course	Rutgers University
X-Ray Fluorescence Analysis	Graduate Course	Rutgers University
Information Technology for Librarians	Graduate Course	Rutgers University
Introduction to Network and Internet Technologies	Undergraduate Course	Rutgers University

### **Publications:**

An Exploration and Analysis of the Microstructure, Dimensional Changes and Scattering Effects of Stereolithography Additive Manufactured Alumina. Ph.D. Dissertation.

Magnetic, electrical, and microstructural properties of  $\text{YBa}_2\text{Cu}_3\text{O}_7$  - A comparison of sol-gel, co-precipitated, and solid-state processing routes. Journal of Materials Research, September 1989.

Compliance Scorecard. <https://www.securityinfowatch.com/home/article/10542050/compliance-scorecard>.

Computer Aided Imaging in Ceramics. Bulletin of the American Ceramic Society, Volume 73, Number 3. March 1994.

### **Education:**

Ph.D., Materials Science and Engineering, Rutgers University, New Brunswick, NJ

M.S., Ceramic and Materials Engineering, Rutgers University, New Brunswick, NJ

B.A., Earth and Planetary Science, Rutgers University, New Brunswick, NJ

**Associations & Certifications:**

IEEE Member. Association for Computing Machinery. Educause.