

CURRICULUM VITAE & ADMINISTRATIVE RESUME

CHARLES CARMELLO

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I. EDUCATION

Ph.D. English (with high distinction), University of Wisconsin at Milwaukee.
M.A. English (with distinction), University of Wisconsin at Milwaukee.
B.A. Double major in English and Religion (cum laude), Wesleyan University.

II. APPOINTMENTS

Faculty Appointments

Professor of English, Affiliate Professor of Comparative Literature, Affiliate Professor of American Studies, University of Maryland (UMD). Initial appointment, 1978.
Visiting Faculty, Abteilung für Amerikanistik, Universität Tübingen, Summer 2018.
Visiting Faculty, Center for Humanities, Wesleyan University, 1982-83.
Lecteur, U.E.R. des Pays Anglophones, Université de la Sorbonne Nouvelle (Paris III), 1975-76.

Administrative Appointments (see IX. Administrative Resume for details)

Senior Advisor for Graduate Education, University System of Maryland, 2016-18.
Associate Provost for Academic Affairs and Dean of the Graduate School, UMD, 2006-16.
Chair, Department of English, UMD, 1998-2006. Acting Chair, 1997.
Acting Director, Comparative Literature Program, UMD, 2003-06.
Director of Graduate Studies, Department of English, UMD, 1994-98.

Residential Fellowships

John H. Daniels Fellowship, National Sporting Library & Museum, Middleburg, VA, 2017-24.
Dean-in-Residence, Council of Graduate Schools, Washington, DC, 2016-17.
Andrew W. Mellon Fellowship, National Humanities Center, Research Triangle Park, NC, 1984-85.
Mellon Postdoctoral Fellowship, Center for Humanities, Wesleyan, 1982-83.

III. PUBLICATIONS

Authored Books

"Riding Between the Wars: Civilian Horsemanship, 1912-1948." Scheduled for completion 2023.
Riding to Arms: A History of Horsemanship and Mounted Warfare. Lexington: University Press of Kentucky, 2022. "Horses in History" series. Print, digital, and audiobook formats.
Reviewed: *Horse Talk* (www.horsetalk.co.nz), *The Washington Independent Review of Books* (<http://www.washingtonindependentreviewofbooks.com>).

- Henry James, Gertrude Stein, and the Biographical Act*. Chapel Hill: U of North Carolina Press, 1996. xvi + 275 pages.
Reviewed: *American Literary Scholarship, American Literature, Auto/Biography Studies, Biography, Choice, English Literature in Transition 1880-1920, Henry James Review, Journal of American Studies (UK), Modern Fiction Studies, Review, Revue Française d'Etudes Américaines, Tulsa Studies in Women's Literature, Yearbook of English Studies*.
- Silverless Mirrors: Book, Self & Postmodern American Fiction*. Tallahassee: University Presses of Florida, 1983. xii + 250 pages.
Reviewed: *American Book Review, American Literary Review (Japan), American Literary Scholarship, American Literature, Canadian Review of American Studies, Choice, Contemporary Literature, Critical Texts, Genre, Journal of American Studies (UK), Journal of Modern Literature, Modern Fiction Studies, Novel, Poetics Today (Israel), Referatedienst zur Literaturwissenschaft, Revue Française d'Etudes Américaines, Revue de Littérature Comparée, Rocky Mountain Review, Studies in American Fiction, Studies in the Humanities, SubStance, University Publishing, Western Humanities Review, World Literature Today*.

Edited Books

- Eighteenth Century Equitation* [including]: *Military Equitation: or, A Method of Breaking Horses, and Teaching Soldiers to Ride* (1793), by Henry Herbert, 10th Earl of Pembroke, and *A Treatise on Military Equitation* (1797), by William Tyndale. Edited, with Introduction and Notes, by Charles Caramello. Franktown, VA: Xenophon Press, 2018.
- Performance in Postmodern Culture*. Madison, Wisconsin: Coda Press, 1977. 234 pages. Distributed by Performing Arts Journal Publications. Japanese translation published by Kokubun-Sha, Tokyo, 1989. Co-edited with Michel Benamou.

Monographs

- Useful Knowledge: An Annotated Bibliography of CGS Monographs and Reports*. Washington, DC: Council of Graduate Schools, 2018. 64 pages.
- Research Ethics Education for Graduate International Collaborations*. Washington, DC: Council of Graduate Schools, 2017. 54 pages. Lead author.

Book Chapters

- "Fleshing Out Willie Masters' Lonesome Wife." *Contemporary Literary Criticism*. Gale Research Company, 2000. Vol. 132: 142-49. Rpt. from *Silverless Mirrors*.
- "Coming Across America: Stein and Federman." *Autobiographie & Avant-garde*. Ed. Alfred Hornung and Ernstpeter Ruhe. Tübingen: Gunter Narr Verlag, 1992. 367-75. Also in *Near Encounters: Festschrift for Richard Martin*. Ed. Hanjo Berressem and Bernd Herzogenrath. Frankfurt: Peter Lang, 1995. 47-56.
- "Shaping Presences, Shaped Absences." *Critical Essays on American Modernism*. Ed. Michael J. Hoffman and Patrick Murphy. New York: G.K. Hall, 1992. 145-59. Rpt. from *Silverless Mirrors*.
- "The Duality of *The American Scene*." *A Companion to Henry James Studies*. Ed. Daniel Mark Fogel. Westport, Connecticut: Greenwood Press, 1992. 447-73.
- "Gertrude Stein as Exemplary Theorist." *Gertrude Stein and the Making of Literature*. Ed. Shirley Neuman and Ira Nadel. London: Macmillan; Boston: Northeastern UP, 1988. 1-7.
- "Portrait Narration: Generals James and Stein." *Intertextuality and Contemporary American Fiction*. Ed. Robert Con Davis and Patrick O'Donnell. Baltimore: Johns Hopkins UP, 1989. 103-20. Also in *Making Sense: Text and Reader in Contemporary American Fiction*. Ed. Gerhard Hoffmann. Munich: Fink Verlag, 1989. 244-60.
- "The Author's Taste, or, Unturning the Screw." *The Magic Circle of Henry James: Essays in Honour of Darshan Singh Maini*. Ed. Amritjit Singh and Ayyappa Paniker. New Delhi: Sterling; New York: Envoy, 1989. 183-96. Rpt. from *The Dalhousie Review*, 1984.

- "Notes on the Technological Imagination," by Michel Benamou, edited by Charles Caramello. *The Technological Imagination: Theories and Fictions*. Ed. T. DeLauretis, A. Huyssen, K. Woodward. Madison, Wisconsin: Coda Press, 1980. 65-75. Collation, translation, and commentary on Michel Benamou's posthumous papers on technology and literature.
- "On the Guideless Guidebooks of Postmodernism: Reading *The Volcanoes from Puebla* in Context." *The Avant-Garde Tradition in Literature*. Ed. Richard Kostelanetz. Buffalo, NY: Prometheus Books, 1982. 348-77. Rpt. from *Sun & Moon*, 1980.
- "On Styles of Postmodern Writing." *Performance in Postmodern Culture*. Ed. Benamou and Caramello. Madison, Wisconsin: Coda Press, 1977. 221-34.

Encyclopedia Entries

- "Ronald Sukenick" and "Richard Kostenanetz." *Contemporary Novelists*. 4th Edition. London: St. James Press, 1986. 795, 514-15.
- "Ihab Hassan." *Postmodern Fiction: A Bio-Bibliographical Guide*. Ed. Larry McCaffery. Westport, Connecticut: Greenwood Press, 1986. 397-400.

Selected Journal Articles

- "'They Had No Choice': Images of Equines in the Great War." Special Great War Issue of *Anglistik: International Journal of English Studies*. 29.2 (2018): 73-81.
- "Henry James Goes to War." *Denver Quarterly*. 47.4 (2013): 11-18.
- "Hemingway's Horses." *Denver Quarterly*. 47.1 (2012): 8-14.
- "Reading Gertrude Stein Reading Henry James, or, Eros Is Eros Is Eros Is Eros." *The Henry James Review* 6.3 (1985): 182-203. 18,000-word article. For Leon Edel's comments and my response, see "Correspondence," *HJR* 9.3 (1988): 224, and *HJR* 10.3 (1989): 214-19.
- "Performing Self as Performance: James, Joyce, and The Postmodern Turn." *Southern Humanities Review* 15 (1981): 301-05.
- "Duplicities/Complicities: *The Voice in the Closet/La Voix dans le Cabinet de Débarras*." *American Book Review* March-April 1981: 10-12. Rpt. in *Contemporary Literary Criticism*. Gale Research Company, 1988. Vol. 47:124-5.
- "Fleshing Out *Willie Masters' Lonesome Wife*." *SubStance* 27 (1980): 59-72.
- "Flushing Out 'The Voice in the Closet.'" *SubStance* 20 (1978): 101-13.

Sample Journal and Web Reviews

Reviews in *The Washington Independent Review of Books*

(<http://www.washingtonindependentreviewofbooks.com>): *Unrequited Infatuations*, by Stevie Van Zandt (November 2021); *Philip Roth: The Biography*, by Blake Bailey (April 2021); *On Seamus Heaney*, by R.F. Foster (October 2020); *Around the World in 80 Words*, by Paul Anthony Jones (September 2020); *The Unpunished Vice: A Life of Reading*, by Edmund White (August 2018); *Tattered Banners: An Autobiography*, by Paul Rodzianko (May 2018); *Where the Past Begins: A Writer's Memoir*, by Amy Tan (November 2017); *Conversations with McCartney*, by Paul Du Noyer (December 1916). *London Fog: The Biography*, by Christine Corton (January 2016); *Sympathy for the Devil: Four Decades of Friendship with Gore Vidal*, by Michael Mewshaw (January 2015). *Italian Identity in the Kitchen, or Food and the Nation*, by Massimo Montanari (September 2013); *Lady at the O.K. Corral: The True Story of Josephine Marcus Earp*, by Ann Kirschner (April 2013); *Declaring His Genius: Oscar Wilde in North America*, by Roy Morris (April 2013); *Elsewhere: A Memoir*, by Richard Russo (February 2013); *Portrait of a Novel: Henry James and the Making of an American Masterpiece*, by Michael Gorra (November 2012).

Reviews in *Revue Française d'Etudes Américaines*: *The Letters of Gertrude Stein and Thornton Wilder* (1998); *The Making of Americans*, by Gertrude Stein (1997); *Collected Travel Writings*, by Henry James (1997); *The Correspondence of Henry James and the House of Macmillan*,

1877-1914 (1996); *A Melville Encyclopedia* (1992); *A Gertrude Stein Companion* (1990); *Letters of Gertrude Stein and Carl Van Vechten, 1913-1946* (1989).

Omnibus Reviews in *Modern Fiction Studies*:

- *Rescued Readings: A Reconstruction of Gertrude Stein's Difficult Texts*, by Elizabeth Fifer; and *Curved Thought and Textual Wandering: GS's Postmodernism*, by Ellen E. Berry (1994).
- *The Library of Henry James*, edited by Leon Edel and Adeline R. Tintner; *The Book World of Henry James: Appropriating the Classics*, by Adeline R. Tintner; *Henry James: The Indirect Vision*, by Darshan Singh Maini; and *The Language of a Master: Theories of Style and the Late Writing of Henry James*, by David W. Smit (1989).
- *A Theory of Narrative*, by F.K. Stanzel; *The Only Teller: Readings in the Monologue Novel*, by Hetty Clews; *Pattern and Chaos: Multilinear Novels by Dos Passos, Dublin, Faulkner, and Koeppen*, by Kathleen L. Komar; *The Nonfiction Novel*, by Robert Augustin Smart; and *The Soft Machine: Cybernetic Fiction*, by David Porush (1986).
- *Alternative Pleasures: Postrealist Fiction and the Tradition*, by Philip Stevick; and *Horizons of Assent: Modernism, Postmodernism, and the Ironic Imagination*, by Alan Wilde (1982).
- *Art and Idea in the Novels of Bernard Malamud*, by Robert Ducharme; and *The Comedy that "Hoits": An Essay on the Fiction of Philip Roth*, by Sanford Pinsker (1976).

Selected Papers and Lectures

- "Siegfried Sassoon, Hunting in the Trenches." Public Lecture. National Sporting Library and Museum (NSLM). Middleburg, VA. February 2020.
- "Remounts and Wastage: Horses in the Great War." Public Lecture. NSLM. July 2019. Expanded version of following entry.
- "They Had No Choice': Equines in the Great War." Invited Paper, Triennial Conference of International Association of University Professors of English, London, July 2016.
- "2 or 3 Things I Know about Him." Invited Paper. Beyond Crisis: The Humanities in Renewal—An International Symposium Dedicated to Ihab Hassan." UWM. November 2015.
- "Henry James, Hemingway, and the Great War." Inaugural UWM Distinguished Alumni Lecture, 2012.
- "Henry James: Biographer." Plenary Session on New Directions in James Biography. Also chaired The Fourth Phase of Henry James. Sesquicentennial Symposium on Redefining Henry James's Place in Culture. New York, 1993.
- "Henry James: The New York Edition and the Family Book." Invited Distinguished Lecture. The William James Forum. Washington College, 1993.
- "Coming Across America: Stein and Federman." Symposium on Autobiography and Avant-garde. Johannes Gutenberg-Universität Mainz, 1990.
- "Modernism in the U.S.A." Keynote Address. Symposium on "Modernismo- Modernism and Literary Independence." UMD, 1988.
- "Concepts of Self." *Soundings*. National Public Radio, 1985.
- "Reading Gertrude Stein Reading Henry James." International Symposium on Making Sense: Text and Reader in Contemporary American Literature. Würzburg, 1985.
- "The Author's Taste, or, Unturning the Screw." International Association for Philosophy and Literature. SUNY-Stony Brook, 1983.
- "A Question of the Jamesian Text: The New York Edition and the Autobiographical Writing." Center for Humanities Lecture and Colloquium Series. Wesleyan, 1983.
- "Turning the *clou*: Joyce and Beckett." Symposium on Samuel Beckett: Humanistic Perspectives. Ohio State University, 1981.
- "Performing Self as Performance." First International Conference on Innovation/Renovation: Current Trends and Reconceptions in Western Culture. Würzburg and Munich, 1980.
- Modern Language Association Annual Conventions*: "The Final Test: James, Stein, and Literary Portraiture" (1993); "*Hawthorne, William Wetmore Story*, and the Politics of Union" (1989); "Henry James." *The American Critic as Man or Woman of Letters* (1986); "On Walter Abish's *Alphabetical Africa*" (1981); "A Note on the Self in Postmodern Fiction" (1979); "Questioning (and) Intermedia Performance" (1978); "Flushing out 'The Voice in the Closet'" (1977).

Equestrian Writing

- "Harry D. Chamberlin: 'The Consummate Horseman.'" (www.eventingnation.com). February 21, 2022.
- "The Literary Jim Wofford." *Eventing Nation*. (www.eventingnation.com). November 30, 2021.
- "Some Early English Treatises on Dressage and Equitation." *Drawing Covert*. National Sporting Library and Museum. (<https://nslmblog.wordpress.com/>). August 4, 2020.
- "Foxhunting and the Cavalry Spirit." *Foxhunting Life*. (<https://www.foxhuntinglife.com/>). June 2, 2020.
- "Siegfried Sassoon, Fox-Hunting, and the Great War." *Drawing Covert*. National Sporting Library and Museum. (<https://nslmblog.wordpress.com/>). Feb. 12, 2019. Rpt. in *Foxhunting Life*. March 27, 2019.
- "'They Had No Choice': Images of Equines in the Great War." Special Great War Issue of *Anglistik: International Journal of English Studies*. 29.2 (2018): 73-81.
- Review of *Tattered Banners: An Autobiography* (1939; rpt. 2018), by Paul Rodzianko, *Washington Independent Review of Books* (<http://www.washingtonindependentreviewofbooks.com>). May 31, 2018.
- "18th Century Military Equitation." *Drawing Covert*. National Sporting Library and Museum. (<https://nslmblog.wordpress.com/>). Jan. 30, 2018.
- "Piero Santini, Apostle of Forward Riding (Parts I and II)." *Eventing Nation*. (www.eventingnation.com). Jan. 20 and 21, 2018.
- "Scribing for Dressage, YEH, and FEH Competitions" (pub. as "Perks of Being a Dressage Scribe"). *Eventing Nation* (www.eventingnation.com). Aug. 25, 2015. Rpt. in *Horse Talk*, Nov. 4, 2015.

Articles and reviews in *Horse Talk* (www.horsetalk.co.nz):

- "Captain Lewis Edward Nolan: Horseman, Horse Soldier, and Military Scapegoat." Dec. 14, 2021.
- "William Cavendish: An English Giant of French Dressage." September 21, 2020.
- "Sixteenth-Century English Books on Horsemanship." July 27, 2020.
- "Rereading Xenophon's *On Horsemanship*." June 8, 2020.
- "Horses, Historians, and Early Modern England." Omnibus review of *Horses and the Aristocratic Lifestyle in Early Modern England* (2018), by Peter Edwards; and *Horse Racing and British Society in the Long Eighteenth Century* (2018), by Mike Huggins. Jan. 3, 2019.
- "The Franco-German (Dressage) War." Article based on *Fragments from the Writings of Max Ritter von Weyrother* (1836; rpt. 2017); *The Gymnasium of the Horse* (1885; rpt. 2017), by Gustav Steinbrecht and *Breaking and Riding with Military Commentaries* (1890 and 1902; rpt. 2017), by James Fillis. Aug. 13, 2018.
- "Equines and the Empire." Omnibus review of *Real War Horses: The Experiences of the British Cavalry, 1814-1914* (2016), by Anthony Dawson; and *Horses in the British Army, 1750 to 1950* (2017), by Janet Macdonald. May 26, 2018.
- "Outdoor Baucherists." Omnibus review of *Methodical Dressage of the Riding Horse/Dressage of the Outdoor Horse* (1891; rpt. 2010), by Faverot de Kerbrech, and *Horse Training Outdoors and High School* (1923; rpt. 2014), by Etienne Beudant. October 16, 2017.
- "Posthumous Santini." Omnibus review of *The Horseman's Dictionary* (1963) by Piero Santini, and *The Caprilli Papers* (1967) by Federico Caprilli, edited and translated by Piero Santini. June 26, 2017.
- "Picturing Horses in the Great War." Review of *Horses of the Great War: The Story in Art*, by John Fairley. May 18, 2017.
- "Santini's First Foray." Review of *Riding Reflections* (1932; rpt. 1950), by Piero Santini. May 4, 2017.
- "Royal Equeries: Pluvinel and de la Guérinière." Omnibus review of *Le Maneige Royal ou L'Instruction du Roy, En L'Exercice de Monter à Cheval* (1625; rpt. 2015), by Antoine de Pluvinel, and *Ecole de Cavalerie* (1733; rpt. 2015), by François Robichon de la Guérinière. Feb. 25, 2017.
- "Santini Redux." Review of *The Forward Impulse* (1936; rpt. 2016), by Piero Santini, Feb. 12, 2017.
- "The Greater Santini." Review of *Learning to Ride* (1941; rpt. 2016), by Piero Santini. Sept. 16, 2016.

- "The Austrian Connection." Omnibus review of *The Art of Riding a Horse, or A Description of Modern Manège* (1727; rpt 2015), by F. W. Eisenberg, and *Austrian Art of Riding: Five Centuries* by Werner Poscharnigg. July 2, 2016.
- "Equines in the Anglo-Boer and Great Wars." Review of "*Theirs Not To Reason Why*": *Horsing the British Army 1875-1925*, by Graham Winton. February 27, 2016.
- "Horseman as Bookman." Review of *Great Books on Horsemanship: Bibliotheca Hippologia Johan Dejager*, compiled by Koert van der Host. November 5, 2015.
- "Dressage Italian Style." Omnibus review of *The Rules of Riding* (1550), by Federico Grisone, and *The Italian Tradition of Equestrian Art*, by Giovanni Tomassini. May 22, 2015.
- "How German Is It." Review of *H.Dv.12: Army Riding Regulation 12* (German Cavalry Manual on the Training of Horse and Rider, 1937; rpt. 2014). March 15, 2015.
- "Lives of the Saint: Nuno Oliveira and His Disciples." Review essay based on four books by and about the dressage master, Nuno Oliveira. July 27, 2014.
- "A Tale of Two Masters." Omnibus review of *Dressage in the French Tradition*, by Dom Diogo de Braganca, and *The Touch of Eternity*, by Manuel Jorge de Oliveira. February 6, 2014.
- "Xenophon to Zettl: A Look at Classics of Horsemanship." June 27, 2013.
- "The Horse in Poetry and Prose." January 31, 2013.
- "Bronze Horses and Men: Equestrian Statuary." January 2, 2013.
- "Hemingway's Horses" (rpt. from *Denver Quarterly*), November 27, 2012.
- "Equines on Stage and Screen" (pub. as "Gallop into the Limelight"). September 19, 2012.
- "The Horse in Painting" (pub. as "The Horse's Bold Brush with the World of Art"). September 4, 2012.
- "Buy the Horse, Not an Illusion." January 4, 2012.

Commercial Writing

National Geographic Society. Tri-annual catalogs for *National Geographic Expeditions*, 1999-2006.
 Discovery Channel. Brochures for videos and books (American History, Science, Great Books), 1999.
 Center for Science in the Public Interest. Video sleeve for *Kitchen Fun for Kids*, 1997.

Editorial and Reviewing

Editorial Boards, *The Henry James Review*, 1986-2003. Penn Studies in Contemporary American Fiction, 1987-90.
 Book MSS read for Louisiana State UP, Oxford UP, Princeton UP, U Pennsylvania P, Yale UP.
 Article MSS read for *The Comparatist*, *Henry James Review*, *PMLA*, *Performance Research*, *Resources for American Literary Study*, *Southern Humanities Review*.

IV. HIGHER EDUCATION

Articles

- "The Death of the Doctorate and Other Stories." *GradEdge: CGS Quarterly*. July 2017: 1-4.
<http://cgsnet.org/july-2017-gradedge>
- "A Model for Doctoral Student Mobility: *International Graduate Research Fellowships*." *U21: Discover*, Aug 2015:18. <http://www.universitas21.com/news/details/193/u21-discover-august-2015>
- "The Cult of Originality." See **Presentations** below.
http://www.cgsnet.org/ckfinder/userfiles/files/cgssmr2013_Caramello.pdf
- "The Rolling Stones and Graduate School Management." *Chronicle of Higher Education*. July 17, 2013. <http://chronicle.com/article/The-Rolling-Stones-and/140395>
- "Enrollment Targets and Academic Excellence." *CGS Communicator*, May 2010: 1-4.
- "Men Teachers and Women's Issues in the Classroom." *Gender Issues in the Classroom and on the Campus*. Proc. of AAUW Pre-Convention Workshop. June 18-19, 1993. 54-55. With James Greenberg and Marvin Scott.

Presentations

- Chair. "In Dialogue with Our Publics: Research and Scholarship in 2017." Plenary session, CGS Summer Workshop, 2017.
- Co-organizer and speaker: A Convening on Undergraduate and Graduate Learning Outcomes Assessment. USM, April 2017.
- "The CGS Perspective on the Future of Graduate Education in the U.S." German Research Foundation Workshop on International Research Training Groups." New York, 2016.
- Participant: Invitation only CGS/Lumina Foundation Convening on Graduate Outcomes Assessment. September 2016.
- Presenter and facilitator. Universitas 21 Student Mobility Meeting (international affairs leaders and administrators). Denver, Colorado, 2016.
- Organizer, host, and speaker. "Doctoral Student Mobility." Annual workshop of Graduate Deans of U21 institutions. Also co-organizer and host of subsequent annual meeting. UMD, 2016.
- "Doctoral Outcomes Assessment." Masterclass taught at University College Dublin and Trinity College Dublin, sponsored by Irish National Forum for Teaching and Learning, 2016.
- Presenter. Workshop on Fundraising as a Critical Instrument for Improving Graduate Education. CGS Annual Meeting, 2015.
- Participant: Invitation only workshop on Holistic Review in Graduate Admissions. CGS. October 2015.
- Facilitator. Hot Topics: Professional Development. CGS Summer Workshop, 2015.
- Session leader. Annual meetings of Graduate Deans of *Universitas 21* institutions. "Career Paths for Doctoral Candidates" and "The Changing Nature of the PhD," Shanghai, China, 2015.
- "Enabling Doctoral Exchanges among U21 Institutions." Santiago, Chile, 2014.
- "The Death of the Doctorate and Other Stories." AGS Annual Meeting, 2014.
- "Alternatives to the Academy, or the Academy as Alternative?" APLU Council on Research Policy and Graduate Education Summer Meeting. 2013.
- "The Cult of Originality." Plenary Session: Everything is a Remix. CGS Summer Workshop, 2013.
- "The Fiscal Bluff." Workshop on GS Role in Financial Aid. CGS Annual Meetings, 2012 and 2013.
- Facilitator. Tools for Graduate Deans: Enrollment Management and Outcomes Assessment. CGS Summer Workshop, 2012.
- "Postdoctoral Positions for Humanists." Future of the Humanities-Opportunities for Graduate Students Outside the Academy. AGS Annual Meeting, 2011.
- "A Practical Guide for First Time Chairs of Decennial Reviews." MSCHE Annual Conference, 2010.
- "Leadership in Higher Education." Keynote speech at ODK Annual Induction, UMD, 2010.
- "Regional Accreditation." Also chaired Assessment and Review of Graduate Programs-Doctoral. CGS Annual Meeting, 2010. For interview, see <http://chronicle.com/blogs/measuring/student-learning-outcomes-come-to-grad-school/27552>
- "Excellence in Graduate Education." CGS Annual Meeting, 2009.
- Chair. Workshop on Legal Issues. CGS Annual Meeting, 2008.
- Panel. Best Practices in Graduate School Leadership for Advancing Graduate Entrepreneurial Education. "Entrepreneurial Graduate Education Workshop." Also reviewed MS of *Capitalizing on Innovation: Entrepreneurship and Graduate Education*. CGS, 2007.
- Presiding. Humanities Graduate Education in the 21st Century. CGS Annual Meeting, 2006.
- "Sustaining Ongoing Faculty Growth." USM Chairpersons' Conference, 1998.

Accreditation Reviews and Commissioned Consultancies

- Appeals Panel. Middle States Commission on Higher Education. 2020-23.
- Accreditation Reviews for MSCHE: Albany Law School (2017); Indiana U of PA (2016); Teachers College of Columbia U, Clarkson U, and Union Graduate C (2016); NYU and NYU-Poly (2013); Carnegie Mellon U, Rutgers U (2013); U Pittsburgh (2011); Universidad Politecnica de Puerto Rico, UPR Rio Piedras (2010); CUNY- Graduate Center and U Center (2009-10, chair); SUNY-Buffalo, SUNY-Stony Brook (2009); SUNY-Purchase, SUNY-Brockport (2007).

Commissioned Consultancies on Graduate Education: Drexel University (2015); George Mason University (2015); University College Cork (2013); U of Delaware (2011); U of South Carolina (2010); Old Dominion U (2009); U of Kentucky (1999).
Paid Consultancy on preparation of successful 100M-euro grant proposal for federal Excellence Strategy Initiative, Office of the President, University of Tübingen, 2018.
Technical Review Panel: Panel of experts reviewing data collected by the National Postsecondary Student Aid Society (NPSAS) and the National Center for Education Statistics (NCES), 2014.

Miscellaneous

Docent, National Gallery of Art. 2018-present.
Judge, U21 International 3MT (Three-Minute Thesis) competition, 2016, 2017.
Scientific Review Group. NIH BUILD Program submissions, 2014.
Government Relations Advisory Committee. CGS, 2009-2013.
Selection Committee, "Modeling Effective Research Education in Graduate International Collaborations: A Learning Outcomes Approach," NSF Funded. CGS, 2012.
External Advisory Council on Strategic Planning, CUNY-GC and UC, 2010.
Selection Committee, CGS/ETS International Dissertation Award in Humanities and Fine Arts. Chair, 2009. 2015; Member, 2007, 2013.
National Gallery. Adult/Academic Programs University Advisory Committee, 1993-95.
Evaluator, National Humanities Center Fellowships, 2006-2016, 1985-95. NEH Fellowships for University Teachers, 1986, 1988.

V. INSTITUTIONAL ADVANCEMENT

Grants and Similar External Funding

Writer/editor. Excellence Strategy Initiative (Germany). Drafted final version of successful proposal for 100M-euro competitive grant. Office of the President, University of Tübingen, 2018.
Co-PI, NSF AGEP-Transformation Grant for "PROMISE: Transforming Maryland." UMD, UMBC, UMB collaboration. Fully funded by NSF at \$1.75M (UMD awarded \$753k). 2013.
Co-PI, NSF Grant to Center for the Integration of Research, Teaching and Learning (CIRTL) Network. UMD awarded \$159k. 2013.
Diversity and Inclusion Initiatives Grant, \$15,000. Office of Diversity and Inclusion, UMD, 2012.
NSF AGEP for "PROMISE: Maryland's Alliance for Graduate Education and the Professoriate."
Graduate School received and administered \$817,746 in FY 07-10, including grant renewal.
NSF GRFP Fellowship Program. Graduate School administered \$893k in FY 08-10.
NSF GRFP/DoE GAANN/GEM. Found and recovered \$747,710 in uncollected reimbursements. 2008.
Training Fellowships: The City of Annapolis Archeology Research Fellowship, 2008-09 forward; The Maryland Mediation and Conflict Resolution Office (MACRO) Research Fellowship, 2010-11 forward. \$25k annually for each fellowship.

Private and Public Fund Raising

Private Fund Raising. Initiated in Graduate School in Summer 2012. Numerous donor contacts generating gifts totaling \$380k in first year. Multiple gifts since in \$25k-200k range.
Special Fellowship Funds. \$2,225,000 in new funding for special Graduate School fellowship programs: FY 07 \$300k; FY 08 \$500k; FY 09 \$240k; FY 11 \$400k; FY 14 \$570k; FY 15 \$215k.
Tawes Renovation Project for Department of English. Total funding \$34M+. Personally saw project through all design phases. 146,220 GSF.
Professional Writing Group. Founded entrepreneurial outreach enterprise, Department of English. Initial year annual income of \$86K (FY 02) grew to \$227k (FY 06).
Robert H. Vambéry/MITH Endowment. Administered \$550k endowment, 2003-06, including recovery of \$50k in unpaid royalties.

Alice L. Geyer Prize Fund. \$50k annuity for endowment of Geyer Prize, 1998, complemented by annual gifts of \$3k (1998-2000). Donor deceased 2000.
Bebe Koch Petrou Lecture Fund. Administered endowment of \$250k, secured state matching funds, served as liaison with Petrou Foundation, and directed Petrou Lectures. 1990-2006.

VI. ADVISING AND INSTRUCTION

RESEARCH ADVISING

Ph.D. Dissertations

Director: Marc Singer (ENGL 2001-02); Marsha Orgeron (ENGL 2000-01); Anne Carroll (ENGL 1998-99); Cathy Barks (ENGL 1994-95; co-director); Lorraine Sprecher (ENGL 1993-94); Ronald Childress (ENGL 1992-93); Nikhilesh Banerjee (ENGL 1983-84; co-director).

First Reader: Natasha Saje (ENGL 1994-95); Annette Oxendine (ENGL 1992-93); Douglas Messerli (ENGL 1979-80).

Committee Member: Twenty-four doctoral dissertation committees in the departments of English, Comparative Literature, American Studies, and Music (1980-2006).

PhD Comprehensive/Qualifying Examinations

Chair: Rob Hurd (ENGL 1997-98); Georgene Bess (ENGL 1997-98); Anne Carroll (ENGL 1995-96); Fran Gulino (ENGL 1994-95); Kristin Vogt (ENGL 1990-91); Lorraine Sprecher (ENGL 1988-89); Beth Kaminsky (ENGL 1989-90); Ronald Childress (1989-90); Cathy Barks (ENGL 1989-90).

Committee Member: Thirty-six comprehensive/qualifying exam committees in the departments of English, Comparative Literature, and American Studies (1989-2002, no records prior to 1989).

MA Theses

Director: Anne Carroll (ENGL 1994-95); Brendan O'Donnell (ENGL 1991-92); Todd Oakley (ENGL 1991-92).

Committee Member: Eighteen thesis committees in the departments of English and Comparative Literature, plus two MFA in Creative Writing thesis committees (1979-2000).

Undergraduate Honors Thesis and Exam Committees

Member of six committees at UMD and Wesleyan (1982-2001).

SELECTED COURSES AND SEMINARS OFFERED

Graduate (UMD, University of Tübingen)

Theory of the Avant-Garde
Vanguardism, Feminism, Stein
The Classical Avant-Garde and the Case of Gertrude Stein
Studies in Fiction: Henry James and Gertrude Stein
Henry James and the Man or Woman of Letters
Henry James: Fiction and Nonfiction
Postmodernism: Literary Theory and Practice
Postmodernism and Contemporary Prose Narrative
American Literature, 1865-1914
American Literature, 1914-Present
Modern Literary Theory

Undergraduate (UMD, Wesleyan, UWM, U Paris III)

American Civilization 1830-1900
American Literature, 1865 to the Present
American Literature, 1865-1914
American Literature, 1914 to the Present
Contemporary American Literature
The American Novel Since 1910
American Autobiography
Major American Writers: Hawthorne, James, Stein
Literary Criticism in the Twentieth Century
Postmodern Literature
Literature and Film
Film Scripts as Literature

Freshman Integrated Program in Western Civilization: "Literature Since the Renaissance"
(Wesleyan).

Interdepartmental College Course: Coordinator for "Arts, Humanities, and Literatures in
19th and 20th Century Europe: The Idea of the Modern" (UMD).

VII. SELECTED INSTITUTIONAL SERVICE

University and University System

UMD Foundation Board of Trustees, University Senate, Council of Deans, Deans Research Council,
Provost's Senior Staff, Provost's Advisory Council on Academic Planning and Policies, and
Chair, UMD Graduate Council, 2006-16.
Task Force on Phillips Collection Partnership (UMD and Phillips Gallery). 2016.
Steering Committee. Self-Study for MSCHE accreditation, 2015-16.
Committee. UMD Strategic Plan: Update 2015-2020. 2015-16.
Administrative Council, Marine Estuarine Environmental Sciences (MEES), Multi-Institutional USM
Graduate Program, 2013-16.
Coordinator, Graduate and Professional Initiatives. "MPower the State of Maryland," Collaboration
of UMD Colleges/Schools and UMB Professional Schools. 2012-16.
USM Adjunct Faculty-Graduate Assistant Meet/Confer Oversight Committee, 2012-16.
Co-Chair, Provost's Commission on Learning Outcomes Assessment, and Chair, Campus Graduate
Outcomes Assessment Committee, 2010-16.
Campus Committee for the Review of Student Fees, 2009-16.
Campus Standing Review Committee for Professor of Practice Appointments, 2008-16.
Provost Fiscal Task Force, 2014.
Education, Research, and Innovation Working Group for President's Commission on UMD and Big
Ten/CIC Integration, 2013.
President's Task Force on Visual Arts and Design (UMD and Corcoran Gallery of Art and School of Art
and Design), 2013.
Provost's Commission on Blended and Distance Education. 2012-13
University of Maryland China Task Force, 2011-12.
Chair, Subcommittee on Academic Programs, Self-Study for MSCHE accreditation, 2011-12.
Shady Grove Development Committee. Universities at Shady Grove, USM, 2011.
Chair, Search Committees for Associate Provost for Academic Planning and Programs, 2010, and
Special Assistant to the Vice-President (for Facilities), 2004.
Institutional Coordinator for National Research Council Assessment, 2009-2011.
Chair, Provost's Task Force on Professional/Executive Graduate Programs, 2007-08.
Provost's Advisory Committee on Diversity Policy, 2007-08.
UMD Stakeholder Study Steering Committee. 2007-08.
Major Initiative Committee on Excellence in Graduate Education. UMD Strategic Plan, 2007-08.
Curriculum Management Steering Committee, 2006-08.

Graduate Council and Chair, Faculty Affairs Committee, 2005-06.
University Athletic Council and Academic and Budget Committees, 2003-06.
University ACCESS Committee (undergraduate enrollment management), 2003-05.
Campus Facilities Advisory Committee, 2004-05; Facilities Master Plan Steering Committee, 2000-02;
and FMC SW District Planning Committee, 2003-06.
Campus Blue Ribbon Panel on Parking Fees, 2002-03.
University Senate Educational Affairs Committee, 1998-99, and Research Committee, 1992-93.
Search Committee, Vice-President for Research and Dean of the Graduate School, 1998-99.
Steering Committee, 20C Conference, History Department/National Archives, 1998-99.
University of Tübingen/University of Maryland Retreats, 1997, 2002.
University of Maryland Retention Summits, 1997, 1998.
Undergraduate Enrollment Management Committee, Maryland, 1995-97.
Graduate Council, 1994-98, and Chair, Committee on Student Affairs, 1996-97.
University APT Appeals Committee, 1996.
USM Committee on Libraries, 1987-88.
Chair, University Library Advisory Committee, 1986-87, and member 1985-1991.

College

Chair, AiR (Artists in Residence) Steering Committee, 2005-06.
Chair, Search Committees for Associate Dean for Graduate and Undergraduate Studies, 2004; Chair of
Department of History, 2005-06 and 2002-03; Chair of Department of Speech
Communication, 1997.
Internal Review Committees, Departments of Art, 2003-04; Dance, as chair, 1998-99; Spanish and
Portuguese, 1991.
Steering Committee, "The Diasporic Imagination." Interdepartmental initiative, 2002-03.
Steering Committee, Search Committee for Director, Selection Committee for Fellows. David C.
Driskell Center for the Study of the African Diaspora, 2000-02.
Romantic Circles Management Committee, 1999-2006.
Collegiate Administrative Council, 1997, 1998-2006.
Collegiate APAC (elected representative of collegiate department chairs), 1999-2001.
Chair, Walter T. Shirley Scholarship Committee, 1996.
Arts and Humanities Fellowship Committee, 1993-94.
Arts and Humanities Institute Committee, 1985-86.

Department

Chair, Coordinating, Personnel, and Salary Committees, 1997, 1998-2006; ex officio, 1994-98;
elected, Coordinating and Personnel, 1986-88.
Chair, Graduate Committee, 1994-98; ex officio, 1998-2006; elected member, 1991-93.
Chair, APT Subcommittees for Promotions to Full Professor, 1995, 1996, 1997; Chair, APT Review
Committees for Assistant to Associate, 1989, 1991.
Undergraduate Curriculum Committee, 1994-98, 1981-82,
Co-organizer, Workshops on African-American Challenge to Research and Teaching, 1992.
Chair, American Literature Discipline Group, 1988-93.

Interdisciplinary Research Centers

Planning Committee, Research Center for Arts and Humanities, UMD, 1986-87.
Planning and Organization for International Symposium on Postindustrial Culture; International
Conference on Film, Theater, Video; and International Symposium on Post-Modern
Performance. Center for 20th Century Studies, UWM, 1976- 78.
Executive Committee, Advisory Board, Search Committee for Director, Center for Humanities,
Wesleyan, 1969-70.

VIII. MISCELLANEOUS

Fellowships, Awards, and Prizes

John H. Daniels Fellowship, NSLM, 2017-18; renewed 2018-19; renewed 2019-24.
Research and Scholarship Award, UMD, 2017.
GRB Research Support Award, UMD, 1995, and Faculty Research Award, 1979.
Special Research Assignment, UMD, 1985-86 (accepted) and 1984-85 (declined).
Andrew W. Mellon Fellowship, National Humanities Center, 1984-85.
Mellon Postdoctoral Fellowship, Center for Humanities, Wesleyan, 1982-83.
University Fellowships, Knapp Dissertation Travel Award, UWM, 1975-76, 1973-74.
Frederick J. Hoffman Award, UWM, 1978, 1972.
Winchester Fellowship for Postgraduate Study in English, Wesleyan, 1970.
Friends of the Wesleyan Library Prize, Wesleyan, 1970.

Biography and Societies

Contemporary Authors, Directory of American Scholars, International Authors and Writers Who's Who, Who's Who in America, Who's Who in American Education, Who's Who in the East.

Equine History Collective, International Association of University Professors of English (~450 members, by election only), Cosmos Club, Omicron Delta Kappa, Phi Kappa Phi.

IX. ADMINISTRATIVE RESUME

Position: Senior Advisor for Graduate Education (2016-2018) University System of Maryland

Created specifically for me, SA position advises Senior Vice Chancellor for Academic Affairs on graduate education and coordinates deans for graduate education at twelve USM institutions. Initial projects included 1) coordinating graduate outcomes assessment policies and practices across all USM institutions (including co-organizing "A Convening on Undergraduate and Graduate Learning Outcomes Assessment" (150 attendees); and 2) developing program for graduate students at USM research institutions to teach and mentor undergraduates at USM comprehensive institutions.

Position: Dean-in-Residence (2016-2017) Council of Graduate Schools

Dean-in-Residence engages in the overall work of the CGS and its ~600 member institutions. DiR works with CGS administrative leadership and staff on research initiatives, grant proposals, and organization of annual and summer meetings (600+ and 250+ attendees), and takes lead on one or two major projects. My projects were 1) sole author of *Useful Knowledge: An Annotated Bibliography of CGS Monographs and Reports*; 2) lead author of *Research Ethics Education for Graduate International Collaborations*, and contributor to revised edition of *Organization and Administration of Graduate Education*. Also represented CGS leadership in meetings on international graduate education at NSF, German Research Foundation, and other venues.

Position: Associate Provost for Academic Affairs and Dean of the Graduate School (2006-2016) University of Maryland

During my tenure in office, UMD housed >80 doctoral programs and ~150 master's and graduate certificate programs enrolling ~10,800 graduate students. International students represented ~31% of graduate students enrolled, and U.S. minority students ~20%. UMD conferred over 620 doctoral

degrees and 2,000 master's degrees annually. In last NRC rankings, as many as 36 of 56 reviewed programs ranked in top 25, with several in top 10.

Dean of the Graduate School (GS), the chief academic officer for graduate education, reports to Senior Vice President for Academic Affairs and Provost; sits on the University Council of Deans; chairs the University Graduate Council; and leads the GS. Provides **leadership** for academic strategy; **oversight** for policies and standards; administrative **support** and **service** to campus units, colleges, programs, faculty, and students; **outreach** to prospective students and alumni; and **advocacy** on campus, in broader communities, and in the profession.

During my tenure in office, Dean oversaw team of ~45 faculty administrators and professional staff plus graduate assistants and interns, and managed annual budget of ~\$16M. GS advances campus wide projects for graduate education and graduate students; approves and implements policies recommended by Graduate Council; manages graduate admissions (>25,000 applications annually) and coordinates graduate enrollment; administers ~ \$13M program of fellowships, travel grants, and awards and prizes for students and faculty; awards research/scholarship and creative arts grants to faculty; approves membership to Graduate Faculty; and collaborates as needed with President's Legal Office.

Dean belongs to UMD President's leadership group, comprising vice-presidents and deans, and works at direction of the President's Office on university strategic planning and other broad issues; also sits on UMD Foundation Board of Trustees. Dean also belongs to Provost's Senior Staff, collaborating on policies and practices for all aspects of academic affairs, and sits on Provost's Advisory Council on Academic Planning and Policies, advisory body on coordinated strategic and financial planning.

During my tenure, the Office of the Dean advanced the following initiatives:

Strategic Planning

Developed evolving vision for graduate education at UMD through reports to the President's Cabinet; sessions in annual vice-presidential/decanal retreats; repeat visits to Administrative Councils of twelve colleges and schools; biannual meetings of over 100 campus Directors and Coordinators of Graduate Studies; and internal GS retreats.

Took key role on Campus Strategic Plan Major Initiatives Committee on Excellence in Graduate Education for *Transforming Maryland: Higher Expectations*, 2008 ten-year strategic plan for UMD (http://www.umd.edu/strat_plan/stratplan.cfm). Produced five-year GS Strategic Plan.

Introduced "The Centennial Vision: Research and Professional Practice for a Global Economy," a new strategic vision and plan for graduate education incorporated into 2015 UMD Strategic Plan Update.

Student (and Faculty) Financial Support

Transformed legacy Block Grant Fellowship Program (\$10M) into University, Dean's, and Merit Fellowships for greater effectiveness, efficiency, and accountability; transformed Graduate Research Board and Creative and Performing Arts Awards for Graduate Faculty (\$600k), enhancing effectiveness, efficiency, and accountability, and incorporating student mentoring.

Secured over \$2.25M in new funding for fellowship initiatives to create Flagship Fellowships ("super-fellowships" for top recruits), McNair Graduate Fellowships (for alumni of undergraduate McNair or other TRIO programs), Graduate Student Summer Research Fellowships, International Graduate Research Fellowships, Graduate Dean's Dissertation Fellowships (full year), and GS All-S/TAR fellowships for outstanding graduate student scholars/teaching, administrative, research assistants. Tripled annual number of GS dissertation fellowships from 15 to 45, doubled annual funding pool for GS travel support for students from ~\$40k to ~\$80k, and created annual funding pool of \$60k for

graduate student registrations at international conferences. Supplemented endowed GS fellowships and prizes to increase stipends, increased kinds and amounts of health insurance and student fee subsidies for fellows, worked with Provost to increase stipends for graduate assistants by 4.55% annually (until post-2008 economic downturn), and partnered with City of Annapolis and Smithsonian Institution to create special assistantships. Sponsored Graduate Student Government initiatives and events, and collaborated with V-P for Student Affairs on a Task Force for Long Term Graduate Student Housing.

Student (and Faculty) Academic Support

Expanded “PhD Completion Project Workshops” into two series of workshops on Professional Development and on Dissertation Writing; collaborated with Center for Teaching Excellence to create GS CTE/Lilly Graduate Fellows Program and Teach-with-a-Mentor Program for International Graduate Teaching Assistants; created new University of Maryland Distinguished Dissertation Award (now named the Charles Caramello Distinguished Dissertation Award), Distinguished Graduate Faculty Mentor of the Year Award, and Outstanding Director (faculty) and Coordinator (staff) of Graduate Studies Award; instituted annual Graduate School Fellowships and Awards Celebration.

Introduced three multi-year, multi-dimensional, and multi-level campus initiatives: Graduate Writing Programs, Graduate Teaching and Learning Programs, and Graduate Programs to Prepare Doctoral Students for Multiple Career Paths; created Office of Graduate Writing Initiatives, Graduate Writing Center, and Graduate Writing Fellows Program; initiated Financial Literacy Workshops for Graduate Students; collaborated with Dean of the Libraries to create and outfit three large, dedicated spaces for graduate students in main research library.

Approved and funded interdisciplinary Graduate Field Committees in Decision Science, Developmental Science, Film Studies, Renaissance and Early Modern Studies, Undergraduate STEM Education Research, and Latin American Studies.

Created positions for two Post-Doctoral Research Associates in Graduate Education Administration in GS, partnered with Fulbright Office of Denmark to create international internships in GS, and initiated Colloquium on Graduate Education for Post-Docs and Graduate Assistants in GS.

Collaborated with Division of Research to form campus Committee on Post-doctoral Scholars, and subsequently collaborated with Office for Faculty Affairs to establish and administer formal campus Office for Postdoctoral Scholars.

Academic Program Reviews

Designed and managed *Excellence in Graduate Education*, a two-part, multi-faceted review of all campus doctoral programs (taking 16 months and generating ~1800 pages of data), designed to determine program quality and capacity and to arrive collaboratively and transparently at targets for appropriate overall program size and annual new enrollment; reported on process to national graduate community (see http://www.cgsnet.org/ckfinder/userfiles/files/am09_Caramello.pdf and http://www.cgsnet.org/ckfinder/userfiles/files/comm_2010_05.pdf).

Conducted *Mentoring Survey* of all campus doctoral programs to identify policies and practices for mentoring, advising, professional development, and placement, and collaborated with Campus Assessment Working Group on parallel survey of doctoral students, examining *student experience* of program policies and practices; analyzed and disseminated data and “best practices.”

Conducted survey of all campus masters degree and graduate certificate programs to produce a taxonomy to aid strategic planning, creation of new programs, and outcomes assessment.

Dean participates in final stage of all campus departmental reviews, and sits on campus committee vetting Professor of the Practice and Clinical Professor appointments.

Policy and Practice Initiatives

Developed and guided through Presidential approval *Policies for Graduate Assistantships*, a comprehensive policy document that includes the first UMD formal grievance procedure for GA workload issues (subsequently incorporated into University System of Maryland GA policies); developed and guided through final approvals two sets of *Parental Accommodation Policies* for graduate students and graduate assistants; revised *Graduate Council Plan of Organization* to ensure more democratic representation of smaller colleges and graduate students; streamlined approval policies for academic programs, curricula, and courses (PCC); created GRAD-PRO, a robust interactive e-handbook for Directors and Coordinators of Graduate Studies and training programs for new DGSs and CGSs.

Formed campus-wide Graduate Outcomes Assessment Committee to plan, formulate, and implement campus-wide program of Doctoral Outcomes Assessment, oversaw installation of program, and monitored annual student and program outcomes. Subsequent Committee planned, formulated, and implemented program for masters degrees and graduate certificates. See <http://chronicle.com/blogs/measuring/student-learning-outcomes-come-to-grad-school/27552>

Dean chaired Provost's Task Force on Professional/Executive Graduate Programs, resulting in policies to ensure that entrepreneurial programs maintain highest levels of academic standards, integrity, and oversight, while remaining responsive, agile, and competitive in the marketplace.

Reviewed graduate admissions policies and practices, revised existing admissions website, with increased interactivity for applicant and immediate online decision notification; reduced average application turn-around time from weeks to less than two days. Researched, negotiated, acquired, and implemented a new campus-wide admissions system (*Hobson's Apply Yourself*).

Funding Initiatives

Developed vision and plan for treating GS resources as tool for leveraging additional resources and influencing strategic behaviors; clarified GS policies and expanded GS practices for cost-sharing partnerships, with emphasis on diversity, interdisciplinary, and international programs and initiatives; created policies and practices for use of Fellowship Tuition Remission to leverage external and internal funding with emphasis on NIH training grants, NSF and other prestigious fellowships, assistantships from off-campus bodies, and substantial private gifts; gained approval of campus Finance Committee for a) increase in application fee to enhance admissions staff, technology, and process, and b) movement of \$4M+ Fellowship Tuition Remission Account to GS budget.

Proposed development plan for graduate education to Office of University Relations, cost-shared a pilot part-time Development Officer, and subsequently created GS Office of Development and Alumni Relations, with full-time Development Officer and full-time Director of Communications.

Diversity and International Initiatives

Created GS Office for Diversity Initiatives, with senior faculty Director, and Graduate Diversity Advisory Committee; collaborated with UMBC and UMB on *PROMISE: Maryland's Alliance for Graduate Education and the Professoriate (NSF AGEP Award)*, on successful renewal of initial grant, and on successful proposal for a new grant of \$1.75M; inaugurated colloquia on graduate education for URM undergraduates enrolled at USM's consortium campus, Universities at Shady Grove; inaugurated, administered, and funded McNair Graduate Fellowship Program; initiated and cost-shared Graduate Assistantship in David C. Driskell Center for the Study of the African Diaspora; sponsored undergraduate McNair Scholars Research Conference and Behavioral and Social Sciences

Minority Research Program. UMD was consistently ranked at the top of AAU institutions in doctoral degrees awarded to African Americans.

Collaborated with Office of International Affairs and colleges to promote international graduate degree, research, and student exchange programs, and participated in all international MOUs involving graduate programs and/or students; regularly met with international delegations to explore potential collaborations, and addressed Chinese delegations on U.S graduate administration; worked with School of Public Policy and College of Behavioral and Social Sciences on masters programs in China and Vietnam for government officials, with R.H. Smith School of Business on Executive MBA Program in China, and with College of Agriculture and Natural Resources on many China initiatives; developed intramural cost-sharing program for China Scholarship Council Fellows, and worked with President's Office to create donor-funded *Maryland-China Scholarship Council: Partnership for Doctoral Students*; created cost-shared program of International Graduate Research Fellowships (see <http://www.universitas21.com/news/details/193/u21-discover-august-2015>).

Dean travelled in Asia and Southeast Asia, North and South America, and Europe and the Middle East to facilitate new joint graduate research and degree programs; finalize pending research and degree program agreements; initiate fellowships for graduate students and exchange programs for graduate faculty and students; recruit outstanding graduate students; broker introductions between UMD deans and program directors and their international counterparts; and engage in other substantive and ceremonial activities.

Assumed responsibility for administering and processing all international graduate admissions (~14, 000 international applications annually), and created and staffed four new positions for international graduate admissions. Created GS Office for International Initiatives and appointed three senior administrators with expertise in Asia, Europe, and Latin America and the Middle East.

Collaborated with President of University of Tübingen in establishing, funding, and administering long-term, multi-project, multidisciplinary training and research initiative in neuroscience, cognitive science, and bioscience; collaborated with University College Cork and with universities in Chile and Argentina on joint graduate student seminar, research, and publication projects; collaborated with Roehampton University on establishing projects in Film Studies and Theater and Performance Studies ; created formal reciprocal agreement in Australia for International Graduate Research Fellowships; participated actively in *Universitas 21*; and developed administrative staff and graduate student leader exchanges with universities in Chile and Macau.

Reorganization

Executed comprehensive reformulation of GS mission and objectives, full reorganization of GS administrative and academic structures and staff, and complete turnover and enhancement of GS personnel. Streamlined administration, developed system for internal workflow management, and moved all processes online. Through creative budget and personnel management, grew GS staff from 12 persons in 2006 to ~45 persons in 2016.. See "The Rolling Stones and Graduate School Management." *Chronicle of Higher Education*. July,17, 2013. <http://chronicle.com/article/The-Rolling-Stones-and/140395>

Conceived and implemented College Associate Deans for Graduate Education, a robust and highly active advisory and liaison body.

Communication and Infrastructure

Oversaw and funded a complete rebuild of GS website; initiated GS use of social media; developed a coherent print presence with multiple brochures, flyers, posters, and other materials; and created three newsletters: weekly newsletter for GS staff; monthly newsletter for campus directors and coordinators of graduate studies; bimonthly newsletter for alumni and other external constituencies.

Oversaw renovation of GS facilities (~\$400k) and second phase renovation and expansion (~\$400k with 15% increase in square footage). Collaborated with other building occupants on renovation of shared spaces (~\$300k).

Assessment and Outreach

Dean served as Institutional Coordinator for the NRC Assessment, chair of Subcommittee on Academic Programs for Middle States CHE PRR, and UMD representative for graduate education to AAU, CGS, Big Ten/CIC, and *Uni21*. Dean convened first ever meeting of USM Graduate Deans and of Graduate Deans and staff from mid-Atlantic public flagship institutions.

Position: Chair (1998-2006); Acting Chair (1997)
Department of English
University of Maryland

The English Department, during my tenure in office, employed 225-250 total personnel, including 60 FTE tenure/tenure track faculty, 75-100 non-tenure track faculty, over 80 graduate teaching assistants, a unionized administrative and classified staff of 12 full-time employees, plus a number of graduate administrative assistants. Department was administered by Chair, Associate Chair, and eight Program Directors, and governed through a Departmental Assembly and a network of committees; annual budget totaled ~\$8M.

Department included three programs ranked in the top twenty nationally, including one in the top ten; maintained annual enrollment of over 200 active graduate students and 750 undergraduate majors; provided UMD with ~20,000 classroom seats (and ~50,000 credit hours) annually; and operated a Writing Center providing an annual average of 6000-7000 individual tutoring sessions.

Chair of English was a full-time administrative position with substantial authority for budget, hiring, and other functions. Administrative duties included overseeing faculty Appointment, Promotion, and Tenure processes, faculty and staff merit review processes, and a large hard budget and a constantly shifting soft budget; chairing three major standing committees and appointing ad hoc committees; preparing special funding requests for faculty retention and preventive retention and for program enhancement; facilitating internal and external grant proposals; representing interests of the department in the college, on campus, and in the profession; and managing outreach, advancement, entrepreneurial, and public relations activities. Academic duties included ensuring that Departmental graduate, undergraduate, and general education programs were closely articulated and ensuring that curricula respect traditional fields in English Studies while also advancing cutting-edge fields; ensuring that course formats and delivery methods were responsive to resources, pedagogical goals, and “best practices”; and ensuring that Department remained fully committed to diversity in faculty, staff, and student populations and in programming.

Office of the Chair, during my tenure, advanced initiatives such as the first major revision of the undergraduate major in over 15 years; creation of the Jimenez-Porter Writers House, a living-learning community; merger of the Comparative Literature Program with the English Department and incorporation of the PhD in Comparative Literature; incorporation of a Graduate Certificate in Critical Theory; creation of an annual faculty exchange program, and a collaborative graduate student research program, with University of Tübingen; recruitment of 18 tenure track or tenured faculty members; recruitment or retention of nine faculty members of color; creation and management of the Professional Writing Group, a revenue generating entrepreneurial outreach enterprise; preparation of a thorough Internal Review issuing in a 70-page report; management of facilities issues, including collaboration with other “stakeholders” in the rapid development of SW District of campus; lobbying of regents, trustees, and state legislators and Governor for the acquisition of \$34M+ in capital funding for new departmental home in Tawes Hall and seeing all project design

phases through completion; and guiding the Department through a campus budgetary crisis, turning a looming departmental deficit into a budget surplus in the space of two fiscal years.

Position: Acting Director (2003-2006)
Comparative Literature Program
University of Maryland

The Comparative Literature Program, than an autonomous academic unit, was primarily a graduate program offering PhD and MA degrees, but also providing undergraduate courses. Over years, the Program had suffered loss of faculty and budget and a consequent loss of academic direction.

Dean of Arts and Humanities appointed me Director with two charges: 1) ensure that the Program was administered properly; and 2) develop a plan for the long-term disposition of the Program. Corresponding responsibilities included: 1) managing annual budget (roughly \$500k) and staff, managing the Vambery Endowment (\$550k), assembling and leading an administrative team, working with faculty to provide robust curricula, and working with enrolled students to insure progress toward degree; and 2) chairing a collegiate committee formed to explore a potential merger of the Program with the English Department and, if recommending positively, with preparing a proposal for approval and implementation. The proposed merger subsequently was approved by UMD, USM, and the Maryland Higher Education Commission.

Position: Director of Graduate Studies (1994-1998)
Department of English
University of Maryland

The English Department, during my tenure in the position, served a large and diverse graduate student body in its PhD in English; MA in English; MA in English with a Minor in Language, Rhetoric, and Composition; and MFA in Creative Writing.

Duties of the DGS included student recruitment, advising, and retention; curriculum planning and implementation; strategic planning; oversight of admissions, financial aid, and records; preparation of fellowship proposals; staff management; and liaison with the campus GS. Initiatives during my tenure included departmental review of graduate programs; revision of admissions procedures; preparation of a 130-page report for a campus-wide Graduate Program Review; and expansion of program space and enhancement of facilities. African American graduate student enrollment in English represented 46% of the college total and 5.2% of the campus total.

Position: Director (1990-2006)
The Bebe Koch Petrou Lectures
University of Maryland

Direction of the Bebe Koch Petrou Lectures, the English Department's endowed lecture series, included administering the endowment, securing state matching funds, serving as liaison with the Petrou Foundation, and organizing and managing over 25 Petrou Lectures.

Position: Publications Coordinator (1976-1978)
Center for 20th Century Studies, UWM

An interdisciplinary humanities research center, the Center for 20th Century Studies (now Center for 21st Century Studies) focused on the study of contemporary cultures in an international framework and the development of new models in cultural theory and history. As Publications Coordinator, I worked with the Director on initiating the book series, *Theories of Contemporary Culture* (which then continued for 24 years) and on editing its first volume, *Performance in Postmodern Culture*.

Chaw