

DANIEL LITTLE

Chancellor
University of Michigan-Dearborn
Dearborn, MI 48128
(313) 593-5500
delittle@umd.umich.edu

EDUCATION

Ph.D. Philosophy, Harvard University, 1977
A.B. Philosophy, University of Illinois, Urbana, 1971 (High Honors)
B.S. Mathematics, University of Illinois, Urbana, 1971 (Highest Honors)

PROFESSIONAL HISTORY

University of Michigan-Dearborn (Chancellor and Professor of Philosophy, 2000-cont.)
Bucknell University (Vice President for Academic Affairs and Professor of Philosophy, 1996-2000)
Colgate University (Associate Dean of the Faculty, 1993-1996)
Colgate University (Professor of Philosophy, 1992-96; Associate Professor, 1985-92; Assistant Professor, 1979-85)
Harvard University Center for International Affairs (Visiting Scholar, 1989-1991; Associate, 1991-1995)
Wellesley College (Visiting Associate Professor, 1985-87)
University of Wisconsin-Parkside (Assistant Professor, 1976-79)

FELLOWSHIPS, AWARDS, AND RESEARCH APPOINTMENTS

1992 *Choice* Outstanding Academic Book Award for *Varieties of Social Explanation*
Faculty Associate, Inter-University Consortium for Social and Political Research, Institute for Social Research, University of Michigan, 2000-cont.
Faculty Associate, Center for Chinese Studies, University of Michigan, 2004-cont.
Associate, Center for International Affairs, Harvard University, 1991-95
Social Science Research Council/MacArthur Foundation Fellowship in International Peace and Security, 1989-91
Visiting Scholar, Center for International Affairs, Harvard University, 1989-91
National Science Foundation Research Grant, 1987
Colgate University Sabbatical Leave, 1986-87
Colgate University Junior Faculty Leave, 1982
Harvard University Teaching Fellowships, 1973-76
Woodrow Wilson Graduate Fellowship, 1971-72
Phi Beta Kappa, 1969

AREAS OF SPECIALIZATION AND COMPETENCE

Philosophy of the social sciences; international ethics; philosophy of economics; rational choice theory
Social and political philosophy; contemporary moral theory; Asian studies

BOOKS

The Paradox of Wealth and Poverty: Mapping the Ethical Dilemmas of Global Development (Westview Press, 2003)
Microfoundations, Method, and Causation: Essays in the Philosophy of the Social Sciences (Transaction Publishers, 1998)
On The Reliability of Economic Models: Essays in the Philosophy of Economics, edited (Kluwer Academic Publishing, 1995)
Varieties of Social Explanation: An Introduction to the Philosophy of Social Science (Westview Press, 1991)
Understanding Peasant China: Case Studies in the Philosophy of Social Science (Yale University Press, 1989; paperback edition 1992)
The Scientific Marx (University of Minnesota Press, 1986)

Marx's Capital: A Philosophical Study (Harvard University, Ph.D. dissertation, 1977)

GUEST EDITOR, JOURNALS

Special volume, "Philosophical Marxism," *Topoi* (1996)

Symposium, "New Perspectives on the Chinese Rural Economy," *Republican China* (1992)

JOURNAL ARTICLES

"Explaining Large-Scale Historical Change," *Philosophy of the Social Sciences* (2000)

"Multiple Goals in the Liberal Arts: A Reply to Joseph Wagner," *Interchange* (1998)

"Recent Developments in Philosophical Marxism," *Topoi* (1996)

"Causal Explanation in the Social Sciences," *Southern Journal of Philosophy* (Supplement, 1995)

"Is Anthropology a Science?," *Anthropology Newsletter* (1995)

"Evidence and Objectivity in the Social Sciences," *Social Research* 60:2 (1993)

"On the Scope and Limits of Generalizations in the Social Sciences," *Synthese* 97:2 (1993)

"New Perspectives on the Chinese Rural Economy," *Republican China* (1992)

"Rational-Choice Models and Asian Studies," *Journal of Asian Studies* 50 (1991)

"Marxism and Popular Politics: The Microfoundations of Class Struggle," *Canadian Journal of Philosophy* Supplementary Volume 15 (1989)

"Testing the Testers: A Reply to Barbara Sands and Ramon Myers' Critique of G. William Skinner's Regional Systems Approach to China" (coauthored with Joseph Esherick), *Journal of Asian Studies* 48 (1989)

"Socialist Morality: Towards a Political Philosophy for Democratic Socialism," *Social Philosophy & Policy* 6 (1989)

"Collective Action and the Traditional Village," *Journal of Agricultural Ethics* 1 (1988)

"Dialectics and Science in Marx's *Capital*," *Philosophy of the Social Sciences* 17 (1987)

"The Scientific Standing of *Capital*," *Review of Radical Political Economics* 17 (1986)

"Historical Materialism and *Capital*," *Topoi* 5 (1986)

"Does Marx Have a Theory of Capitalism?," *The Social Science Journal* 22 (1985)

"Reflective Equilibrium and Justification," *Southern Journal of Philosophy* 22 (1984)

"Abstraction and Theory: Marx's Method for Social Science," *Southern Journal of Philosophy* 20 (1982)

"Rationality, Ideology, and Morality in Marx's Social Theory," *Social Praxis* 8 (1981)

"Countervailing Tendencies and Falsifiability in *Capital*," *Philosophy and Phenomenological Research* 42 (1981)

ARTICLES IN BOOKS

"Philosophy of Economics," *Encyclopedia of the Philosophy of Science* (Routledge, in press)

"Causal Mechanisms," "Verification," "Explanation," "Gini coefficient," "Inequality measurement," "Counterfactual," "Endogenous Variable," and "Exogenous Variable" in *Encyclopedia of Social Science Research Methods*, edited by Michael Lewis-Beck, Alan Bryman, and Tim Futing Liao (Sage Publications, 2004)

"Ethnography," "Ethnology," "Ethnomethodology," and "Social sciences, philosophy of" in *The Cambridge Dictionary of Philosophy*, edited by Robert Audi (Cambridge University Press, 1995)

"Current Issues in the Epistemology of Economics" in *On the Reliability of Economic Models*, edited by D. Little (Kluwer Academic Publishing, 1995)

"On the Reliability of CGE Economic Models" in *On the Reliability of Economic Models*, edited by D. Little (Kluwer Academic Publishing, 1995)

"Microfoundations of Marxism" in *Readings in the Philosophy of Social Science*, edited by Michael Martin and Lee McIntyre (MIT Press, 1994)

"Development Traps in Traditional and Modern China" in *Culture, Politics, and Economic Growth: Experiences of East Asia*, edited by Richard Harvey Brown (Studies in Third World Societies, 1993)

"Jon Elster" in *New Horizons in Economic Thought: Appraisals of Leading Economists*, edited by Warren Samuels (Edward Elgar Publishing, 1992)

"Socialist Morality: Towards a Political Philosophy for Democratic Socialism" in *Socialism*, edited by Ellen Frankel Paul (Basil Blackwell, 1989)

PANELS ORGANIZED

- “Identities and Politics,” Social Science History Association, Baltimore, October 2003
- “Transportation, Migration, and Networks: Evolving Patterns of Historical Dynamics,” Social Science History Association, St. Louis, October 2002
- “Equity and Well-Being in Economic Development,” Society for Philosophy and Public Affairs, American Philosophical Association Pacific Division, Spring 1996
- “Recent Perspectives on the Chinese Rural Economy, 1885-1935,” Association for Asian Studies (April 1992)

PAPERS AND CONFERENCES

- “Replies, Author meets critics session on *The Paradox of Wealth and Poverty*,” American Philosophical Association Pacific Division, March 2004
- “Mentalités, Identities, and Practices,” Social Science History Association, Baltimore, October 2003
- “Transportation as a Large Historical Factor,” Social Science History Association, St. Louis, October 2002
- “Development Ethics: Justice, Well-being, and Poverty in the Developing World,” Center for Ethics and World Societies, Colgate University, February 2002
- “Towards a Global Civil Society,” International Institute, University of Michigan, Ann Arbor, April, 2003; Consular Corps of Detroit, April, 2002; International Business Forum of Detroit, February, 2002
- “Towards a Global Civil Society,” Keynote address, Association for Muslim Social Scientists, Dearborn, Michigan, October 2001
- “Causation in Meso-History,” Social Science History Association, Chicago, November 2001
- “Historical Concepts, Social Ontology, Macrohistory,” Social Science History Association, Pittsburgh, October, 2000
- “Explaining Largescale Historical Change,” Social Science History Association, Fort Worth, November, 1999
- “Explaining Largescale Historical Change,” Philosophy of Social Science Roundtable, St. Louis, April, 1999
- “Equality in International Ethics: Comments on Debra Satz,” American Philosophical Association, Eastern Division, December, 1998
- “Interests and Collectivities: Microfoundations for Collectivities,” SSRC Conference on Sovereignty, Notre Dame, April, 1997
- “Causal Explanation of Social Phenomena,” Spindel Conference in Philosophy, Memphis, October, 1995
- “Equity and Well-Being in Economic Development,” Society for Philosophy and Public Affairs, American Philosophical Association Pacific Division (Spring 1996)
- “Development Ethics: Normative Issues in Development,” Center for International Studies, Princeton University (Spring 1993)
- “On the Scope and Limits of Generalizations in the Social Sciences,” Boston Colloquium for the Philosophy of Science, Boston University (Fall 1992)
- “Generalization and Prediction in the Social Sciences,” Philosophy Colloquium, Duke University (Fall 1992)
- “Food Security and Refugee Populations,” Conference on Refugee Populations, Massachusetts Institute of Technology (Fall 1992)
- “Interest and Identity: Microfoundations for Asian Studies,” Conference on Theory in Asian Studies, Center for Asian and Pacific Studies, University of Oregon (May 1992)
- “Recent Perspectives on the Chinese Rural Economy, 1885-1935,” Association for Asian Studies (April 1992)
- “Interest, Class, and Identity: Theoretical Frameworks for Asian Studies,” Association for Asian Studies (April 1992)
- “Poverty and Growth: Development Strategies that Favor the Poor,” Agrarian Studies Program Seminar Series, Yale University (1992)
- “Poverty-First Strategies of Development for the Third World,” Conference on Labor Unions in Third-World Economic Development, University of California, San Diego (1991)
- “Putting the Poor First: Poverty-first Strategies of Economic Development,” Conference of SSRC-MacArthur Foundation Fellows in International Peace and Security, Budapest (1990)
- “Feasible Socialism,” panel on “Is There A Socialist Alternative for Eastern Europe?” with Mary Kaldor, Ferenc Miszlivetz, and Daniel Little, Conference of SSRC-MacArthur Foundation Fellows in International Peace and Security, Budapest (1990)
- “Development Traps in Traditional and Modern China,” Association for Asian Studies (1990)
- “Local Politics and Class Conflict in Peasant China,” Peasant Culture and Consciousness Conference, Bellagio, Italy (1990)

- “Food Security, Rural Development, and International Conflict,” Conference of SSRC- MacArthur Foundation Fellows in International Peace and Security, Morelos, Mexico (1989)
- “Stagnation and Surplus in Traditional Chinese Agriculture,” New England Association for Asian Studies (1987)
- “Distributive Characteristics of Rural Development Strategies,” Kellogg Food and World Hunger Conference, Colgate University (1987)
- “Local Politics and Class Conflict: Theories of Peasant Rebellion in 19th-Century China,” New England Historical Association (1987)
- “Socialist Exploitation,” American Philosophical Association Pacific Division Program (1987)
- “Microfoundations of Marxism,” Southeastern Marxist Scholars Conference, Duke University (1987)
- “Understanding Peasants,” APA Central Division Program (1986)
- “Methodological Individualism and Explanation in *Capital*,” APA Western Division Program (1985)
- “Dialectics and Science in Marx's *Capital*,” APA Pacific Division Program (1985)
- “The Scientific Standing of Marx's *Capital*,” APA Western Division (1984) (Society for the Philosophical Study of Marxism)
- “Does Marx Have a Theory of Capitalism?,” APA Western Division (1984) (Radical Philosophy Association)
- “Historical Materialism and *Capital*,” Radical Philosophy Association (New York) (1983)
- “Justification in Rawls's Theory of Justice,” Creighton Club (New York State Philosophical Society) (1981)

SEMINARS AND COLLOQUIA

- “Transportation as a Large Historical Factor: A Case Study in New Philosophy of History,” Humanitas Colloquium, University of Michigan-Dearborn (September 2002)
- “Social Kinds and Comparative Research,” Department of Political Science Colloquium, University of Michigan (February 2002)
- “Methodology and Philosophy of Social Science,” Department of Political Science Junior Honors, University of Michigan (February 2002)
- “Philosophy of Social Science” and “Causal Reasoning in the Social Sciences,” ICPSR Summer Program, University of Michigan (August 2001; July 2002)
- “Causal Reasoning in the Social Sciences,” Institute for Social Research (fall 2000)
- “Development Ethics,” Provost's Roundtable, UM-Dearborn (fall 2000)
- “Historical Concepts, Social Ontology, Macrohistory,” Humanitas, UM-Dearborn (fall 2000)
- “Issues in the Philosophy of Social Science,” Social Science Colloquium, UM-Dearborn (fall 2000)
- “Normative Issues in Economic Development Practice,” Seminar Paper, Center for Population and Development Studies, Harvard University (Spring 1996)
- “Are There Law-Like Generalizations in Political Science?,” Seminar Paper, Center for International Affairs, Harvard University (Fall 1994)
- “The Logic of Confirmation in IR Theory,” Seminar Paper, Center for International Affairs, Harvard University (Spring 1994)
- “Causal Reasoning in IR Theory,” Seminar Paper, Center for International Affairs, Harvard University (Fall 1993)
- “Microfoundations in the Human Sciences,” Colloquium Paper, Department of Anthropology, Brandeis University (Spring 1993)
- “Causal Inference in Political Science,” Seminar Paper, Center for International Affairs, Harvard University (Spring 1993)
- “Generalizations and Explanation in Political Science,” Seminar Paper, Center for International Affairs, Harvard University (Fall 1992); Colgate University Humanities Colloquium (Fall 1992)
- “Causal Mechanisms and Causal Laws,” Seminar Paper, Center for International Affairs, Harvard University (Spring 1992)
- “Rational Choice Models and Social Science Methodology,” Sociology Seminar Paper, SUNY-Binghamton (1991)
- “Poverty and Peace Studies,” Seminar, Peace Studies Program, Colgate University (1991)
- “Normative Constraints on Economic Development Theory,” Wellesley College (1991), Colgate University (1991)
- “The Case for Democratic Socialism,” Boston University (1990)

“Theory versus Data in Skinner's Macroeconomic Regions Argument,” Fairbank Center China Seminar Series, Harvard University (1986)

REVIEW ARTICLES, LONG REVIEWS, AND REPLIES

- Forrest D. Colburn, *The Vogue of Revolution in Poor Countries in Economic Development and Cultural Change* (1997)
- Martha Nussbaum and Jonathan Glover, eds. 1995. *Women, Culture and Development: A Study of Human Capabilities in Ethics and the Environment* (1997)
- Anthony Giddens, *Politics, Sociology and Social Theory: Encounters with Classical and Contemporary Social Thought* and Barry Barnes, *The Elements of Social Theory in American Political Science Review* (1996)
- Jean Ensminger, *Making a Market: The Institutional Transformation of an African Society in Economic Development and Cultural Change* (1994)
- Roger S. Gottlieb, *Marxism 1844-1990: Origins, Betrayal, Rebirth*. In *Science and Society* (1994)
- Scott Gordon, *The History and Philosophy of Social Science in Philosophy of the Social Sciences* (1994)
- Jean Oi, *State and Society in Contemporary China: The Political Economy of Village Government in Economic Development and Cultural Change* 42:3 (1994)
- Jeffrey L. Gould, *To Lead As Equals: Rural Protest and Political Consciousness in Chinandega, Nicaragua, 1912-1979 in Economic Development and Cultural Change* 41:4 (1993)
- “Marxist Theory and Soviet Practice: Ernest Gellner's Appraisal of Contemporary Soviet Ethnography,” review essay on *State and Society in Soviet Thought* in *Philosophy of the Social Sciences* 22:2 (1992)
- Jorgen Delman, ed., *Remaking Peasant China in Economic Development and Cultural Change* 40:4 (1992)
- Loren Brandt, *Commercialization and Agricultural Development: Central and Eastern China, 1870-1937 in Economic Development and Cultural Change* 40:2 (1992)
- James Scott, *Domination and the Arts of Resistance: Hidden Transcripts in Political Theory* (1993)
- Stephen A. Resnick and Richard D. Wolff, *Knowledge and Class: A Marxian Critique of Political Economy in Science & Society* 55:2 (1991)
- Janice Stockard, *Daughters of the Canton Delta: Marriage Patterns and Economic Strategies in South China, 1930 in Social Science Quarterly* (1991)
- G. A. Cohen, *History Labour and Freedom in Political Theory* (1990)
- “Reply to David Faure,” *American Historical Review* 96:4 (1991)
- “Reply to Kevin Brien,” *Review of Radical Political Economics* (1990)

BOOK REVIEWS

- Mario Bunge, *Finding Philosophy in Social Science in American Journal of Sociology* (1999)
- M.R. Griffiths and J. R. Lucas, *Ethical Economics in Ethics* (1999)
- Robert D. Jenks, *Insurgency and Social Disorder in Guizhou: The “Miao” Rebellion, 1854-1873 in American Historical Review* (1998)
- Martin Hollis, *Reason in Action: Essays in the Philosophy of Social Science in Ethics* (1997)
- Lawrence B. Mohr, *The Causes of Human Behavior: Implications for Theory and Method in the Social Sciences in American Journal of Sociology* (1997)
- Stephen Turner, *The Social Theory of Practices: Tradition, Tacit Knowledge, and Presuppositions in Ethics* (1996)
- Odoric Wou, *Mobilizing the Masses: Building Revolution in Henan in American Historical Review* (1995)
- Robert M. Netting, *Smallholders, Householders: Farm Families and the Ecology of Intensive, Sustainable Agriculture in Journal of Asian Studies* 53:3 (1994)
- D. Wade Hands, *Testing, Rationality, and Progress: Essays on the Popperian Tradition in Economic Methodology in Ethics* 104:3 (1994)
- Sue Rosenberg Zalk and Janice Gordon-Kelter, eds., *Revolutions in Knowledge: Feminism in the Social Sciences in Ethics* (1994)
- Erik Olin Wright, Andrew Levine, and Elliott Sober, *Reconstructing Marxism: Essays on Explanation and the Theory of History in The Philosophical Review* (1994)
- Kathryn Bernhardt, *Rents, Taxes, and Peasant Resistance: The Lower Yangzi Region, 1840-1950 in American Historical Review* (1993)
- Margaret Gilbert, *On Social Facts in International Studies in Philosophy* (forthcoming)

- Keith Graham, *Karl Marx Our Contemporary: Social Theory for a Post-Leninist World*. In *Philosophical Books* 44:3 (1993)
- Robert Meister, *Political Identity: Thinking Through Marx* in *Ethics* (1992)
- Carol Gould, *Rethinking Democracy* in *The Philosophical Review* (1991)
- Alison Dundes Renteln, *International Human Rights: Universalism Versus Relativism* in *Journal of Asian Studies* 50:2 (1991)
- Ian Forbes, *Marx and the New Individual* in *Philosophical Books* 32:4 (1991)
- Bernard Crick, *Socialism* in *Ethics* (1990)
- Kevin M. Brien, *Marx, Reason, and the Art of Freedom* in *Review of Radical Political Economics* (1990)
- Patrick Murray, *Marx's Theory of Scientific Knowledge* in *Philosophical Books* 30 (1989)
- Jon Elster, *An Introduction to Karl Marx* and *Karl Marx: A Reader* in *Ethics* 98 (1988)
- Andrew Levine, *Arguing for Socialism* in *The Philosophical Review* 45 (1986)
- James Fishkin, *Beyond Subjective Morality* in *Ethics* 96 (1985)
- Donald Hodges, *The Bureaucratization of Socialism* in *Canadian Philosophical Reviews* 4 (1984)
- C. L. Ten, *Mill on Liberty* in *The Philosophical Review* 42 (1983)
- David Thomas, *Naturalism and Social Science* in *The Philosophical Review* 42 (1983)
- Cecil L. Eubanks, *Karl Marx and Friedrich Engels: An Analytical Bibliography* in *Clio* 9:1 (1979)
- Alex Callinicos, *Althusser's Marxism* in *Clio* 7:2 (1978)
- Carl Boggs, *Gramsci's Marxism* in *Clio* 7:2 (1978)

CONFERENCES

- "The Future of Minority Studies," University of Wisconsin, Madison (October 2003)
- "The Future of Minority Studies," Punta Cana, Dominican Republic (May 2003)
- "Reclaiming Identity Politics," Ann Arbor (October 2002)
- "Philosophy of Social Science Roundtable," St. Louis (April 1999)
- "Research Design Tasks in Case Study Methods," CSIA, Harvard University (1997)
- "Sovereignty," SSRC Conference, Notre Dame (1997)
- "Explanation in the Human Sciences," Spindel Conference, Memphis State University (1995)
- "Winners and Losers in Neo-Liberal Experiments: Towards More Equitable Development," Center for International Studies, Princeton University (1995)
- "Rationality and Structure: Building Microfoundations for Asian Studies," Center for International and Comparative Studies, Northwestern University (1995)
- "Theory in Asian Studies," Center for Asian and Pacific Studies, University of Oregon (1992)
- "Labor Unions and Third-World Economic Development," SSRC-MacArthur Foundation, University of California, San Diego (1991)
- "International Peace and Security," SSRC-MacArthur Foundation, Budapest, Hungary (1990)
- "Peasant Culture and Consciousness," Rockefeller Foundation, Bellagio, Italy (1990)
- "International Peace and Security," SSRC-MacArthur Foundation, Morelos, Mexico (1989)
- "Perspectives on the Industrial Revolution in England," University of Manchester, U.K. (1986)

PROFESSIONAL ACTIVITIES

- Selection Committee, MacArthur Foundation Research and Writing Grants (1994)
- Chair, Post-Doctoral Fellowship Screening Committee, Social Science Research Council/MacArthur Foundation Committee on International Peace and Security (1994)
- Pre-Doctoral Fellowship Screening Committee, Social Science Research Council/MacArthur Foundation Committee on International Peace and Security (1993)
- Post-Doctoral Fellowship Screening Committee, Social Science Research Council/MacArthur Foundation Committee on International Peace and Security (1992)
- Seminar organizer and director, "CFIA Seminar in the Methodology and Philosophy of Social Science," Center for International Affairs, Harvard University (1991-cont.)
- Manuscript reviews for publishers: Yale University Press, Cambridge University Press, Princeton University Press, Oxford University Press, Westview Press, Harvard University Press, Duke University Press, Hackett Publishing, Fairleigh Dickinson University Press
- Manuscript reviews for journals: *Canadian Journal of Philosophy*, *Philosophy of the Social Sciences*, *Synthese*, *American Political Science Review*, *International Studies Quarterly*, *Rationality and Society*

Grant proposal reviews for: National Science Foundation, Social Science Research Council, National Endowment for the Humanities, MacArthur Foundation

Tenure and promotion reviews for: University of Tennessee, Bowdoin College, Duke University, University of Wisconsin-Milwaukee

PROFESSIONAL ASSOCIATIONS

American Philosophical Association

Association for Asian Studies

International Development Ethics Association

Social Science History Association

BOARD MEMBERSHIPS

New Detroit

Detroit Urban League

American Council on Cooperative Education

International Association for Organ Donation

Michigan Council on Economic Education

SUMMARY OF ADMINISTRATIVE RESPONSIBILITIES

LEADERSHIP RESPONSIBILITIES AS CHANCELLOR, UNIVERSITY OF MICHIGAN- DEARBORN

Chief executive officer for the Dearborn campus of the University of Michigan

- Responsible for all aspects of university life: budget, capital expenditure planning, admissions, curricular oversight and review, physical plant, government relations, building program, communication of the university's mission to its constituencies, fundraising activities
- 8,500 students (6,300 undergraduate and 2,200 graduate)
- Four schools and colleges: College of Arts, Sciences and Literature; College of Engineering and Computer Science; School of Management; School of Education
- 275 full-time faculty, 250 part-time faculty
- annual operating budget of \$75 million
- \$22 million in planned construction and renovation in the coming 2 years
- Moderately diverse student population, with 10% Arab-American students and 12% African-American, Asian-American, and Latino students; half of the university's students are non-traditional
- The UM-Dearborn budget, tuition policies, admissions policies, debt responsibilities, curriculum, and state appropriations are all independent from the Ann Arbor campus

Central achievements

- Completed fundraising, planning, and implementation for a Greenways trail across the campus to integrate into the Rouge Greenways Initiative in southeastern Michigan (\$340K from Community Foundation and \$800K in Federal support through Wayne County)
- Conceived of and implemented a plan to purchase the Fairlane Training and Development Center for the UM-Dearborn campus; negotiated additional capital outlay funding from the state of Michigan to finance the \$33 million purchase of property; resulted in a 25% increase in the academic capacity of the campus
- Completed a process of strategic planning for central priorities for the Dearborn campus –
 - Establish a "Taskforce on Undergraduate Education"
 - Work towards establishment of doctoral programs in engineering
 - Evaluate the feasibility of campus housing
 - Establish a goal for significant growth in the student population
 - Enhance the effectiveness of communications about the campus to the region
- Established substantially better levels of communication and trust between faculty and administration
- Created an atmosphere of good communication and partnership with students and student leaders
- Exercised leadership to ensure harmonious and constructive relations in a diverse community
- Enhanced the intellectual atmosphere on the campus
- Conceived and implemented an ongoing "Conversation on Race for the Next Generation" in collaboration with New Detroit
- Created a University Budget Committee to incorporate faculty, staff, and student input into the budget process
- Initiated broad efforts to broaden the role of the historical legacy of Henry Ford within the identity and educational mission of the campus
- Provided support for campus efforts to establish web-based educational programs (for example, a web-based MBA)
- Provided support for establishment of international agreements in Hong Kong, China, and Spain
- Provided encouragement and support for the development of a Center for Arab-American Studies and a program in Science and Technology Studies of the Automobile
- Taught courses and seminars in the UM-Dearborn Honors Program

External responsibilities

- Establish strong relations with legislators and local officials to enhance state and governmental support for the campus

- Develop “friends and funds” for the university within the Southeast Michigan region
- Build loyalty of the UM-Dearborn alumni base
- Cultivate strong relations with leaders of manufacturing corporations, social service agencies, and economic development agencies in support of the campus mission and the development of the region
- Strengthen relationships with important community partners, including the Rouge River Gateway Partnership, and the Henry Ford Museum
- Develop strong relationships with leaders in the Arab-American community

Internal responsibilities

- Improve faculty relations and staff morale
- Enhance quality of on-campus communication
- Stimulate changes that enhance the quality of education across the breadth of the curriculum
- Lead planning for upcoming Capital Campaign
- Assure effective performance of business and service units within the university

Executive officer within the University of Michigan

- Participate in Executive Officer meetings in Ann Arbor
- Contribute to policy decision-making for the university
- Participate in monthly meetings of the Board of Regents

**ADMINISTRATIVE RESPONSIBILITIES AS VICE PRESIDENT FOR ACADEMIC AFFAIRS,
BUCKNELL UNIVERSITY**

Operational responsibilities

- Oversight of Deans of College of Arts & Sciences and College of Engineering
- Oversight of Information Services and Resources (combining library and information technology)
- Oversight of Registrar's Office, Office for International Education, Summer Program, Graduate Program, Writing Center
- Oversight of university gallery, performing arts center, university press
- Administration of faculty salary system
- Administration of faculty merit evaluation system
- Engagement in all tenure track faculty hiring
- Engagement in reappointment, tenure, and promotion process (with campus promotion and tenure committee)
- Engagement in curriculum revision and enhancement process (with deans and faculty)
- Engagement in planning for new academic facilities (with the president's staff)
- Engagement in development and implementation of strategic financial plan (with the president's staff)
- Drafting of curriculum development proposals for external funding (Hewlett Foundation, Luce Foundation, etc.)
- Establishment of intensive faculty colloquia (humanities, social sciences, and science, technology, and society)
- Responsibility for faculty misconduct intervention (sexual harassment and other forms of misconduct)

Working groups

- President's staff
- Core Planning Group (strategic planning)
- Planning and Budget Committee
- University Review Committee (reappointment, promotion, and tenure)
- Committee on Instruction
- Faculty Development Committee
- Committee on Staff Planning
- Faculty Personnel Committee

Significant activities at Bucknell

- Provided leadership in discussion of "Liberal Learning" values at Bucknell
- Developed a plan to establish five "Centers of Interdisciplinary Excellence" at Bucknell: Internationalization; Science, Technology, and Society; Environmental Science, Policy, and Ethics; Social Justice and Public Policy; and American Culture and Media
- Contributed to improvement in climate of relations between faculty and administration
- Led the process of creation of a new faculty merit evaluation and salary system
- Oversaw preparation of Bucknell's interim Middlestates Review
- Initiated the process of integrating library and information services into a single organization
- Authored a major Hewlett Foundation curriculum development grant to enhance Bucknell's Common Learning Agenda: interdisciplinary team-taught courses on human diversity and science, technology, and society
- Designed redefinition of an endowed chair in engineering devoted to "Social and Historical Context of Engineering"
- Authored a prospectus for an innovative endowed chair in the social sciences ("Social Study of Technology Organizations"); presented the prospectus to several major donors
- Established three faculty-centered colloquium series 1997-cont. (Humanities Institute, Social Science Colloquium, Colloquium in Science, Technology, and Society)
- Launched an Internationalization Task Force to pursue ways of enhancing the international aspects of Bucknell's curriculum

- Established two visiting scholar programs (one semester per year): “Distinguished Visiting Jewish Studies Scholar” and “Distinguished Visiting International Scholar”
- Conducted several senior searches and appointments: Dean of Engineering, Associate Vice President for Information Services and Resources, Associate Vice President for Academic Affairs
- Served on search committees under the President’s leadership for Vice President for Finance and Administration and Vice President for Enrollment Management and Student Services
- Collaborated with president’s staff in development and implementation of Bucknell’s Strategic Financial Plan
- Met with prospective major donors in connection with leading academic priorities in Bucknell Campaign; made the case for major academic needs for their consideration
- Devised a strategy for engaging senior administration in open discussions with students about the climate for diversity at Bucknell
- Established and conducted a student reading group in conjunction with the 1998-99 colloquia series (bi-weekly meetings of a small group of first year students and myself)

Other professional activities

- Served as evaluator in two Middlestates interim reviews (Fall 1999)
- Provided consultation on liberal education to the College of Santa Fe (Fall 1999)
- Participated in the Annapolis Presidents and Provosts Group (1998-2000)
- Participated in the Northeast Deans’ Group (1996-2000)

ADMINISTRATIVE RESPONSIBILITIES AS ASSOCIATE DEAN OF FACULTY, COLGATE UNIVERSITY

Operational responsibilities

- Monitoring and analyzing faculty load and course enrollment patterns
- Administration of visiting faculty appointments and part-time faculty appointments
- Participation in faculty recruitment process
- Shared responsibility for developing and managing the faculty salary budget
- Responsibility for University Colloquium series of lectures and panels
- Active role in the implementation of Colgate’s new administrative software system for registrar’s operations (BANNER)
- Maintenance and updating of the *Faculty Handbook* and *Faculty Directory of Research and Teaching Interests*
- Negotiation with students and parents with grievances against the University

Administrative responsibilities

- registrar’s office
- university’s program for economically disadvantaged students (OUS)
- Office of Off-campus Study

Working groups

- committee for faculty governance (Faculty Affairs Committee)
- committee for academic and curricular decision-making (Dean’s Advisory Council)
- committee for design and implementation of benefits
- enrollment planning group
- committee for administration of academic policies
- Planning Task Force, including shared drafting responsibilities for the Task Force report
- General Education Review Committee

Institutional research and analysis of academic data

- model of the tenure composition of the faculty, permitting projections of the tenure ratio
- statistical analysis of the association of GPAs, SATs, and concentrations

- analysis of grade inflation over a 10-year period
- design of a new enrollment planning model
- design of a large spreadsheet model for assigning faculty salary, incorporating merit and rank
- analysis of national and institutional data on faculty retirement patterns (to assess the effects of the uncapping of mandatory retirement)