

BOARD OF TRUSTEES

UNIVERSITY OF THE DISTRICT OF COLUMBIA

UDC RESOLUTION NO. 2019 -

SUBJECT: Appointment of Dr. Scott Krawczyk, as Associate Chief Academic Officer, Office of the Chief Academic Officer, of the University of the District of Columbia

WHEREAS, pursuant to 8B DCMR §210.2 the President is authorized to make executive appointments to designated positions in the Education Service in accordance with the provisions of 8B DCMR §§210 through 212; and

WHEREAS, pursuant to 8B DCMR §210.2, each person selected by the President for an executive appointment shall be qualified on a description of their position or their roles and responsibilities and shall be approved by the Operations Committee; and

WHEREAS, pursuant to 8B DCMR §208.1, the Board determines executive compensation for administrators and non-administrators at Grade Level 1A and above, upon recommendation of the President through the Operations Committee or appropriated committee as determined by the Board Chair; and

WHEREAS, Dr. Scott Krawczyk has been recommended to serve as the Associate Chief Academic Officer, Office of the Chief Academic Officer, based on his knowledge, past accomplishments and experience, and;

WHEREAS, Dr. Scott Krawczyk will be eligible to receive tenure as a full Professor in English pending the documentation of his tenure received at his previous institution and a recommendation for tenure approval by the faculty and Dean of the College of Arts and Sciences, the Chief Academic Officer, President and approval by the Board of Trustees; and

WHEREAS, after review of his credentials, it has been determined that Dr. Scott Krawczyk is well qualified for such position and that the recommended salary adequately reflect the job duties and experience;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of the University of the District of Columbia approves the appointment of Dr. Scott Krawczyk as Associate Chief Academic Officer in the Office of the Chief Academic Officer effective March 2, 2020 consistent with the terms and conditions of his appointment letter.

Submitted by the Operations Committee:

February 18, 2020

Approved by the Board of Trustees:

March 3, 2020

Christopher Bell
Chairperson of the Board

**UNIVERSITY OF THE
DISTRICT OF COLUMBIA**
OFFICE OF THE CHIEF ACADEMIC OFFICER

**LAWRENCE T. POTTER, JR., Ph.D.
CHIEF ACADEMIC OFFICER**

MEMO

TO: Ronald Mason, Jr., J.D.
President

FROM:



Lawrence T. Potter, Jr., Ph.D.

RE: Recommendation and Justification to appoint Dr. Scott Krawczyk as
Associate Chief Academic Officer

DATE: February 6, 2020

It is my pleasure to recommend Dr. Scott Krawczyk for the position of Associate Chief Academic Officer, serving as a direct report to the Chief Academic Officer, effective March 2, 2020. The role of the Associate Chief Academic Officer is an important one, and it will be a significant part of the academic leadership team.

Dr. Krawczyk comes to UDC after serving most recently as Dean of the College of Liberal Arts and Sciences in Brooklyn, New York, as well as Director of Special Projects. During his tenure as Dean, Dr. Krawczyk was responsible for leadership and oversight of a comprehensive college comprised of 120 full-time faculty and more than 200 adjuncts—all members of a collective bargaining unit. He was responsible for managing all facets of faculty development, recruitment, hiring and tenure, and promotion review for tenure and non-tenure faculty.

As Dean, Dr. Krawczyk developed the first donor outreach plan for the College, working with their Development Office to raise \$2M in planned giving. He oversaw the revision of the core curriculum, resulting in a reduction from 56 credits to 33 credits, facilitating an increase in student persistence to graduation and completing in four years. His experience with assessment reviews, developing accreditation reports, and leading academic program reviews to “right-size” the mixture of academic offerings will bring a much-needed skill set to the Division of Academic Affairs.

Also, Dr. Krawczyk possessed excellent administrative skills and experience, a strong entrepreneurial spirit, and the ability to collaborate with other senior administrators to assess, refine, and design academic programs that align with best practices and meet market demand. He has demonstrated a high level of success with program development, strategic planning, communications and marketing, and creating avenues for scholarly inquiry among interdisciplinary teams of faculty researchers. Dr. Krawczyk brings more than fifteen years of combined experiences in leadership, program management, and academic institutions. He is also a retired veteran with thirty-years military experience—both as a student and faculty/administrator at West Point Military Academy. He continues to manage a full scholarly agenda. I believe he will serve the Office of the Chief Academic Officer well by being a creative, collaborative problem-solver and leader, adept at managing projects and people while promoting a cohesive and cooperative team environment.

I am recommending a hiring salary for this position of \$165,012 (Grade 1A, Step 6) on the non-union Administrative Service Salary Schedule. Based on his credentials (Ph.D., University of Pennsylvania; M.A., University of Rhode Island; B.S., United States Military Academy, West Point), academic career, scholarly output, and prior earned tenure and promotions, Dr. Krawczyk would qualify as a tenured full professor of English. Therefore, I am recommending he be tenured at the rank of full professor contingent upon the submission and review of the documentation from previous institutions, a recommendation of approval by the faculty and Dean of the College of Arts and Sciences and approval by the Board of Trustees.

The position of Associate Chief Academic Officer is funded through the budget in the Office of the Chief Academic Officer. The position has been vacant since 2018. There is no fiscal impact associated with appointing Dr. Krawczyk as Associate Chief Academic Officer. If approved as a tenured full professor of English, the only fiscal impact associated would be his return as a bargaining unit faculty member. He may be eligible for contract increases during the period he serves as a non-union continuing faculty member.

cc: Deborah T. Sullivan, Assistant Vice President, Office of Talent Management
Official Personnel File



Office of the President

Dr. Scott Krawczyk, Ph.D.

January 29, 2020

Re: Executive Appointment, Associate Chief Academic Officer at the University of the District of Columbia

Dear Dr. Krawczyk:

Pursuant to 8B DCMR §§210 through 212, I am pleased to offer you an executive appointment as Associate Chief Academic Officer at the University of the District of Columbia, effective March 2, 2020, pending Board of Trustees approval. Pursuant to District of Columbia Municipal Regulations, 8B DCMR §210, an appointment to an educational service position is "at will" which means you will serve at the pleasure of the President. Persons serving under an executive appointment have no job tenure or protection in such positions and may be terminated at any time without appeal or right to compensation. As Associate Chief Academic Officer, you will perform the duties and responsibilities of the position as directed by the Chief Academic Officer. Your eligibility for faculty rank and tenure as a full Professor in English are contingent upon the submission and review of the documentation of tenure at your previous institution, a recommendation of approval by the faculty and Dean in the College of Arts and Sciences and approval by the Board of Trustees. The expedited recommendation for tenure will go before the Board of Trustees at the June 2020 meeting (to be effective retroactive March 2, 2020). The requested documentation will be facilitated by the Chief Academic Officer upon your official appointment date of March 2, 2020. You shall have the right to return to your faculty position upon termination of the executive appointment.

Your salary under this appointment will be \$165,012 (Grade 1A, Step 6) on the non-union Administrative Service Salary Schedule. You will be fully eligible for cost of living increases in accordance with applicable University policy. You will also be eligible for and may participate in the University of the District of Columbia health insurance, life insurance, retirement, and disability programs in the same manner and under the same conditions as regular administrative employees hired on or about the date of this appointment. The University will contribute seven percent (7%) of your salary to your Teachers Insurance Annuity Association (TIAA) retirement account. Your leave accrual rates are as follows: annual leave accrual, seven (7) hours per pay period, and sick leave accrual, four (4) hours per pay period.

In accordance with the requirements of the Immigration Reform and Control Act (IRCA) of 1986, any person accepting employment in the United States is required to complete a Form I-9, Employment Eligibility Verification. This form will be completed when you report for processing. At that time, you must present original documents that establish your identity and employment eligibility.

ASPIRE. ACCOMPLISH. TAKE ON THE WORLD.

4200 Connecticut Avenue, NW — Washington, District of Columbia 20008
Phone: 202.274.6016 • www.udc.edu • Facsimile 202.274.5304

New hire orientation has been scheduled for March 2, 2020 and will commence at 9:30 AM. Please report to the UDC Office of Talent Management, 4200 Connecticut Avenue, NW, Washington, DC, building 39, Room 200A at 9:00 AM to complete any necessary paperwork. Please bring identification as required for the I-9 form.

This offer is contingent upon completion of a full background check. To begin your background check, you must complete and submit the online application. If you do not receive the email from HireRight within seven (7) days, please contact Tina Twyman at tina.twyman@udc.edu.

If you accept this offer, please return an executed original of this letter to the Office of Talent Management. If you have any questions, comments or concerns, please contact Deborah T. Sullivan, Assistant Vice President of Talent Management at (202) 274-5449 or via email at deborah.sullivan@udc.edu

Sincerely,



Ronald F. Mason, Jr.
President

cc: Dr. Lawrence Potter, Chief Academic Officer
Deborah T. Sullivan, Assistant Vice President, Talent Management
Official Personnel File

I accept the terms and conditions of the foregoing executive appointment as Associate Chief Academic Officer at the University of the District of Columbia.



Signature

30 January 2020
Date

Scott Krawczyk, Ph.D.

Proven academic and organizational leader with notable record of achievement and innovation in strategic planning, leading change, and meeting objectives. Expertise in all dimensions of organizational effectiveness and budget management in educational, governmental, and nonprofit settings. Highly regarded academic administrator, teacher, and scholar with thorough knowledge of current best practices in higher education. History of success in nurturing teams, inspiring excellence, and developing strong partnerships and support networks. Superb communicator and critical thinker with demonstrated ability to cut costs and grow revenue. Flexible, versatile, and adaptable: works well both independently and collaboratively to achieve exceptional results. Awarded the Distinguished Service Medal after highly successful 30-year Army career.

EDUCATION

Ph.D. English Language & Literature, University of Pennsylvania Nominee, Diane Hunter Dissertation Prize	2004
M.A. English, University of Rhode Island Initiated into Phi Kappa Phi Honor Society	1996
B.S. English, United States Military Academy, West Point Recipient, General Creighton W. Abrams Award (as Co-Captain, Football Team)	1985
CERTIFICATE PROGRAMS:	
Philadelphia Latin Institute (Summer Intensive Course)	2002
Massachusetts Institute of Technology: Seminar XXI Fellow Sponsored by MIT Center for International Studies	2001
U.S. Army Command and General Staff College Nominee, Gen Douglas MacArthur Military Leadership Writing Award	1999

EXPERIENCE (selected)

Long Island University DIRECTOR OF SPECIAL PROJECTS Responsible for development, oversight, and fundraising for significant university-level, program-related projects, including the Polk School of Communication and the Brooklyn Writers' Workshop, the latter pursued as a partnership with the Center for Fiction in downtown Brooklyn.	Sep 2019 – present
Long Island University - Brooklyn DEAN, RICHARD L. CONOLLY COLLEGE OF LIBERAL ARTS & SCIENCES Responsible for leadership and oversight of a comprehensive College of Liberal Arts and Sciences, comprised of 120 full-time faculty and more than 200 adjuncts, all members of a collective bargaining unit who teach approximately 7,000 total students throughout the undergraduate, graduate, pre-professional, and professional	Jun 2017 – Aug 2019

programs housed in the College and the Schools of Nursing, Health Professions, Pharmacy, Education, and Business. Manage annual budget of \$25.5M to support 34 undergraduate and 10 graduate programs, including an APA-accredited Ph.D. in Clinical Psychology. Total enrollment for Conolly College, which includes the Honors College and School of Arts and Communication, is approximately 1,200. The student population is 37% African American, 15% Latino, 21% Asian, and 27% White. Approximately 72% of students are women. Manage all facets of faculty development: recruitment, hiring, and tenure and promotion review for tenure- and non-tenure-track faculty.

Significant Contributions (Dean, LIU Brooklyn)

- Developed first donor outreach plan for the College in its history; worked with development office to secure more than \$2M in planned giving
- Oversaw revision of core curriculum, resulting in a reduction from 56 credits to 33 credits, facilitating completion of 4-year degree with 120 credits
- Increased enrollment of first-time freshmen by 15% in one year, from Fall 2018 to Fall 2019
- Introduced and shepherded eight new academic programs from proposal through approval by all campus committees, the Board of Trustees, and, for six of them, the New York State Education Department (NYSED):
 - o Music Technology, Entrepreneurship, and Production B.F.A. (NYSED approved)
 - o Acting for Theatre, Film and Television B.F.A. (NYSED approved)
 - o International Relations B.A. (NYSED approved)
 - o Sports Communication and Marketing B.A. (NYSED approved)
 - o Integrated Communications B.A. (at NYSED)
 - o Art Therapy Pre-Professional B.S. (NYSED approved)
 - o Bioinformatics B.S. and M.S. (B.S. NYSED approved; M.S. at NYSED)
 - o Arts Management (Board Approved – going to NYSED)
 - o Gaming AR/VR B.F.A. (at NYSED)
- Conducted assessment reviews and authored reports as part of the Academic Program Review Process for five departments: English (including MFA in Creative Writing), Biology (B.S., M.S.), Psychology (B.A., M.A.), Media Arts (B.A., M.A., and M.F.A.), and Journalism and Communication Studies (B.A.).
- Established five-year studio partnership contract with The New Group, an award-winning acting studio based in Manhattan; partnership will support students enrolled in the B.F.A. in Acting for Theatre, Film, and Television program with unmatched real-world training and experience
- Established first-ever Scholarship Preparation program through the Honors College with the goal of increasing LIU Brooklyn's post-bac scholarship applications and awards
- Consolidated organization of Conolly College by merging smaller departments into interdisciplinary teams
- Instituted "public scholarship" speaker/panel program, the first event for which was a talk and faculty-moderated interview with David Kirkpatrick, journalist for *The New York Times*, former *Times* Bureau Chief in Cairo; event moderated by nationally acclaimed LIU Brooklyn political scientist Dalia Fahmy
- Planned and oversaw the installation of two substantial veteran art exhibitions on campus with exhibition openings in the week of Veterans Day. In 2017, the exhibition included works from five artists representing combat experience from Vietnam to Afghanistan (November 2017 through February 2018). Brooklyn 12 News covered the exhibition opening; In 2018, coordinated with "Coming Home" exhibition for both art display and community discussion/panel on the role of art in healing from trauma
- Established a unique articulation agreement with Brooklyn Tech High School to pipeline advanced science students into our science majors, particularly physics and biology
- Established monthly Conolly College "Dean's Highlights" reports of significant activities by students, faculty, and alumni; praised by University Public Affairs as a "best practice" for strategic communications
- Communicated regularly via email and social media with thousands of admitted students, keeping them abreast of activities on campus, upcoming open houses, and student experiences/success stories
- Established first-ever social media presence for College of Liberal Arts and Sciences, regularly posting stories and advertisements on Facebook and Instagram

Georgetown University (Main Campus) Aug 2020 (start date)
AFFILIATE FACULTY, Master of Arts in Public Humanities Program

Georgetown University School of Continuing Studies Aug 2015 – present
LECTURER, Bachelor of Arts in Liberal Studies Program

Teach two courses: Enlightenment, Revolution, and Democracy (BLHS-108) and Renaissance (BLHS-106). Consistently ranked among top faculty members by a diverse and accomplished student body; conduct voluntary writing workshops on weekends; regularly serve as mentor for numerous students seeking admission to graduate programs, including two Fulbright finalists; received Georgetown's 2017 Tropaia Award for Outstanding Faculty Member in the Bachelor of Arts in Liberal Studies program.

National Endowment for the Humanities Aug 2015 – Aug 2016
DIRECTOR, FEDERAL/STATE PARTNERSHIP

Advised NEH Chairman and the National Council on the Humanities on nationwide needs and opportunities for extending the reach of the humanities and promoting lifelong learning through partnership with 56 state and jurisdictional humanities councils. Responsible for program budget of \$43M, along with supervision, revision, and implementation of self-assessment review and compliance reporting processes for the state councils.

Significant Contributions (NEH)

- Wrote Federal/State Partnership budget proposal to the Executive Branch's Office of Management and Budget, resulting in \$1M increase for the Partnership in FY2017
- Approved annual budgets for all state humanities councils
- Conducted on-site evaluations of eight state humanities councils, coordinated two external evaluators per council, and authored NEH's reports on councils' organizational effectiveness and fiscal health
- Supervised all compliance and financial reporting in accordance with best practices in grant management and nonprofit assessment; streamlined reporting system and reduced overall processing by one month
- Chaired panel for Education Division's "Dialogues on the Experience of War" grant; recruited panelists, reviewed all proposals and orchestrated process of ranking proposals for funding recommendations
- Organized and facilitated first-ever two-day meeting of the Humanities Data Task Force, consisting of leaders from state humanities councils and experts in statistical analysis and modeling
- Conducted four-month investigation and audit of one state humanities council's finances, programming, and administrative procedures; authored final report that resulted in probationary status for the council and the return to NEH of \$84K in improperly accounted for grant funds
- Represented NEH Chairman at a public opening of two exhibitions aboard the Intrepid Sea, Air & Space Museum in New York City (October 2015); spoke before nearly 500 attendees
- Conducted webinar interview with Ric Burns, director of the 2015 documentary *Debt of Honor: Disabled Veterans in American History*, to support public screenings and national discussion programs
- Wrote the Program Guidelines and RFP for "Planning Grant to Establish a U.S. Virgin Islands State Humanities Council": https://www.neh.gov/files/grants/virgin_islands_rfp.pdf
- Assisted the University of Virginia in planning for the Mellon-funded NEH 50th Anniversary symposium in Charlottesville, VA; worked hand-in-hand with UVA's planning team and three senior staff members at NEH; coordinated concept and speaker lineup for several public panels
- Briefed assessment results for state humanities councils to the National Council on the Humanities during its three annual meetings at NEH (July, Nov, March); kept National Council members informed of trends in public humanities programming, audits and investigations, state government financial support levels, emerging partnerships, and potential fundraising opportunities
- In cooperation with the NEH Chairman, established a special grant line of more than \$800K for state humanities councils to coordinate and fund community-based programs on race relations in America: "Humanities and the Legacy of Race and Ethnicity in the United States"

United States Military Academy, West Point

DEPARTMENT HEAD AND PROFESSOR, USMA: DEPT. OF ENGLISH & PHILOSOPHY Jun 2012 – Aug 2015
Presidential appointment, confirmed by Senate, as Professor, United States Military Academy.

Led academic department of 50 faculty and four staff members. Responsible for all aspects of academic program implementation and organizational operations, including budget management; curricular development, integration, and implementation; faculty recruitment, professional development, and retention; and learning outcomes design and assessment. Developed strategic vision and communications plan that successfully supported advocacy for the arts and humanities at West Point; fundraising; strategic partnerships; and outreach to academia, arts organizations, and the Army.

Entrepreneurship and Development

- Crafted/pursued strategic plan that led to most significant changes in department's nearly 100-year history
- Raised over \$1.2M in three years in donor support for department and Academy-level programs
- Established first-ever West Point Writing Center
- Established formal Writing Across the Curriculum Program
- Established Cadet Writing Fellows Program
- Crafted vision, strategic plan, and design concept for multimillion-dollar Arts and Humanities Center at West Point (now funded); personally led three-year effort with institution-wide agencies, senior Academy leaders, and alumni association to obtain consensus and backing for plan
- Gained funding for and initiated the first writing award presented annually for the best essay produced in the freshman composition course: The Hoy Prize, named for Professor Pat C. Hoy II
- Gained funding for and initiated first "Calabro Night of the Arts," an annual Academy event renamed for the late John A. Calabro, Colonel, U.S. Army (Retired); instituted annual "John A. Calabro Award," presented to graduating cadet who best exemplifies the character and creativity of Colonel Calabro, a professor of English, artist, writer, and musician

Outreach and Public Engagement

- Founded and directed activities of the Creative Arts Project at West Point, including dance performances, veteran art exhibits, film festivals, and author talks that featured, among others, Phil Klay, Siobhan Fallon, Benjamin Busch, Brian Turner, Robin Becker Dance Co. (performance of *Into Sunlight*), David Maraniss, *Amira & Sam* film screening with director Sean Mullin and lead actress Dina Shihabi, Exit 12 Dance Company, G.I. Film Festival, and Graffiti of War Art Exhibit
- Worked with the Association of Graduates and the Joseph Zengerle (USMA '64) family to establish an endowed annual lecture series at West Point: The Zengerle Family Lectures in the Arts and Humanities
- Served three years as Project Director for the West Point-Vassar Initiative, a Mellon-funded program to partner military academies and traditional liberal arts colleges; coordinated student exchange visits, special events, and personally hosted social gatherings for students and faculty from Vassar, including President Catharine Bond Hill, in my home
- Collaborated in writing article for the *Wall Street Journal*, "A Different Kind of Diversity on Campus," a piece about the West Point-Vassar Initiative co-authored by Superintendent Robert L. Caslen of West Point and President Catharine Bond Hill of Vassar College: <http://www.wsj.com/articles/robert-l-caslen-and-catharine-bond-hill-a-different-kind-of-diversity-on-campus-1409008596>
- Coordinated guest speaker program bringing top names to West Point: Toni Morrison, Stephen Greenblatt, Phil Klay, Margaret Atwood, and Pico Iyer, among others
- Singularly responsible for *New York Times* coverage of Toni Morrison's historic visit to West Point
- Worked with Alumni Association to coordinate dinner and tribute program in honor of Toni Morrison; gave remarks and introduced the guest of honor

Leadership and Organizational Management

- Reviewed and made formal recommendations annually to the USMA Credentials and Promotions Committee on all departmental academic promotion packets

- Designed and established two majors in English and philosophy
- Established outreach strategy and recruitment plan to attract undergraduate majors for department programs, resulting in 25% increase from 2012-2015
- Presided at countless ceremonies, including West Point's annual Night of the Arts celebration and award ceremony, West Point Projects Day, retirements, promotions, award ceremonies, and the department's annual Cadet Award Ceremony, recognizing top students in academics and extracurricular activities
- Responsible for oversight, management, funding, and activities of largest cadet extracurricular club at West Point: The Cadet Fine Arts Forum, comprised of more than 400 members in nine different arts and culture forums: <http://www.westpoint.edu/cfaf/SitePages/Home.aspx>
- Conceived and supervised the planning, funding, and execution of an academic conference commemorating 100th anniversary of World WWI: *Literature, Memory, and the First World War* (2014)
- Supervised the planning, funding, and execution of the first annual *Ethics of War Conference*, a collaboration with Villanova University (2014); spoke about impact of Michael Walzer to the field (*Just and Unjust Wars*) and introduced Professor Walzer as the conference keynote speaker
- Managed all aspects of bargaining unit negotiations and faculty grievances during the Federal government sequestration and civilian faculty furlough (2013)
- Conducted three-month ethics investigation into toxic leadership allegations against a senior officer on the faculty; authored fourteen-page report, the result of which was an approved motion by the Academic Board to revoke Academy Professor rank and dismiss officer from West Point
- Directed full production Shakespeare's *As You Like It*, a student-organized and acted performance as part of the Shakespeare elective and Projects Day (2013)
- Wrote annual evaluations for 50 faculty members
- Mentored Rhodes Scholarship finalist
- Supervisor for all senior faculty, military and civilian (full professors and some associate professors)

Institutional Governance

- Served on Executive Committee of USMA Admissions Committee: Co-Chair (2012-15); responsible for reviewing, assessing, and voting on all candidate files for academically "at risk" candidates, all NCAA athletes, and all medical exceptions to policy
- Chair, Humanities and Social Sciences Committee
- Member, USMA Policy Board (one of two academic department heads chosen for a two-year term)
- Requested by senior leader in the Corps of Cadets to serve as the only male faculty member on a cadet committee, "Cadets Against Sexual Harassment and Assault"; made recommendations to the Superintendent on how to combat sexual harassment and assault at all levels
- Participated in institution-wide manpower survey; wrote extensive assessment of results (2011)
- Co-authored revision of the *West Point Faculty Manual*
- Served institutional effectiveness efforts by contributing to the revision of West Point's Academic Program Goals and participating in the two-year process of core-curriculum review and revision
- Presided over a military "Show Cause" board, a formal procedure for deciding whether an ethical violation merits dismissing an officer from the Army

DEPUTY DEPARTMENT HEAD, DEPARTMENT OF ENGLISH & PHILOSOPHY
Promoted to Associate Professor; Awarded the Army Commendation Medal

May 2007 – Jun 2012

Entrepreneurship and Development

- Authored first departmental "Needs Statement" for the alumni association to support fundraising efforts
- Established and secured funding for partnership with Hudson Valley Shakespeare Festival, resulting in annual workshops for cadets with professional actors and education outreach staff (ongoing since 2008)

11/6/2019

Outreach and Public Engagement

- Supervised conception and execution of numerous summer academic enrichment, outreach, and civic engagement programs for students, including, among others: Teaching English in Ghana; Exploring Shakespeare at the Globe in London; Following the Lewis & Clark Trail and conducting outreach to several Indian reservations; Internships at the G.I. Film Festival; and Ethics of Robotics and Drones in War, a trip to ethics-related centers and think-tanks in higher education
- Conceived and supervised the planning, funding, and execution of an academic conference commemorating the 50th anniversary of William Faulkner's historic visit to West Point: *Faulkner at West Point: The Writer in Public* (April 2012)
- Coordinated first-ever ballet performance in West Point's historic Cullum Hall, featuring Violeta Angelova, First Soloist with Suzanne Farrell Dance Company (Kennedy Center for the Performing Arts)
- Served as institutional liaison to Hudson Valley Shakespeare Festival for workshops and performance support, including faculty presentations in support of the Festival's summer public programming

Leadership and Organizational Management

- Managed all aspects of departmental budget (administrative costs; salary increases; travel funding; \$200K for cadet educational trips; endowment funds and annual closeout reports; and conference funding)
- Re-wrote Department Standard Operating Procedures (SOP), covering everything from budget protocols to bomb threat procedures to grading philosophy and rubric
- Established department's first formal faculty mentorship program
- Established formal Teaching Practicum for all incoming faculty
- Established formal system and staff process for recruitment, hiring, and graduate school placement for all junior military faculty (approximately 8-10 new military faculty per year, assigned on three-year tours)
- Served as Officer Representative for West Point's NCAA Wrestling Team, traveling with team, providing academic counseling, and briefing new team members on the academic major selection process
- Planned and led departmental strategic planning off-site meetings each summer for senior military leaders, tenure-line civilian faculty, and civilian staff
- Served as Acting Department Head in December of 2008 due to hospitalization and long-term recovery of Department Head; thenceforward assumed most department head duties, serving on Academic Board, General Committee, Executive Committee of Admissions Committee, and others

Institutional Governance

- Directed 12-month project (with committee of 20) for grand opening and dedication of USMA's Jefferson Hall Library and Learning Center in 2008 (coordinated major donor support, media coverage, national outreach, VIPs, external speakers, installation security, transportation, and detailed execution plan)
- Chaired, oversaw, or served on 14 national-level faculty searches (English and philosophy)
- Directed Freshman Composition during Academic Year 2009-10 (20 teachers and 1,100 students)
- Organized Faulkner Room Rededication Ceremony (2010): coordinated guest speaker, Brigadier General (Retired) Robert Berry, wrote speeches for Dean and Department Head
- Participated in multi-disciplinary committee to support ABET Accreditation of Engineering Programs

PUBLICATIONS

Book

Romantic Literary Families. (New York: Palgrave MacMillan, 2009). Pp. xviii + 224.
 Reviews: J. Coghill, *Choice* 47 (Feb 2010): 3028 ("Highly recommended"); Felicity James, *Review 19* (Jan 2010): http://www.nbo1-19.org/view_doc.php?index=58; Lucy Morrison, *Keats-Shelley Journal* LX (2011): 138-39; Orienne Smith, *The Year's Work in English Studies* 90 (2011).

Edited Collection

The Collected Works of Anna Letitia Barbauld, Volume 4, Essays and Political Writings, co-edited with Lisa Vargo (under contract, Oxford University Press).

Articles and Chapters

- "Echoes of Protest: Anna Barbauld's 'The Contrast: or Peace and War'" (accepted for special volume of *European Romantic Review* on "Women and Protest"—forthcoming 2020).
- "Supplementing the Family Legacy: Lucy Aikin's 1852 edition of (her father's) *Select Works of the British Poets*," *The Wordsworth Circle* (forthcoming, 2020).
- "From *Beauties* to *Selections*: Barbauld's Design for *The Spectator*." *Anna Letitia Barbauld: New Perspectives*, Ed. William McCarthy and Olivia Murphy. (Bucknell University Press 2014).
- "'Broken Soldiers': Serving as Public Bodies," *Keats-Shelley Journal* Vol. LXI (2012): 90-102.
- "Mediating Abolition: The Collaborative Consciousness of Liverpool's William Roscoe and James Currie," *Journal for Eighteenth-Century Studies* 34.2 (2011): 209-226.

Other (Peer Reviewed)

- Anna Barbauld: "Civic Sermons to the People." *The Literary Encyclopedia*. First Published 07 November 2015. <http://www.litencyc.com/php/sworks.php?rec=true&UID=5957>
- Anna Barbauld: "Address to the Opposers of the Corporation and Test Acts." *The Literary Encyclopedia*. First Published 22 October 2012. <http://www.litencyc.com/php/sworks.php?rec=true&UID=6849>

Reviews

- Beatrice Turner, *Romantic Childhood, Romantic Heirs: Reproduction and Retrospection, 1820-1850*, in *The Wordsworth Circle* (forthcoming, 2020)
- E. J. Clery, *Eighteen Hundred and Eleven: Poetry, Protest and Economic Crisis*, in *Keats-Shelley Journal* (forthcoming, 2019)
- Alfred S. Posamentier and Christian Spreitzer, *The Mathematics of Everyday Life* (2018). Review of manuscript for publisher, Prometheus Books.
- Philip Shaw, *Suffering and Sentiment in Romantic Military Art*, in *The Wordsworth Circle* 46.4 (2015): 237-8.
- Jeffrey Cox, *Romanticism in the Shadow of War: Literary Culture in the Napoleonic War Years*, in *The Wordsworth Circle* 46.4 (2015): 234-8.
- Felicity James and Ian Inkster, eds., *Religious Dissent and the Aikin-Barbauld Circle, 1740-1860*, in *Religion and Literature* 46.1 (2014): 215-18.
- Neil Ramsey, *The Military Memoir and Romantic Literary Culture, 1780-1835*, in *The Wordsworth Circle* 43.4 (2013): 217-19.

David Fairer, *Organising Poetry: The Coleridge Circle, 1790-1798*, in *Studies in Romanticism* 51.3 (2012): 455-60.

Beth Lau, ed., *Fellow Romantics: Male and Female British Writers, 1790-1835*, in *The Wordsworth Circle* 41.4 (2010): 240-2.

Gavio Edwards, *Narrative Order: Life and Story in England, 1780-1830*, in *Keats-Shelley Journal* 57 (2008): 181-2.

Julie Carlson, *England's First Family of Writers: Wollstonecraft, Godwin, and Mary Shelley*, in *Keats-Shelley Journal* 57 (2008): 179-81.

Marjorie Stone and Judith Thompson, eds., *Literary Couplings: Writing Couples, Collaborators, and the Construction of Authorship*, in *The Wordsworth Circle* 38.4 (2007): 186-88.

CONFERENCE PRESENTATIONS and SPEAKING ENGAGEMENTS (selected)

Hutton House Lectures (Long Island University), "Shakespeare and Leadership," 22 March 2019.

Roundtable Panelist: "Reinventing Graduate Education: Roles for Faculty, Graduate Students, and Administrators." East-Central American Society for Eighteenth-Century Studies (EC/ASECS), Staunton, VA, 26 October 2018.

Keynote Address, Phi Kappa Phi Initiation Ceremony, LIU Brooklyn, 29 March 2018.

Featured Speaker (with Paul Yachnin of McGill University) Forum on "The Public Humanities and Beyond," Georgetown University, 16 March 2018. Video: https://www.youtube.com/watch?v=wCcKa3z_wUU

Theater of War, *The Tecmessa Project* (invited panelist), recorded WNYC The Greene Space, New York, NY, 14 March 2018.

"Professional Writing" (invited lecturer), Ernest Mario School of Pharmacy, Rutgers University, New Brunswick, NJ, 10 October 2017 (13th consecutive year of presenting this lecture).

Theater of War, *Ajax* (invited panelist), Queens Borough Hall, 27 September 2017

Convocation Speaker, Long Island University Brooklyn, 19 September 2017 (on the topic of Ta-Nehisi Coates's *Between the World and Me*).

Roundtable Moderator: "The Public Humanities." North American Society for the Study of Romanticism (NASSR) Annual Conference, Ottawa, Canada, 10-13 August 2017.

"Trauma Unit: War, Violence, and Victimhood" (panel chair), North American Society for the Study of Romanticism (NASSR) Annual Conference, Ottawa, Canada, 10-13 August 2017.

"Tracing the Afterlife of Anna Barbauld," North American Society for the Study of Romanticism (NASSR) Annual Conference, Ottawa, Canada, 10-13 August 2017.

"Reinventing the PhD: Celebrating Change, Rethinking Resistance," Modern Language Association (MLA) Annual Convention (Connected Academics Project Special Panel), Philadelphia, PA, 5-8 January 2017.

"The Familiar and the Strange: Preparing Graduate Students in the Humanities for Diverse Careers" (Workshop Co-Leader), East-Central American Society for Eighteenth-Century Studies (EC/ASECS), University of Mary Washington, Fredericksburg, VA, 27-29 October 2016.

"Anna Barbauld's Sense of Humor," British Women Writers Conference, Athens, GA, 2-5 June 2016.

"Articulating the Value of the Humanities to the Larger World," Georgetown University, Connected Academics Seminar, Washington, D.C., 18 March 2016. Video: <https://reinventphd.georgetown.edu/events;https://www.youtube.com/watch?v=37a1qC1CZJI>

"Articulating the Value of the Humanities to the Larger World," Modern Language Association Annual Convention (Connected Academics panel), Austin, TX, 8-10 January 2016.

"Anthologies and the Rise of Critical Editorial Practice" (panel chair), American Society for Eighteenth-Century Studies (ASECS) Annual Conference, Los Angeles, CA, 19-21 March 2015.

"Supplementing the Family Legacy: Lucy Aikin's 1852 edition of (her father's) *Select Works of the British Poets*," NASSR Annual Conference, Washington, D.C., 10-13 July 2014.

"Assessment and Invention in the Humanities," Modern Language Association Annual Convention, Chicago, IL, 9-12 January 2014.

Late 18th Century Division Roundtable on Literature and War, 1754-1815 (invited discussant with William Warner, Daniel O'Quinn, and Betty Joseph), MLA Annual Convention, Chicago, IL, 9-12 January 2014.

"Editing Romantic Texts Now" (roundtable discussant—invited by organizers), North American Society for the Study of Romanticism (NASSR) Conference, Boston, MA, 7-11 August 2013.

"How to Read Texts Written Within a Creative Community" (Seminar Leader), University of Leeds Research Network: "Dissenters and Evangelicals," University of Leeds, UK, 5-6 April 2013. Video: <https://www.youtube.com/watch?v=xvzXfxc88Zs>

TEACHING EXPERIENCE

Long Island University Brooklyn

2018-19: First Year Honors Seminar (Scholarship Preparation Course)
 2017-18: Philosophical Explorations II (core course in philosophy)

Georgetown University, School of Continuing Studies

2018-19 The Renaissance; Enlightenment, Revolution, and Democracy
 2017-18: The Renaissance (summer term, 2018)
 2016-17: Enlightenment, Revolution, and Democracy; Independent Study: Enlightenment Thought
 2015-16: Enlightenment, Revolution, and Democracy

Northern Virginia Community College

2016-17: Composition I; Composition II; Survey of World Literature

United States Military Academy

- 2014-15: Composition; Literature ("The Country and the City"- yearlong theme)
 2013-14: Composition; Cultural Studies; British Romanticism; Senior Thesis Advisor
 2012-13: The Novel; British Literature I; Advanced Composition ("Revolutionary Egypt"); Shakespeare
 2010-11: Cultural Studies (Ancient Greece)
 2009-10: Composition (Director); Literature; Criticism
 2008-09: Composition; Criticism; British Lit I; British Lit II; Senior Thesis I (Course Director)
 2007-08: Advanced Composition (Cultural focus: Turkey); The Novel; Shakespeare; Senior Thesis Advisor
 2006-07: Advanced Composition (Cultural focus: Turkey); British Literature I; British Literature II
 2005-06: Composition; Literature (Director); Cultural Studies (Ancient Greece); Senior Thesis Advisor
 2004-05: Composition; Literature (Director)
 1997-98: Advanced Composition; Composition; Literature
 1996-97: Composition; Literature

ACADEMIC SERVICE (selected)

External Assessment:

External Review Committee: United States Naval Academy Department of English External Review. Briefed USNA Dean and co-authored five-year assessment of strategic planning, teacher development, student learning outcomes, curricular design, and organizational effectiveness. (Nov. 2013)

At LIU

University Strategic Planning Committee (Chair of Core Curriculum Review/Revision Committee)
 University Liberal Arts & Sciences Task Force (Chair)
 Council of Deans, LIU Brooklyn
 Campus Leadership Committee, LIU Brooklyn

At West Point

Member, USMA Policy Board, 2013-15
 Chair, Academy Professor Search Committee (Behavioral Sciences & Leadership), 2014
 Chair, Professor and Deputy Head Search Committee (Social Sciences), Fall, 2012
 Chair, Professor of the Practice of Writing Search Committee, 2010-11
 Organizer, William Faulkner Room Rededication, Spring 2010
 Faculty Council Rules Committee, 2010
 Academic Board, 2009-15
 Academy Professor Search Committee (Dept. of English), 2008
 Chair, Academy Professor Search Committee, (Dept. of Geography & Environmental Engineering), 2008
 Assistant Officer Representative, Army Wrestling, 2007-2011
 Admissions Committee, 2007-15; Executive Committee Co-Chair, 2012-15

OTHER PROFESSIONAL ACTIVITIES

Steering Committee, *Beyond Me Too—Sport* (2018): <https://www.facebook.com/BeyondMcTooSport/>
 Advisory Board, West Point Humanities Center (2017-present)
 Editorial Board of *Humanities*, publication of the National Endowment for the Humanities (2015-16)
 Member, Connected Academics, Georgetown University (sponsored by Mellon Foundation and Modern Language Association) (2015-present)
 Warrior Scholar Project Writing Instructor (2017-present); volunteer writing instructor (2015)

Member, University of Leeds Research Network: "Creative Communities, 1750-1830" (2013-14):
<http://creativcommunities17501830.wordpress.com/>. Sponsored by AHRC, UK; organized by Professors
John Whale and David Higgins, University of Leeds
Peer Reviewer, *Essays in Romanticism* (journal of the International Conference on Romanticism), *European
Romantic Review*, *Keats-Shelley Journal*, *Studies in Eighteenth Century Culture*, and *Studies in Romanticism*

PROFESSIONAL MEMBERSHIPS

- Modern Language Association (MLA)
- American Society for Eighteenth-Century Studies (ASECS) (lifetime member)
- East-Central Society for Eighteenth-Century Studies (EC/ASECS) (lifetime member)
- Keats-Shelley Association of America
- Phi Kappa Phi

MISCELLANEOUS / PERSONAL

- First English major ever to graduate from West Point (only English major in my graduating class)
- Former Army football player and co-captain of 1984 team; Cherry Bowl champions (defeated Michigan State 10-6); personally featured in *New York Times* article by renowned sports writer George Vecsey:
<http://www.nytimes.com/1984/12/23/sports/cadets-finally-gets-a-chance.html>
- Master Parachutist with over 90 military static-line jumps

REFERENCES

Stacy Gropack
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(808) 960-1698 (cell)
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Elizabeth Samet
Professor of English/Director of Humanities Center
Department of English and Philosophy
United States Military Academy, West Point
(845) 938-2083 (w)
(845) 548-1935 (cell)
elizabeth.samet@usma.edu

Peggy Tallier
Dean, Heilbrunn School of Nursing
Long Island University
(718) 488-1059 (w)
(917) 865-2096 (cell)
Peggy.Tallier@liu.edu

Phillip Wong
Director, Clinical Psychology Ph.D. Program
Long Island University Brooklyn
(718) 488-1164 (w)
(212) 362-0210 (cell)
Phillip.Wong@liu.edu

University of the District of Columbia
Job Classification Description
Job Title: Associate Chief Academic Officer
Job Series: / Pay Plan: Grade: DS-1701-01A
FLSA: Exempt
Union Status: Non-Union
Job Code:

INTRODUCTION:

The incumbent will serve as the Associate Chief Academic Officer (ACAO) for Accreditation, Administration and Faculty Affairs (ACAO-AAFS) at University of District of Columbia (UDC). This position reports to the Chief Academic Officer (CAO)

ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Provides oversight and final approval of all aspects of the University's regional and specialized program accreditations to include: the self-study design and submission, response to accrediting body recommendations and the on-going monitoring of program and University adherence to all accreditation standards.
2. Provides operational leadership in coordinating faculty affairs services and processes related to the life cycle of a faculty member (including mentoring, review, promotion and tenure), development and revision of academic policies, review and approval of academic programs, oversight and monitoring of accreditation processes and standards, and the development of all academic scheduling.
3. Collaborates with Assistant Chief Academic Officers, the Vice President for Research and Graduate Studies, the Office of Talent Management/Human Resources, Deans and Associate/Assistant Deans, to provide academic governance and expertise support to individuals across campuses who are involved in accreditation, academic program planning and faculty affairs and success.
4. Leads in shaping the college's academic policies and practices in sustaining academic standards.
5. Prepares analysis and reports using performance-based data in partnership with the Office of Planning and Institutional Effectiveness and/or other Assistant CAOs for faculty planning and management.
6. Manages the five-year program review process for academic programs and track the status of program reviews in collaboration with deans, department chairs, and faculty.
7. Coordinates and assesses the annual faculty evaluation promotion and tenure process and review all promotion and tenure recommendations and evaluation appeals submitted to the Office of the CAO.
8. Monitors and assesses the impact of faculty affairs processes on hiring, retention, faculty diversity, equity, and inclusion.
9. Reviews and assesses all college proposals for the establishment, revision and termination of academic programs.
10. Responsible for overall academic planning and assessment; instructional support; and course and curriculum changes submitted to the University Registrar.
11. Oversee and manages the development and publication of the University catalogue, class schedule and academic calendar.
12. Acts as the CAO liaison to the Registrar and the Office of Information Technology and to the University Faculty Senate, attending all meetings and represents the University and/or the CAO at various venues and appropriate forums
13. Primarily responsible for the planning, development and revision of academic program information contained in all official University information systems to include: Banner for Students, Degree Works and NAVIGATE.

14. Responsible for conducting periodic assessments of and propose changes to the Academic Policies Manual and the Faculty Personnel Manual.
15. Performs other duties as assigned.

MINIMUM JOB REQUIREMENTS:

1. An earned doctorate or appropriate terminal degree from a regionally accredited institution.
2. Earned tenure and rank of associate professor in an academic discipline.
3. A minimum of five (5) years of progressive leadership, management and supervisory experience at the department chair/director level or above in higher education.
4. Demonstrated experience in managing and guiding successful assessment practices and student learning outcomes.
5. Five years of teaching experience in higher education.
6. Demonstrated experience with regional accreditation; understanding of current pedagogical practices in both graduate and undergraduate higher education.
7. Demonstrated scholarship within the applicant's discipline, or in the scholarship of teaching, and/or in assessment.

REQUIRED COMPETENCIES:

To effectively execute the responsibilities of the Office of the Chief Academic Officer for Accreditation, Administration and Faculty Affairs this incumbent must have knowledge of:

1. The mission, goals and objectives of the University of the District of Columbia.
2. Federal and District laws, regulations, policies and procedures applicable to educational institutions.
3. Policies, procedures and practices of the Board of Trustees and the University of the District of Columbia.

In addition:

1. Demonstrated experience managing regional and discipline specific accreditation processes.
2. Experience as a Department Chair or Director in higher education.
3. Experience working in a collective bargaining environment.
4. Excellent organizational, leadership, and communication skills.
5. Understanding of and the ability to work within a shared governance structure.
6. Demonstrated commitment to faculty and student engagement.
7. Proven ability and skill to identify and analyze complex situations, present alternatives and options, and recommend or implement effective courses of action.
8. Demonstrated experience working with diverse populations.

STANDARDS & EXPECTATIONS:

1. **Expectations of the job:**
The incumbent will act as an accreditation liaison officer; provided oversight and coordination activities related to the accreditation process including the development of self-study documents, evidence files, progress reports, site team visit preparation, and other related activities.
2. **Development and Counseling**
The incumbent is expected to participate in activities that will help in the development of his/her career and help in the performance of the duties and responsibilities of the job. Employee may seek counseling from his/her immediate supervisor.

3. **Training**

Training is available to help improve the skill and knowledge level of the academic program development, and to update them on the latest techniques, methods and theories that are being used and offered in the administration and technology industry.

4. **Knowledge of UDC Rules and Regulations:**

Guidelines consist of the regulations, policies, and procedures of the University of the District of Columbia, the University Board of Trustees, and the District of Columbia government.

Note: The University reserves the right to change or reassign job duties as provided in policy and negotiated agreements.

University of the District of Columbia is an Equal Opportunity Employer (EOE).

Fiscal Impact Statement

To: The Board of Trustees

From: Managing Director of Finance *David A. Franklin*

Date: March 3, 2020

Subject: Executive Appointment of Dr. Scott Krawczyk - Associate Chief Academic Officer

Conclusion

It is projected that there are sufficient unrestricted funds in the budget allocation of the University of the District of Columbia's FY2020 budget to cover the cost of the salary and benefits associated with the appointment of Dr. Scott Krawczyk to the position of Associate Chief Academic Officer.

Background

The proposed resolution is to appoint Dr. Scott Krawczyk to the position of Associate Chief Academic Officer. This position has been vacant since January 2018. Dr. Krawczyk's appointment will be effective March 2, 2020 and it is in accordance with the District of Columbia Municipal Regulations, 8B DCMR §§210 through 212. It should be noted that pursuant to the DCMR, this appointment is required to be an "at will" appointment, serving at the pleasure of the President and terminable at any time without appeal or right to compensation.

Financial Impact

The salary for this appointment will be Grade 1A, Step 6 of the non-union administrative salary schedule, paying \$165,012 with related benefits of \$46,203 per year. The employee will continue to be fully eligible for cost of living increases in accordance with applicable University policy. He will also continue to be eligible for and may participate in University of the District of Columbia health insurance, life insurance, retirement, and disability programs in the same manner and under the same conditions as regular administrative employees hired on or about the date of his initial appointment. The University will contribute the equivalent of seven percent (7%) of the employee's salary to his Teacher Insurance Annuity Association (TIAA) retirement. The employee leave accrual rates are as follows:

annual leave accrual of seven (7) hours per pay period and sick leave of four (4) hours per pay period.

This request has been approved based upon the information provided. There are no anticipated risks at this time.