

PAM BENOIT

Executive Vice President and Provost

Senior administrator with more than twenty years of experience in administration and academics. Innovative, strategic, and committed leader with experience in advocacy; board relations; strategic budgeting and planning; diversity and inclusion; globalization; fundraising; economic development; faculty, student, staff, and alumni relations.

Passionate about the value of public higher education and the role of higher education institutions in insuring quality and providing access for students. Exceptional communication, persuasion, and mediation skills.

ADMINISTRATIVE EXPERIENCE

2009-present Executive Vice President and Provost, Ohio University

Ohio University is the oldest public institution of higher learning in Ohio and the first in the Northwest Territory. With responsibility for multiple campuses in Athens, Lancaster, Chillicothe, Zanesville, St. Clairsville, and Ironton, it has over 43,000 students and an operating budget of \$737 million. I am in the process of extending the Ohio University brand through two additional campuses in Dublin and Cleveland. Competing in 16 sports at the NCAA Division I level as a member of the Mid American Conference and accredited by the North Central Association of Colleges and Schools, there are 11 colleges offering more than 250 undergraduate majors and over 250 graduate/professional degrees.

I am charged with budgetary and strategic planning, implementing the University's academic plan, advancing the academic mission, and continuously improving the quality of the academic experience at Ohio University. Overseeing enrollment management and student success as well as enhancing academic research, scholarship, and creative activity and the diversity of the institution, I work closely with the Board of Trustees, Foundation Board, President, Vice Presidents, Deans and Directors, and Constituent Senates.

As Executive Vice President and Provost, I play a key role in additional university priorities from fundraising, Title IX, capital planning, to technology. The Executive Vice President and Provost is a university representative to the Capital Campaign Steering Committee for planning and executing the \$450 million campaign and interacts frequently with the Foundation Board. As an active member of the fundraising team, I collaborate with the Advancement Office and the Deans on fundraising priorities, have responsibility for the faculty and staff campaign, talk with prospective donors about those priorities, and contribute to fundraising and stewardship activities. The Provost's Office is responsible for Title IX including training and compliance with Intercollegiate Athletics. I chair the Capital Planning Committee and co-chair the Budget Planning Committee and the Technology Governance Committee.

Direct reports:

Dean of the College of Arts and Sciences
Dean of the College of Business
Dean of the Scripps College of Communication
Dean of the Patton College of Education
Dean of the Russ College of Engineering and Technology
Dean of the College of Fine Arts
Dean of the College of Health Sciences and Professions
Dean of the Honors Tutorial College
Dean of the College of Osteopathic Medicine
Director of the Voinovich School of Leadership and Public Affairs
Dean of University Libraries
Executive Dean for Regional Campuses
Chief Operating Officer for Ohio University-Dublin
Vice Provost for Diversity and Inclusion
Vice Provost for E-Learning and Strategic Partnerships
Vice President for Research and Creative Activity and Dean of the Graduate College
Vice Provost for Enrollment Management
 University Registrar
 Director, Financial Aid and Scholarships
 Director, Admissions
Vice Provost for Health Affairs
Vice Provost for Global Affairs
Associate Provost for Academic Budget and Planning
Associate Provost for Undergraduate Studies and Dean of University College
Chief of Staff
Associate Provost for Faculty and Academic Planning
Associate Provost for Institutional Research
Associate Provost for Institutional Assessment
Special Assistant to the Provost and Director of Institutional Equity
Ombudsman

Selected Achievements

- Facilitated the development of the Innovation Strategy. This strategy invests in innovation in interdisciplinary areas of strength. First round funding generated enormous interest on campus and tremendous ideas. Four major projects (approximately \$1 Million each) were funded in immersive media, an academic accelerator, the shale economy, and a medical device for better assessing osteoporosis. In addition, smaller planning and seed grants were also funded. A second call for projects was released recently. This strategy was recognized by the Association of Public and Land Grant Universities in identifying Ohio University as an Economic Prosperity University. And,

the University Economic Development Association has notified Ohio University that it is a finalist in the Innovation Category at its annual meeting.

- Highly successful accreditation with the Higher Learning Commission with reaffirmation through 2025-2026. Led a team that included appointing a Faculty Fellow to administer program reviews, appointing a Teaching, Learning, and Assessment Committee to provide an opportunity for faculty and innovators to discuss best practices to support teaching, learning, and assessment, and facilitating assessment experts on campus to identify areas for improvement with departments.
- Successfully advocated for a tuition guarantee program with the state legislature, the Ohio Board of Regents, the Governor's Office, and the Board of Trustees. I was a key member of a small team establishing the guidelines and parameters of the program, presenting this proposal, providing testimony at the legislature, and answering questions. The program was signed into law, we implemented, and realized a 2.4% retention increase after implementation.
- Collaboratively defined the strategic plan and developed the university dashboard. The strategic plan delineates the strategic priorities and directs resource allocations. There are four fundamentals: inspired teaching and research dedicated to academic success and focused on the connections between student learning and the advancement of knowledge and creative activity; innovative academic programs that draw on the best traditions and practices in liberal arts, professional, and interdisciplinary education; exemplary student support services committed to helping students fulfill their academic promise; and integrative co-curricular activities that foster a diverse environment of respect and inclusivity and facilitate students' development as citizens and leaders. In turn, these are supported by four supporting priorities: effective total compensation, short and long-term enrollment goals, financial strength, and the capital campaign. The dashboard tracks trends and provides benchmarks to assess progress for each of the strategic priorities (e.g., four fundamentals, enrollment).
- Pursued enrollment targets and increased from 30,000 students in 2009 to over 43,000 in fall, 2016. Ohio University was named the 18th fastest growing college in the United States by the *Chronicle of Higher Education*. This involved focused attention on enrollment management and a commitment to student-centered quality education. A five-year enrollment plan targets areas for growth and I have invested in marketing to recruit students. The 2016 freshman class has a record-high grade point average of 3.48 points and an ACT composite score of 24.0. In addition, 25% of the class is comprised of first generation students and there are record numbers of African-American and Asian-American students, and students from Appalachian counties enrolled at the Athens and the regional campuses.

- Collaborated in creating a supportive infrastructure for an entrepreneurial ecosystem that contributes to regional economic development. I have been on the team advocating for the Ohio University and Ohio State University venture capital fund to turn research discoveries into products and jobs. This fund focuses on early stage development of IP. An economic development agreement with the City of Dublin in connection with an extension campus provides opportunities for public-private partnerships. The Technology Transfer Office has more than 130 patent applications pending and 90 patents currently issued. The Innovation Center provides professional office space, wet labs and business facilities for start-up high-tech and biotech companies. Investing matching funds in state programs like TechGROWTH has been a priority and has involved nearly 400 prospective clients with an active client base of more than 150 companies and entrepreneurs. Nearly 80 of these clients have received GROWTH grants to remove obstacles or accelerate commercialization. The GROWTH grant program has awarded \$3.5 million in small grants and the economic activity leverage on state dollars expended is 15:1.

2005-2009**Vice Provost of Advanced Studies and Dean of the Graduate School/Interim Dean of the Graduate School, University of Missouri**

The University of Missouri-Columbia (MU) is an AAU, comprehensive research institution, and land-grant university. MU is the largest of the state's public research institutions and the largest of the four campuses of the University of Missouri System. A member of the Big XII conference (until July 2012) and accredited by the North Central Association of Colleges and Schools, there are 14 Schools and Colleges with 28,477 students (21,653 undergraduates and 6,824 graduate and professional students). The Graduate School has 65 doctoral programs, 100 master's programs, and 6 education specialist programs. The Graduate School supports, facilitates, and advocates quality graduate and postdoctoral education.

Reporting to the Provost, as the Vice Provost for Advanced Studies and Dean of the Graduate School I was responsible for insuring the highest standards of graduate education in collaboration with the Academic Deans and the Graduate Faculty Senate. The Vice Provost and Dean contributes to significant discussions regarding enrollment management, diversity, program review, economic development, recruitment, and strategic planning. Line responsibilities include the Truman School of Public Affairs, the Nuclear Science Institute, Public Health, and Neuroscience. As the face of graduate education, the Vice Provost and Dean actively participates in current issues in higher education at national association meetings and increases visibility, advocacy, and outreach activities for graduate education with external stakeholders. Working closely with students, the Vice Provost and Dean collaborates with the Graduate Student Organizations to address significant student issues.

The Vice Provost and Dean provides primary administrative oversight for the Graduate School and direct reports. Responsibilities also include promoting the development of interdisciplinary programs, online education, and graduate certificates. In addition, facilitating international

collaborations and developing interdisciplinary degree programs are essential roles.

Direct reports:

Associate Dean for Student Affairs
Associate Dean for Academic Affairs
Director of Graduate Admissions and Records
Coordinator of Graduate Support Program and Research
Coordinator of Student Diversity Programs
Director of McNair Scholars Program
Director of Development
Communications and External Relations Manager
Program Coordinator of International Teaching Assistant Program
Director of Truman School of Public Affairs
Director of Nuclear Science and Engineering
Director of Public Health

Selected Achievements

- Significantly increased graduate applications and quality through centralized recruiting efforts with the production of a graduate DVD, recruitment brochure, flyers, collaborative efforts with departments
- Established collaborative working relationships with Deans, Graduate Faculty Senate, Graduate Student Organizations
- Facilitated the ongoing campus conversation on interdisciplinary infrastructure to facilitate the development of interdisciplinary opportunities
- Facilitated international collaborations with the development of collaborative degree programs
- Established an active fundraising campaign for the Graduate School
- Increased advocacy and outreach activities with the community and state legislators with targeted publications and events (e.g., Graduate Education Week, Graduate Research Matters publications)
- Facilitated online education through facilitating new program opportunities and participating in online education planning initiatives
- Implemented the PhD Completion Project initiative to address doctoral completion rates
- Advanced diversity efforts through programs designed to recruit and retain underrepresented students (e.g., Minority Orientation Program, Emerge Program)
- Integrated the International Teaching Assistant Program with the Graduate School to provide teaching assistant training for all students and language screening and courses for international graduate students
- Enhanced the professional development series and career services to improve the quality of the graduate education experience

Associate/Assistant Dean of the Graduate School (2003-2005)

As a direct report to the Vice Provost for Advanced Studies and Dean of the Graduate School, the responsibilities of the Associate/Assistant Dean facilitates the recruitment of outstanding graduate students, increases campus diversity through recruitment efforts and participation in federally funded diversity programs, manages fellowship endowment funds and administers Graduate School Fellowships. Responsibilities also include mediating conflicts and providing conflict resolution skills to faculty and students. The Associate/Assistant Dean manages student and faculty awards recognizing significant contributions to graduate education.

Selected Achievements

- Managed over \$1 million of Graduate School Fellowships, Supplemental Graduate Fellowships, and external fellowships
- Significantly increased participation in the Preparing Future Faculty Program and designed a professional development workshop series for all graduate students and post doctoral fellows
- Submitted successful proposal for the Responsible Conduct of Research grant from the Council of Graduate Schools and the Office of Research Integrity to promote training for graduate students
- Spearheaded the development of the Griffith's Leadership Society for Women for alumni, graduate students, and undergraduate students
- Developed and presented conflict resolution skills workshops for hundreds of graduate students, prospective students, and faculty
- Created a Graduate Student Handbook template to assist departments in providing important information to students
- Designed and implemented the Outstanding Alumni Graduate Humanitarian Award recognizing a graduate alumni and awarding a fellowship in that individual's name

Chair, Department of Communication (1999-2003)

The Department of Communication is located in the College of Arts and Science. The College has over 9,000 students with 30 departments, programs, and schools. The Department of Communication offers AB, MA, and PhD degrees and has approximately 260 undergraduate majors and 40 graduate students. The faculty have established research reputations in political, interpersonal, organizational, and media communication and offer courses in these areas and several of the faculty are recognized as among the most productive communication scholars in the nation. The faculty have garnered prestigious awards for their excellence in teaching and advising both undergraduate and graduate students, including three William T. Kemper Fellowships for Teaching Excellence, three Faculty-Alumni Awards, and a Provost Outstanding Junior Faculty Award. A study by the National Association of Graduate and Professional Students indicated that graduate students had the highest overall satisfaction of any communication PhD program in the nation and the highest satisfaction of any graduate program

at the University of Missouri. I nominated a doctoral graduate who was recognized by the *Chronicle of Higher Education* as a Rising Star in 2004.

The Chair of the Department of Communication reports to the Dean of the College of Arts and Science and manages the budget to respond to department needs; recruits outstanding faculty and students; and creates an environment conducive to quality teaching, research, service, and diversity. As the departmental administrator, the chair establishes connections with significant stakeholders and promotes the activities of the department with these multiple audiences (alumni, other chairs, Dean, Provost). The Chair evaluates faculty and staff, facilitating appropriate mentoring and professional development opportunities. The Chair functions as the facilitator of continuous evaluation of the curriculum and the initiator of program review. In addition, the chair recognizes outstanding contributions of faculty, students, and staff through departmental awards and award nominations. Mediating conflicts with faculty, students, and parents are important responsibilities.

Selected Achievements

- Implemented aggressive faculty recruiting strategies that created an advantage in recruiting highly sought after faculty members
- Formulated and implemented a successful departmental mentoring program for new faculty
- Created a grant incentive program that more than doubled the internal and external grant submissions by faculty
- Obtained a wireless laptop lab for instruction and research
- Investigated the impact of technology in the basic course by securing a Mellon Foundation Grant
- Established an endowed Communication Executive in Residence Program
- Strengthened communication with alumni by establishing an annual newsletter and inviting alumni to campus
- Gained extensive knowledge of external fundraising by serving as the faculty liaison on the College of Arts and Science Strategic Development Board

SELECTED ADMINISTRATIVE EXPERIENCE

Strategic Planning

I have collaborated in many facets of strategic planning and understand the importance of leadership, communication, and process in successfully creating and implementing an iterative strategic plan.

- University Dashboard (2010-present; Ohio University)
 - Creation of indicators to assess the strategic priorities including trends and benchmarks
 - Facilitation of the development of College dashboards
- Strategic Priorities (2009-present; Ohio University)
 - Facilitate the development of strategic priorities for the campus by articulating the four fundamentals and the four supporting priorities
- Environmental Scan Team, Chair (2010-2011; Ohio University)
 - Development of an environmental scan to inform multi-year planning and budgeting at Ohio University
- Capital Planning (2010-present; Ohio University)
 - Collaborative process to develop a 20 year Capital Improvement Plan
 - Chair, Capital Planning Committee
 - Meetings with rating agencies
- Information Technology Governance (2011-present; Ohio University)
 - Co-chair Governance Committee to make enterprise-wide decisions on IT priorities
- Policy Review Committee, Chair (2009-present; Ohio University)
- Strategic Advantages Task Force (2006-2009; University of Missouri)
 - Campus-wide committee charged with interacting with alumni, donors, faculty, students, staff, corporate partners and identifying the unique advantages of the University of Missouri and strategic initiatives that would follow from those advantages as a key element in a strategic planning process
- Environmental Scan Task Force (2006-2008; University of Missouri)
 - Campus-wide committee tasked with identifying factors in the environment that will impact strategic planning
- Academic and Student Affairs Pandemic Flu Planning Subcommittee (2006-2009; University of Missouri)
 - Campus-wide committee committed to emergency planning
- Shaping the Student Body Committee (2006-2009; University of Missouri)
 - Enrollment management planning
- Strategic Planning and Resource Allocation Committee (2003-2009; University of Missouri)
 - Chancellor's campus-wide committee addressing strategic planning and fiscal allocation planning

Budget/Fiscal Planning

As Executive Vice President and Provost, I co-chair the Budget Planning Council and co-lead the Budget planning process for the campus with the Vice President for Finance and Administration. During this process, we meet with each planning unit to discuss budget

allocations and host campus forums to increase transparency concerning the budgetary process. As a major change initiative, we have implemented responsibility centered management and have engaged the Deans and the campus in extensive discussions of the implication of this model for managing budgets.

- Budget Hearings (2012-present; Ohio University)
- RCM Strategic Alignment Steering Committee (2011-present; Ohio University)
- RCM Learning Seminar for the Board of Trustees (April 2011; Ohio University)
- RCM Day of Learning (2011; Ohio University)
- RCM Open Forums (2011; Ohio University)
- RCM Dean's Retreats (2011, Ohio University)
- RCM Huron Ohio Service Alignment (2011-present, Ohio University)
- Budget Planning Council, Co-Chair (2009-present; Ohio University)
- Small Budget Group (2009-present; Ohio University)
- Collaborations with Finance Committee, Faculty Senate (2009-present; Ohio University)
- Entrepreneurial Activities Committee (2009; University of Missouri)
 - Campus-wide committee examining the most promising sources of new revenue for academic programs
- "Big Ideas" Committee (2008-2009; University of Missouri)
 - System-wide committee with 6 members asked to brainstorm new ideas for cost savings for recent budget shortfall
- 1% Budget Reduction Committees (2007-2008; University of Missouri)
 - Provost's Staff Committee Brainstorming Ideas for cost savings and entrepreneurial activities to meet 1% reduction
 - Strategic Planning and Resource Allocation Committee brainstorming ideas for cost savings and entrepreneurial activities to meet 1% budget reduction

Fundraising/Development

I have been involved in prospect development, campaign strategy, goal setting, donor cultivation, and stewardship.

- Faculty and Staff Campaign (2014-present; Ohio University)
- Scholarship Matching Program (2013; Ohio University)
- Campaign Steering Committee, University representative (2009-2015; Ohio University)
 - Meet regularly with the Campaign Steering Committee regarding the goal, campaign strategy, priorities
- Goal Setting Meetings with the Deans (2009-present; Ohio University)
 - Meet with the Vice President for Advancement and each Dean to set a goal and discuss prospects, campaign strategy, priorities, campaign committees
- Prospect Cultivation and Stewardship (2009-present; Ohio University)
 - Meet with donors for cultivation and stewardship

- Major Gift Involvement
 - Osteopathic Heritage Foundation and Charles R. and Marilyn Y. Stuckey Academic and Research Center- An 89,000 square foot research facility housing collaborative research with engineering and medical sciences (\$22 million)
 - Violet Patton Arts Education Center to build a new facility involving Fine Arts and Education collaborations (\$13.3 million)
 - David H. and Gladys W. Patton College of Education to name the College of Education, renovate McCracken Hall, and support programmatic activities (\$28 million)
 - Walter International Center to name and renovate a building housing international services (\$2 million)
 - Osteopathic Heritage Foundation-to support the development of an extension campus, Diabetes Center, and Neuromusculoskeletal Center (\$105 million)
- Established a Director of Development position for the Graduate School (2008; University of Missouri)
 - Stewardship for the John Bies International Graduate Support Gift
 - Significantly increased annual giving
- College of Arts and Science Strategic Development Board (2001-2005; University of Missouri)
 - Development and advisory board for the college
- Embraced development responsibilities as Chair of the Department of Communication (1999-2003; University of Missouri)
 - Established an endowed Communication Executive in Residence Program

Board Relations

- Academics Committee Staff, Board of Trustees (2009-present, Ohio University)
 - Make board presentations, prepare board materials, Organize board agendas for academics committee, Consult with Academics Chair Committee, Respond to Board queries, Interact frequently with board members; prepare other presenters for board meetings
- Joint meetings of Resources and Academics on Budget (2009-present, Ohio University)
- Board Meetings (2009-present; Ohio University)
 - Provide additional supporting material and presentations
- Goddard College (Plainfield, VT), Board of Trustees (2007-2009)
 - Academic Affairs Committee
 - Trusteeship Committee

Advocacy

Advocacy is telling your story in a way that will be persuasive to your audience. Higher education has not been particularly effective at telling its story. I have co-authored a book on Persuasion and recently completed a manuscript on best practices for advocacy with state legislators, alumni, business leaders, and internal audiences in graduate education.

- Legislative Testimony on Guaranteed Tuition (2012-13; Ohio University)
- Legislative Lobbying on Guaranteed Tuition Program (2012-13; Ohio University)
- Federal Government Legislative Visits (2009-present; Ohio University)
- Chamber of Commerce Dinner (2011; Ohio University)
 - The university as an engine for economic development and the impact of the conversion to semesters on business owners in the community
- Advisory Board examples
 - Russ Engineering Board of Visitors-Annual update on the state of the university with particular attention on entrepreneurial activities, venture fund, tech transfer, research investments
 - College of Business Executive Advisory Board-Annual update on the state of the university with particular attention on entrepreneurial ecosystem, collaborations with the Voinovich School of Leadership and Public Affairs, and investment plans
- State Government Lunch (2009-present; Ohio University)
 - Keynote speaker for State Government Lunch for state legislators and employees
- Federal Government Lunch (2012; Ohio University)
- Inter-University Council of Ohio, Chair Provost's Committee (2009-present; Ohio University)
 - Facilitates the development of common interests to improve the quality of public higher education in Ohio relations, research, and government liaison work
- CEO Roundtable (2010, Ohio University)
 - Held in New York with Business leaders to engage in discussions about challenges in higher education issues and current initiatives at Ohio University
- Governor's Excellence in Exporting Award received by the Global Leadership Community (2009, Ohio University)
 - Received the award for Ohio University from Governor Strickland
- Legislator Contacts/Congressional Visits (Ohio University, University of Missouri)
 - Networking and contacts on key issues
- Proclamation from the Governor on Graduate Education Week (2004-2009, University of Missouri)
 - Proclamation from the Governor to declare the importance of graduate education for a week in April each year for all institutions with graduate programs
- *Graduate Research Matters* publication (2007-2009, University of Missouri)

- Annual publication sent to state legislators that highlights outstanding research on Missouri issues by graduate students
- Government Relations Committee, Council of Graduate Schools (2006-2007, University of Missouri)
 - Provides feedback and resources for advocacy for graduate education at the national level by working with the Council of Graduate Schools
- National Research Council Advocacy, Council of Graduate Schools, (2008-2009, University of Missouri)
 - Sample communication materials for Graduate Deans to respond to the release of the National Research Council report on doctoral programs (with Patty McAllister)
- Griffith's Leadership Society for Women, Executive Committee (2004-2009, University of Missouri)
 - Advocacy with alumnae by connecting them with outstanding undergraduate, graduate, and professional women
- Adventures in Graduate Education Fair (2004-2008, University of Missouri)
- Fair with interactive exhibits for K-6 children presented by graduate students with 400 community visitors in 2008

Conflict Resolution/Mediation

As a trained mediator, I have been actively involved in resolving conflicts and providing conflict resolution assistance to students and faculty through service activities. As Executive Vice President and Provost, these skills have been useful in finding creative solutions and reducing the escalation of disagreements.

- Grievances and Appeals (2009-present, Ohio University)
- Conflict Resolution Program for Graduate Students (2003-2009, University of Missouri)
 - Workshops, Information at Orientation, Mediation Issues
- Campus Mediation Service (2003-2009, University of Missouri)
 - Informal process for mediating conflicts for faculty and staff
- Faculty Grievance Panel (1993-2000, University of Missouri)
 - Formal process for evaluating the merits of a grievance and recommending solutions that are equitable and effective
- Arts and Science Student Appeal Committee (1993-1994, University of Missouri)
 - Appeals from students on academic dismissals, probation, record revisions

Faculty Evaluations/Promotion and Tenure

I have experience with Promotion and Tenure at several levels. As Provost, I evaluate all dossiers for promotion and tenure and consider appeals. I served on the Campus Promotion and Tenure Committee at the University of Missouri. As Vice Provost/Dean, I evaluated faculty in the Graduate School division. I am also fortunate to have been a Department Chair and

understand this perspective on promotion and tenure.

- Promotion and Tenure, Provost's level and appeals (2009-present, Ohio University)
- Campus Promotion and Tenure Committee (2007-2009, University of Missouri)
 - Assessment of promotion and tenure dossiers in all colleges and revision of call document
- ADVANCE and Focus on Faculty Workshops on Promotion and Tenure (2009, University of Missouri)
 - NSF Grant funded workshops for faculty and chairs on the promotion and tenure process
- Provost Committee on Promotion and Tenure Review (1995-1996, University of Missouri)
 - Policy committee making substantive recommendations for changes in promotion and tenure procedures

Diversity

In providing vision and leadership on diversity, my commitment is to build understanding and collaboration in working toward a diverse and inclusive campus community.

- Support for the Vice Provost for Diversity and Inclusion Office Activities (2009-present, Ohio University)
 - Opportunity Hires
 - Increased Diversity Programming
 - Summer Institute for Diversity Education
 - Support for Students and Faculty
- Support for the International Center to expand globalization
 - Expanded role by hiring Vice Provost for Global Affairs
 - International alumni and economic development
 - Increased funding for International Advising and processing
 - Reorganized reporting structure
 - Expanded planning for focused efforts to deepen relationships in key locations
- National Institutes of Health PREP Scholars Advisory Board (2007-2009, University of Missouri)
 - Board for supporting underrepresented minority students in science and fostering a successful transition to graduate school
- McNair Program, Supervisor (2005-2009, University of Missouri)
 - One of the original 14 McNair programs in the country providing enriching experiences to prepare underrepresented and first generation students for doctoral programs
- Curator Grants in Aid Support Program (2004-2009, University of Missouri)
 - Tuition support for international students
- Fall Emerge Program for Diversity Recruitment (2004-2009, University of Missouri)

- Campus visits to recruit diverse graduate students
- National Science Foundation Program Coordinator/Director, Missouri Alliance for Graduate Education and the Professoriate (2005-2007, University of Missouri)
 - \$2.6 million Fellowship program to support underrepresented students in STEM fields
- National Science Foundation Site Coordinator, Louis Stokes Missouri Alliance for Minority Participation
 - System-wide program to support STEM students interested in graduate study

Human Resource Development

I have had the opportunity to provide leadership and collaborate on projects that increase the intellectual vitality of the campus, retain faculty and staff, and increase new faculty success.

- Development and Sponsorship of Leadership Development Program (2014-present, Ohio University)
- Chair, Search Committee, Vice President for Student Affairs (2011, Ohio University)
- Chair, Search Committee, Vice President for Finance and Administration (2010, Ohio University)
- Collaborating on Employee Recognition Programs (winter closure, flextime, spring gathering)
- New Faculty Orientation (2009-present, Ohio University)
 - Welcome and Introduction to Ohio University from the Provost; Planning for New Faculty Orientation
- Support participants in the Higher Education Resource Services training for women (in collaboration with Women in Philanthropy) each year and the Ohio Leadership Academy to foster leadership development
- Academic Leadership Institute (2009, 2010, Ohio University)
 - Financial support and seminar speaker in institute for faculty interested in administrative positions
- Managerial Essentials speaker (2009, Ohio University)
 - Seminar speaker in program to improve the management skills of supervisors and managers at Ohio University
- Professional and Mentoring Opportunities (2010, Ohio University)
 - Support for faculty to participate in the Ohio Leadership Academy and the Higher Education Resource Services Institutes
- Distinguished Scholar Project Co-facilitator (2008-2009, University of Missouri)
 - Designed to amplify the intellectual energy on the campus by inviting prominent speakers to campus with connections to Missouri
- National Science Foundation ADVANCE Advisory Board (2007-2009, University of Missouri)
 - Board to support increased representation and advancement of sciences in

academic science and engineering careers

- New Faculty Teaching Scholars Program, Co-Director (2005-2009, University of Missouri)
 - Program to promote the success of new faculty members as they acclimate to their new responsibilities and environments
- Faculty Development Leave Committee, Chair (1992-1994, University of Missouri)
 - Assesses faculty proposals for updating current skills or developing new skills

Online Education/Technology and Learning

I understand how to integrate traditional and online instruction. I have this experience at both the graduate and undergraduate level. I have been actively involved in facilitating online and web-integrated graduate degree programs and graduate certificates and was funded by the Mellon foundation to investigate the economic and instructional outcomes of implementing a web-integrated course

- Restructured E-Learning (2011, Ohio University)
 - Enhanced collaboration and focus on E-learning with the hiring of a Vice Provost for Innovation and Instruction
 - Restructured reporting lines within E-learning to be integrated within the campus
 - Expanded the emphasis on Innovation and Instruction
 - Appointed a Working Group on E-Learning to assess infrastructure investments and policy changes
- Task Force on Online Education (2008-2009; University of Missouri)
- System committee to shape the future direction of a significant enhancement in online education
- Andrew Mellon Foundation Grant for Online Education, Teaching Communication Online (2000-2005; University of Missouri)
 - PI on \$200,000 grant investigating economic and instructional outcomes for a web-integrated and traditional large-enrollment course
- Educational Technologies at Missouri Advisory Board (1999-01; University of Missouri)
 - Campus board for educational technology and learning resources
- Institute for Instructional Technology Advisory Board (1997-1999; University of Missouri)
 - Campus board for impacting technology and learning and providing resources for developing campus projects

Undergraduate Education Initiatives

I began my administrative career as a Director of Undergraduate Studies and became involved in many of the key initiatives on campus (Undergraduate Research, Campus Writing, Online

Education, General Education, Teaching and Learning). As Provost, I have had the opportunity to champion inspired teaching and research, foster the development of innovative undergraduate programs, and collaborate in insuring that students have exceptional student services and co-curricular activities.

- Complete College America, Ohio Team (2010, Ohio University)
 - Team member representing the state of Ohio at the Completion Academy designed to address strategies to increase graduation and retention rates
- Strategic Enrollment Plan (2009-2010; Ohio University)
 - Collaboration on the development of a 5 year strategic enrollment plan for Ohio University
- Bobcat Student Orientation (2009-present; Ohio University)
 - Interact with students and their parents in summer orientation program
- Research and Creative Activity Fair (2009-present; Ohio University)
 - Distribute awards to students for outstanding posters at the fair and talk to them about their research projects where over 470 projects are showcased each year
- Undergraduate Research Advisory Board (2008-2009; University of Missouri)
 - Advice, feedback, and resources to encourage undergraduate research on campus
- Teaching and Learning Council, Co-Chair (2003, 2005; University of Missouri)
 - Campus-wide committee to coordinate activities and share resources for multiple units working on teaching and learning agendas; Spearheaded the development of a website on teaching resources for graduate teaching assistants and new faculty
- Campus Writing Board (1998-2001; University of Missouri)
 - Campus-wide faculty committee to set campus writing program policy and approve writing intensive courses
- Curriculum on Undergraduate Education (1994-1995, 2002-04; University of Missouri)
 - Campus-wide committee that implements the general education program
- Curriculum, Instruction, & Advising Committee, College of Arts & Science (1986-1988; University of Missouri)
 - College committee to evaluate policies and course revisions
- Director of Undergraduate Studies, Department of Communication (1988-1994, 1997-99; University of Missouri)

EDUCATIONAL AND EMPLOYMENT HISTORY

Education

Ph.D., Wayne State University, Communication, 1979

M.A., Central Michigan University, Communication, 1976

B.S., Ball State University, Speech/English, 1975

Administrative Positions

Executive Vice President and Provost, Ohio University (2009-present)

Vice Provost for Advanced Studies and Dean of the Graduate School (2006-2009)
Interim Dean of the Graduate School, University of Missouri (2005-2006)

Associate/Assistant Dean of the Graduate School, University of Missouri (2003-2005)

Chair, Department of Communication, University of Missouri (1999-2003)

Director of Undergraduate Studies, Department of Communication, University of Missouri (1988-1994; 1997-1999)

Administrative Professional Development Experiences

Major Gift Strategies. Council for Advancement and Support of Education (2016)

ACE Institute for Chief Academic Officers (2009-2010)

Goddard College, Board of Trustees (2007-2009)

Bryn Mawr Summer Institute for Women in Higher Education, HERS. Intensive training in education administration with emphasis on globalization and diversity (2007)

Mediation Training. Center for the Study of Dispute Resolution at the University of Missouri Law School, Center for Continuing Legal Education (2004)

President's Academic Leadership Institute. University of Missouri system leadership program for university administrators with emphasis on leadership skills, conflict resolution, consensus building (2001)

Academic Employment

Professor of Communication Studies, Ohio University (2009-present)

Professor of Communication, University of Missouri (1999-2009)

Associate Professor of Communication, University of Missouri (1989-1998)

Assistant Professor of Speech and Dramatic Art, University of Missouri (1984-1989)

Assistant Professor of Interpersonal Communication, Bowling Green State University (1980-

1984)

Visiting Assistant Professor of Communication, Miami University, Ohio (1979-1980)

RESEARCH

Selected Publications

Books and Research Reports

- Benoit, P.J., & Justice, G. (2013). *Guide to Advocacy in graduate education*. Council of Graduate Schools.
- Benoit, W. L. & Benoit, P. J. (2008). *Persuasive messages: The process of influence*. Oxford: Blackwell.
- Benoit, P. J., Benoit, W. L., Milyo, J., & Hansen, G. (2006). *The effects of traditional versus web-assisted instruction on learning and student satisfaction*. Andrew Mellon Foundation. (Research report)
- Benoit, P. J. (1997). *Telling the success story: Acclaiming and disclaiming discourse*. Albany: State University of New York Press.
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Articles and Book Chapters

- Kramer, M., Benoit, P. J., Dixon, M., & Benoit, J. (2007). Group processes in a teaching renewal retreat: Communication functions and dialectical tensions. *Southern Communication Journal*, 72, 145-168.
- Benoit, P. J., & Benoit, W. L. (2005). Criteria for evaluating political campaign webpages. *Southern Communication Journal*, 70, 230-247.
- Benoit, P. J., & Graham, S. (2005). The secrets of successful chairs. American Council on Education Department Chair Online Resource Center. Available: <http://www.acenet.edu/resources/chairs/showsubsection.cfm?subsectionID=1>
- Benoit, P. J., & Graham, S. (2005). Leadership excellence: Constructing the role of the

department chair. *Academic Leadership Journal*. 3(1)

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Graham, S., & Benoit, P. J. (2004). Constructing the role of department chair. American Council on Education Department Chair Online Resource Center. Available: <http://www.acenet.edu/resources/chairs/showsubsection.cfm?subsectionID=3>

Benoit, P. J. (2004). The impact of technology on teaching outcomes in a communication course. *Colloque International de la Communication Interculturelle*. Selected works of International Conference on Intercultural Communication. Wuhan, China.

Selected Presentations/Papers at Professional Meetings

Benoit, P. J. (2009, July). *The many voices of the graduate dean*. Council of Graduate Schools. Technical workshop presented at the Council of Graduate Schools, Quebec City.

Benoit, P. J. (2009, November). International issues: The Bologna agreement. Association of Public and Land Grant Universities Annual Meeting, Washington D.C.

Benoit, P. J. (2009, April). *Developing interdisciplinary graduate programs*. Paper presented at the Midwest Association of Graduate Schools, Kansas City, MO.

Benoit, P. J. (2008, July). *Graduate education and the public good*. Plenary session presented at the Council of Graduate Schools, Vail, CO.

Benoit, P.J. & Carlin, D. (2008, July). *The many voices of the graduate dean: Making yours heard*. Workshop presented at the Council of Graduate Schools, Vail, CO.

Benoit, P. J., (2008, April). *Advocating for graduate education*. Paper presented at the Midwest Association of Graduate Schools, St. Louis, MO.

Benoit, P. J. (2007, December). *Statewide initiatives to recognize the value of graduate education*. Paper presented at the Council of Graduate Schools, Seattle, WA.

Benoit, P. J., & Richardson, S. (2007, December). *Building effective web sites for recruiting*. Workshop presented at the Council of Graduate Schools, Seattle, WA.

Benoit, P. J., & Benoit, W. L. (2006). *Comparing traditional and web-assisted communication instruction*. Dresden: ICA.

Benoit, P. J. (2006, March). *A comparison of traditional and web-integrated instruction*. Invited paper presented at Hong Kong Baptist University, Hong Kong, China.

Benoit, P. J. (2005, December). *Lessons learned.: Inclusiveness initiatives*. Plenary session

presented at Council of Graduate Schools, Palm Springs, CA.

Benoit, P. J., Benoit, W., & Godsy, G. (2005, July). *Taking the plunge: Measuring outcomes and deciding what to do*. Paper presented at the Annual WebCT User Conference. San Francisco, CA.

Benoit, P. J. (2004, June). *The impact of technology on teaching outcomes in a communication course*. Paper presented at the International Conference on Intercultural Communication, Wuhan, China.

Selected Grants

Woodrow Wilson Foundation, 2011-2014, Woodrow Wilson Ohio Teaching Fellows Program in STEM disciplines. (\$1,620,000). PI. Project Directors: Ralph Martin and Jeff Connor.

Council of Graduate Schools (Pfizer and Ford Foundation), 2004-10, PhD Completion Project, (\$125,000), PI.

Council of Graduate Schools, 2005-2007, Responsible Conduct of Research (\$15,000), PI.

Mellon Foundation. 2000-2005. Teaching Introduction to Communication Online (\$200,000), PI.

General Education Program. 2000-02. Funding to conduct Communication Workshops to assist faculty across disciplines to incorporate communication into general education courses (\$65,000), PI.

General Education Program. 1999. Funding to revise courses to meet general education requirements for writing and computer proficiency skills (\$12,500), PI.

TEACHING

Teaching and Mentoring Experiences

With nearly thirty years of college teaching experience, I have taught a wide variety of undergraduate and graduate courses including Communication Theory, Interpersonal Communication, Persuasive Speaking, Language and Discourse, Family Communication, and Qualitative Research Methods. I have been fortunate to mentor many undergraduate and graduate students as they have completed their degrees.

AWARDS

Spirit of Martha Award (2007).

First recipient of an award given by the Martha Griffith's Leadership Society to the individual with the most significant impact on alumni and students of the University of Missouri through mentoring and leadership activities.

University of Missouri Faculty-Alumni Award (2000).

The Faculty-Alumni Awards were established in 1968. Faculty are recognized who are especially distinguished in their disciplines in teaching, research, and/or service and have extraordinary relationships with students.

William T. Kemper Fellowship for Excellence in Teaching (1995).

The Kemper Awards were established by the William T. Kemper Foundation in 1991 to distinguish outstanding teachers at the University of Missouri. Awardees receive a \$10,000 stipend and the award is a prestigious recognition of teaching.

Outstanding Young Teacher Award (1980)

This award is given by the Central States Communication Association and recognizes individuals early in their careers who are showing distinction as teachers. The association recognizes an individual each year in the central states region.

Daniel Rohrer Outstanding Research Awards (1990, 1982)

This award is given by the American Forensic Association and honors the outstanding research monograph on argumentation research each year. I received Rohrer award twice for the following articles:

Benoit, P. J., & Benoit, W. L. (1990). Aggravated and mitigated opening utterances. *Argumentation: An International Journal on Reasoning*, 4, 171-183.

O'Keefe, B. J., & Benoit, P.J. (1982). Children's arguments. In J. Robert Cox and Charles Arthur Willard, eds., *Advances in Argumentation Theory and Research*, Carbondale, IL: Southern Illinois University Press.

MEMBERSHIPS/AFFILIATIONS

American Council on Education
Association of Governing Boards
Association of Public and Land Grant Universities
Interlink Alliance
Inter-University Council of Ohio
International Communication Association
National Communication Association

American Forensic Association

REFERENCES

Available by request.