

Philip Acree Cavalier

Education

Ph.D. in English, State University of New York at Buffalo

M.A. in English, Northeastern University, with Honors

B.A. in Economics, Swarthmore College

Administrative Appointments

Lyon College, July 2015-present

Provost, July 2016-present (on sabbatical beginning July 2017)

Vice President of Academic Services and Dean of the Faculty, July 2015-June 2016

Areas reporting to me: Academic Affairs; Athletics; Mabee-Simpson Library; Registrar's Office; Title III grant program; Supplemental Instruction; and the Nichols International Studies and Study Abroad program.

Direct reports: Associate Dean; Division Chairs; Director of Athletics; Registrar; Director of the Mabee-Simpson Library; Director of the Nichols program; Director of Title III; Director of Supplemental Instruction; and Administrative Assistant to the Provost. Responsible for managing Institutional Advancement office February 2016-June 2016.

Curriculum and program development

- Guided and facilitated creation of an honors program, implemented in August 2017.
- Facilitated the development of a new Celtic Studies minor, which began in August 2016.

Faculty Support and Shared Governance

- Collaborated with faculty to reduce academic divisions from six to four;
- Collaborated with faculty leaders to develop three-year new faculty hiring plan;
- Collaborated with faculty leadership and members of key governance committees to reorganize faculty governance committee structure to reduce faculty committee service loads;
- Developed a senior faculty summer research grant program, which will begin in summer 2017;

- Created course release program to support faculty actively pursuing research projects and publication;
- Increased faculty development budget by 25% for 2016-17 academic year;
- Made salary equity adjustments for faculty members whose salaries were significantly compressed;
- Sent three faculty members to the National Collegiate Honors Council annual conference in October 2016;
- Started a Faculty Colloquium series, where faculty give formal presentations of their scholarship.

Student Support and Persistence Initiatives

- Guided Title III staff to identify and implement a new learning management system, Schoology, in August 2016;
- Expanded scope of academic support through the Supplemental Instruction program for at-risk student athletes;
- Initiated development of online degree audits through Jenzabar;
- Initiated the College's membership in the National Student Clearinghouse network, which has automated athletic eligibility, transcript request fulfillment, and degree verification;
- Created, with faculty and student life staff, an academic immersion program for first-year fall athletes in the preseason.

Accreditation

- Managed completion of HLC Assurance Argument and site visit in 2015. Outcome: HLC asked for follow-up reports in 2017 on the honor code, finances, and assessment;
- Discussion leader, "Shepherding your institution through the reaccreditation process," CIC Chief Academic Officers Institute, New Orleans, November 2016.

Assessment

- Reviewed annual program assessment reports;
- Created new director of assessment position to improve the culture of assessment on campus through focused oversight and faculty development;
- Sent new director of assessment to the IUPUI Assessment Institute;
- Ex officio member of the Institutional Assessment Committee.

Other responsibilities

- Staff Liaison, Education Committee of the Board of Trustees;
- Chair, Vice President of Institutional Advancement search committee;
- Chair, Divisional Council (formerly Academic Affairs Council);
- Chair, Strategic Planning and Budgeting Committee.

Eureka College, 2009-2015

Provost and Dean of the College, 2009 – 2014

Professor of English, 2011-2015; Associate Professor 2009-2011

Areas reporting to me: Academic Affairs; Student Programs and Services; Athletics; Melick Library; Registrar/Records Office; International Studies; the Honors Program; and the Learning Center.

Direct reports: Associate Provost; Dean of Students; Director of Athletics; Registrar/Associate Dean; Director of the Melick Library; Director of the Learning Center; Director of the Reagan Fellows Program; Director of the Honors Program; Director of International Studies; Director of New Program Development; Administrative Assistant to the Provost; and five division chairs. I also served as Senior Staff liaison to the Board of Trustees' Educational Policies Committee and Student Life Committee. The budgets for these areas totaled more than \$6 million out of the overall \$13 million Eureka College budget.

In 2013, I was selected from a large pool of applicants to participate in the **Executive Leadership Academy** (ELA), a year-long program that prepares provosts and vice presidents to become college presidents.

Academic Affairs

Curriculum and Program Development

- Developed successful year-long program for all first-generation students in their first year. It was funded initially by a two-year, \$50,000 CIC/Wal-Mart College Success Award, and then in subsequent years by donors;
- Guided the College in developing a comprehensive First Year Experience (FYE) program based on results of FoE self-study;
- Created Artist-in-Residence program and led successful fundraising efforts to support a full-time position;
- Implemented new exchange program with Lingnan University in Hong Kong;
- Created 3+2 pre-engineering program partnership with University of Missouri-Kansas City.

Long-term planning

- Guided and coordinated work of three committees charged by the President to develop white papers on learning, service, and leadership at Eureka College, as part of the President's "Commission on the Future" long-term planning project;
- Created and chaired a "definitions" committee, consisting of faculty, staff, and students, who developed a statement of the College's ethos and the principles guiding the liberal arts curriculum and co-curriculum at Eureka College;

- Led the Science and Math faculty in planning new classroom, lab, and office space for Sanders Hall, the addition to Venum Binkley Science Building that opened in August 2014;
- Led a committee consisting of faculty and staff members in developing a long-term plan to reorganize and renovate all spaces in Melick Library, and identify capital needs;
- Co-managed, with CFO, development and implementation of “Vision ITQ,” a campus-wide process for evaluating and prioritizing strategic initiatives in IT.
- Coordinated development and implementation of the *Eureka College Retention Plan*.

Faculty Support and Shared Governance

- Reinstated faculty sabbatical program;
- Created course release program to support faculty actively pursuing research projects and publication;
- Worked with faculty committee to review and revise the faculty committee structure in order to reduce faculty committee workloads;
- Worked with faculty leaders to update and revise policies and processes in the *Eureka College Faculty Handbook*;
- Facilitated creation of new courses with foreign travel components, including taught in London by two Eureka faculty;
- Initiated the Eureka College Student Research Symposium to showcase student research throughout the year;
- Initiated four-day Fall break and twice-weekly “Common Hour.”
- Organized, in collaboration with the President, the “Reagan and the Midwest” academic conference.

Organizational Restructuring

- Created new Associate Provost position to co-coordinate FYE program and work on general education initiatives;
- Created new Assistant Dean of First Year Programs (student affairs professional) position to run First Generation College Success Program, and implement and co-coordinate FYE program;
- Created Director of Organizational Leadership position to improve the academic quality of the Organizational Leadership program for non-traditional students.

Accreditation

- Led Eureka College through successful HLC reaccreditation process in 2009-10 (7-year renewal with two minor follow-up reports on finances and assessment).
- Responsible for follow-up report on assessment to HLC in 2012; no further follow-up reports required after that;
- Trained as Consultant Evaluator in the HLC PEAQ process.

Assessment

- Led faculty and staff through the John N. Gardner Institute for Excellence in Undergraduate Education's "Foundations of Excellence" self-study process and wrote the final report;
- Guided faculty through academic program review and realignment process.

Student Programs and Services (SPS)

Selected improvements and enhancements accomplished during my tenure:

- Led the development of the Eureka College Emergency Response Plan, including table-top exercises to designed to practice using the plan during active shooter, severe weather, and campus epidemic scenarios;
- Oversaw the development of a 5-year strategic plan for SPS;
- With the Dean of Students, reallocated resources and reassigned SPS staff duties to create new assistant dean of Residence and Greek Life;
- Increased academic expectations and accountability for all fraternities and sororities;
- Initiated year-end party to celebrate overall GPA of 3.0 for members of fraternity and sorority.

Athletics

Selected improvements and enhancements accomplished during my tenure:

- Collaborated with the Director of Athletics on improving communication between faculty and coaches about academic expectations and team travel, and articulating the role of Division III athletics at a liberal arts college;
- Significant upgrades to football stadium and basketball court;
- Development of plan to start lacrosse as an intercollegiate sport;
- Established a 4 p.m. "division of the day," ensuring that practices did not interfere with labs and late-afternoon courses.

Catawba College, 2000-2009

Dean of General Education, 2007-2008

Associate Dean, 2004-2007

Coordinator, First-Year Seminar, 2002 - 2005

Associate Professor of English, 2004-2009; Assistant Professor, 2000-2003

Curriculum and Program Development

- Coordinated work of four faculty members who ran the individual components of the FYE program. Responsible for overseeing implementation of new FYE programs proposed in Quality Enhancement Plan, and for ensuring coherence and connections among all FYE programs;

- As one of three faculty members commissioned by the Dean, explored possible options for a first-year seminar and develop coherent plan that would encompass and appeal to divided units of the faculty, including humanities, business, and education. Researched first-year programs at cohort schools, designed flexible but consistent course structure, and developed strategies for motivating faculty to participate.
- Implemented newly designed 3-hour FYS to replace 1-hour college orientation course. Coordinated all elements of the college-wide program, including budget, staffing, faculty development, and program assessment. Initiated 2-night FYS retreat in May to prepare faculty to teach in program, discuss ways to improve program, and foster a sense of group identity as FYS faculty members. Thirty-three faculty members from twelve disciplines have taught in the program to date.
- Initiated and ran FYS Reunion dinners in spring semester to reunite FYS student groups and to collect information about what worked and what didn't in their first year at Catawba.

Accreditation

- Chair, First-Year Experience QEP Study Group. Led diverse committee of ten faculty members from nine disciplines, the College's head football coach, a staff member, and three students in developing proposals for an integrated and expanded First-Year Experience. These included new summer reading and co-curricular programs, a teaching fellows program for First-Year Seminar, the integration of information literacy into composition courses, and a revision of the composition curriculum;
- Chair, QEP Revision Committee. Led seven faculty members in revising a broad Quality Enhancement Plan to focus exclusively on the First-Year Experience, of which the centerpiece was a new course designed for first-year students in the second semester on consilience and the integration of knowledge. Led discussion of new plan with entire faculty, which, despite deep divisions over prior first-year programs, approved the plan unanimously. Wrote final version of revised Quality Enhancement Plan that was submitted to and approved by the Southern Association of Colleges and Schools;
- Chair, Library Program Committee. Led 10-person committee of library and information technology staff, administrators, and faculty members in designing and planning "information commons" concept for 25,000-square-foot addition to, and renovation of, existing library. Worked closely with architects in creating schematic drawings and presentation movie for trustees and for SACS reviewers, who approved the plans without changes.

Assessment

- Author, follow-up report on General Education assessment for SACS;

- Chair, General Education Assessment and Review Committee.
 - Led eight faculty members in process of strengthening general education assessment and identifying through assessment opportunities for improving the general education curriculum.
 - Specific areas of review in 2007-08 included the goals for general education; the foreign language requirement; the non-western requirement; and the process used certifying courses for general education credit.
 - Responsible for general education budget.

Long-term Planning Work

- Chair, Presidents' Climate Commitment Committee. Responsible for working with staff and faculty to meet the goals laid out in the Presidents' Climate Commitment initiative.

Faculty and Undergraduate Research Support

- Created Faculty Scholarship Group to support faculty members preparing research projects for publication.

Other administrative responsibilities

- Coordinator of Summer School;
- Coordinator, New Faculty Orientation and Faculty Mentoring Program;
- Member of the Academic Retention and Programming Committee;
- Chief Academic Advisor;
- Editor and production supervisor, *Catawba College Catalog*.

Academic Appointments

Professor of English, Eureka College, June 2012 – May 2015

(Associate Professor June 2009 – May 2012)

IDS 101: First Year Seminar

IDS 490: Senior Seminar

ENG 103: Academic Writing

ENG 221: American Literature I

ENG 222: American Literature II

ENG 301: Advanced Academic Writing

ENG 320: Seminar in American Literature: Transatlantic Studies

Independent studies: Michel Foucault; Appreciation of Literature

Assistant/Associate Professor of English, Catawba College, August 2000 - May 2009

ENGL 3360H: Modernisms (*honors*)

ENGL 4832: American Novel

ENGL 3360: Topics: American Realism and Naturalism

ENGL 3360: Topics: Paris

ENGL 3360H: Topics: Literary New Orleans (*honors*)

ENGL 3360H: Topics: Imperialism Within: Appalachian Culture and Society (*honors*)

ENGL 2215: Major American Writers, Beginnings to 1890 (revised 2007)

ENGL 2215: Major American Writers, 1800-1890

ENGL 2217: African American Writers

ENGL 1112: Introduction to Fiction

ENGL 1101: Rhetoric and Composition I

ENGL 1102: Rhetoric and Composition II

ENGL 1103: Critical Reading and Writing

GEN 1202: Intregrating Liberal and Professional Education

GEN 1200h: Freshman Seminar: Constructing Utopias (*honors*)

GEN 1100: College Orientation

Independent Studies: American Realism and Naturalism

American Slavery in Literature

African Literature

Chair, Faculty Senate, Catawba College, 2003

During brief tenure before being named assistant dean, initiated review of faculty governance structure and faculty committee service requirement to look for ways to eliminate redundancy and free up faculty time where possible. Faculty Senate, with faculty approval, eliminated one faculty governance committee and created a rotation system for faculty service on committees.

Instructor, Great Books Program, Auburn University, 1998 – 2000

Full-time position in which I taught both courses in the Great Books sequence, and both courses in the composition sequences (seven courses each year).

Adjunct, SUNY-Cortland, 1997-1998

Taught both courses in the composition sequence (five sections overall).

Other Relevant Experience

Part-time Grant Writer and Proofreader, Harvard Institute for International Development, 1992-93

Assisted with completing grant proposals for USAID maternal and child survival projects in west Africa and elsewhere. Work included writing profiles of long- and short-term consultants; copyediting; and proofreading.

Research Associate, Asset-Backed Securities, Moody's Investor Services, 1989-91

Served on rating teams that reviewed the viability of bond structures backed by auto loans, credit card loans, and recreational vehicle loans. Created Asset Credit Evaluation report (ACE) that tracked the performance of all asset-backed securities. Authored report on the challenges of rating bonds backed by recreational vehicle loans. Participated in due-diligence visits to several loan origination and servicing operations nationally.

Fulbright Program Activities

Fulbright Scholar in Ukraine, 2005 - 2006

- Taught American literature in Ukraine at two universities in Kyiv. Delivered guest lectures at 10 other universities in six cities throughout Ukraine and at teacher workshops sponsored by the U.S. Embassy and the Peace Corps. Organized and led 5-week Fulbright seminar on modern American poetry for Ukrainian students, faculty, and general public. Spoke as an invited lecturer at a Ukrainian international conference on American literature and an international conference on implementing the Bologna Process in Eastern Europe.
- Lectured in Estonia at University of Tartu and Tallinn University during 4-day speaking tour sponsored by the U.S. Embassy in Tallinn.
- Lectured in Egypt at the American Cultural Center, Alexandria, sponsored by the U.S. Embassy in Cairo.

Disciplinary reviewer in American literature, Fulbright Scholars Program, 2014-present

Panel Reviewer and member of Central Eurasia Review Committee, Fulbright Scholars Program (Belarus, Armenia, Georgia, Russia, and Ukraine), 2007-2009

Panel Reviewer and member of Review Committee, Fulbright Ukraine Scholars Program, for Ukrainians applying to conduct research in US, 2005-06

Panelist, Fulbright Scholars Orientation session, Washington, DC, July 2006

Other Professional Activities

Presenter, "Study Abroad in the Age of Global Learning: Models for the Rest of Us," AAC&U Annual Meeting, San Francisco, January 2017

Discussion leader, "Shepherding your institution through the reaccreditation process," Breakfast Discussion program, CIC Chief Academic Officers Institute, New Orleans, November 2016

Participant, CIC/AALI Executive Leadership Academy, 2013-14: prepares provosts and other vice presidents to become college presidents.

Presenter, "Developing Comprehensive Programs to Support At-Risk Students," CIC Chief Academic Officers Institute, Pittsburgh, November 2013

Chair, "Understanding the dynamics of student achievement," Chicago International Conference on Education, June 2013

Chair, "Access and Success for First Generation Students," CIC Chief Academic Officers Institute, San Antonio, November 2012

Presenter, session on planning and executing Foundations of Excellence self-study, Foundations of Excellence in the First College Year Launch meeting, Asheville, July 2012

Participant, CIC Colloquium on Leadership for Chief Academic Officers: Classic and Contemporary Readings, Annapolis, July 2012

Presenter, "The First Year in Rural or Small Institutions: Maximizing the Milieu," HLC annual convention, Chicago, April 2012

Chair, "Assessing Global Learning Outcomes," CIC Chief Academic Officers Institute, St. Petersburg, November 2011

Presenter, first generation success programs, CIC/Walmart College Success Conference, Washington, DC, July 2011

Participant, Aspen/Wye Seminar on Leadership for Chief Academic Officers, CIC CAO Institute, Williamsburg, November 2010

Lead presenter, "Birth of a New Culture: The Evolution of General Education Assessment at Catawba College," 8th Annual Texas A & M Assessment Conference, February 2008

Professional Service

CAO mentor, CIC New CAO Program, 2012, 2013, 2016

Panel Reviewer, NEH Challenge Grants program, 2009

Manuscript reviewer for *PMLA*: 2002; 2004; 2009

Advisory Board member, Chicago International Conference on Education, 2012-14

Awards and Honors

- Selected to participate in CIC/AALI Executive Leadership Academy, 2013-14
- Selected to participate in CIC Colloquium in Leadership, July 2012
- Fulbright Scholar, Kyiv, Ukraine, 2005-06
- Teacher of the Year, Catawba College, 2002; 2003; 2009
- Faculty Research Grant, Catawba College, 2002
- Faculty Research Grant, Catawba College, 2001
- Teaching award for "accommodating with dignity students with disabilities," Program for Students with Disabilities, Auburn University, April 1999
- Caleb Loring Research Fellowship, Library of the Boston Athenaeum, July 1998

Publications

- "Maps and Literary Canons: *Invisible Man*'s Challenge to the 'Known' World." *Mainstream—Heterogeneity—Canon in Current American Literature*. Fact: Kyiv, 2006.
- "Mining and Rape in Frank Norris's *McTeague*." *ATQ: 19th Century American Literature and Culture* 14 (June 2000): 127-141

Selected Conference Papers Presented

- "Reading as Realism." Midwest Modern Language Association Convention, Cleveland, OH, November 2007
- "Urban Capital: Henry James, William Dean Howells, and Beyond." "The Idea of the City: Early Modern, Modern, and Post-Modern Locations and Communities," University of Northampton, UK, June 2007
- "The Effect of the U. S. Regional Accreditation Process on General Education Curricula: The Case of One Liberal Arts College," "International Conference on the Bologna Process: Integration of the Central and Eastern European Countries into the Unified Educational Area," Ministry of Education and Sciences of Ukraine and Kyiv Slavonic University, Kyiv, Ukraine, October 2005
- "Maps and Literary Canons: *Invisible Man*'s Challenge to the 'Known' World," 3rd International Conference on American Literature, National Taras Shevchenko University, Kyiv, Ukraine, October 2005
- "Mapping Treason in Henry James's *Washington Square*." American Literature Association Symposium on American Fiction, San Diego, October 2004
- "Henry James's Mathematics." Midwest Modern Language Association Convention, Minneapolis, November 2002

“Eclipses and Palimpsests; or, Utopian Longing and Possibility.” “Craft, Critique, Culture,”
Second Annual Interdisciplinary Conference on Writing in the Academy, University of
Iowa, April 2002

"Unmasking the Cunning 'Dissembler': Discernment and Ethnographic Authority in C. G.
Parsons's *An Inside View of Slavery*." "Writing the Journey" Conference, University of
Pennsylvania, June 1999

Lectures Delivered during Fulbright year

“How Does One Acquire Culture and Taste? ‘Civilizing’ the Nouveau Riche in Henry James's
The American and William Dean Howells's *The Rise of Silas Lapham*,” American Studies
Institute, Crimean Humanitarian University and U.S. Embassy, Yalta, Ukraine, June 2006

“Walt Whitman’s ‘Song of Myself’ and the Beginnings of American Poetry”

Tallinn University, Tallinn, Estonia, April 2006

Lutsk Humanitarian University, Lutsk, Ukraine, February 2006

Odessa National University, Odessa, Ukraine, February 2006

Kyiv-Mohyla Academy, Kyiv, Ukraine, February 2006

“The Peculiar State of Edgar Allan Poe in the American Literary Canon”

Tartu University, Tartu, Estonia, April 2006

Rivne Humanitarian University, Rivne, Ukraine, February 2006

Volyn State Lesi Ukraina University, Lutsk, Ukraine, February 2006

Southern Pedagogical University, Odessa, Ukraine, February 2006

Kyiv-Mohyla Academy, Kyiv, Ukraine, February 2006

“The Challenge of Understanding Henry James”

American Cultural Center, Alexandria, Egypt, April 2006

Tallinn University, Tallinn, Estonia, April 2006

Tartu University, Tartu, Estonia, April 2006

“The Problem of Alternative Work and Business Choices in Washington Irving’s ‘Rip Van
Winkle,’ Herman Melville’s ‘Bartleby, the Scrivener,’ and Dreiser’s *Sister Carrie*”

American Studies Institute, Crimean Humanitarian University and U.S. Embassy, Yalta,
Ukraine, June 2006

Ukrainian State University of Economics and Finance, Kyiv, Ukraine, March 2006

“The Politics of Ralph Waldo Emerson’s ‘Self-Reliance’,” Ostroh Academy, Ostroh, Ukraine,
March 2006

“Understanding Henry James’s Late Fiction”

Lviv National Ivan Franko University, Lviv, Ukraine, February 2006

Kyiv-Mohyla Academy, Kyiv, Ukraine, February 2006

“The Cult of Youth in American Culture, 1975-1990,” Kyiv Linguistic University, Kyiv, Ukraine, December 2005

“Multiculturalism and American literature,” Kyiv-Mohyla Academy, Kyiv, Ukraine, November 2005

“Experience, Authority, Authorship: Writing ‘Sublime Uneventfulness’ in *Moby Dick*,” American Literature Seminar, Kyiv-Mohyla Academy and Public Affairs Section of the U. S. Embassy, Kyiv, Ukraine, November 2005

“The Effect of the U. S. Regional Accreditation Process on General Education Curricula: Implications for the Bologna Process,” Fulbright Seminar, International Education Week, Fulbright Academic Exchange Program, Kyiv, Ukraine, November 2005

Other Presentations

Presentations on Fulbright year in Ukraine:

Clarence R. Noe Dean’s Lecture, Eureka, IL, February 2014

Salisbury Traveler’s Club, Salisbury, NC, May 2007

Salisbury 13 club, Salisbury, NC, January 2007

College Community Forum, Catawba College, September 2006

Catawba College Faculty Colloquium presentation on Ukraine, August 2006

Community Service

City of Eureka Comprehensive Plan Steering Committee, Eureka, IL, 2013-14

Focus Forward Central Illinois Leadership Institute Action Team, Peoria, IL, 2013-14

Advisory Board member, Chicago International Conference on Education, 2013-2015

Advisory Board, Quest Charter School, Peoria, IL 2012-14

Member, Salisbury Symphony Board of Directors, Salisbury, NC, 2007-08

Elected member, St. Luke’s Episcopal Church Vestry, Salisbury, NC, 2003-05

Secretary, Board of Directors, Rowan Academy Charter School, Salisbury, NC, 2002-2003

Leader, Senior High School Youth group, St. Luke’s Episcopal Church, Salisbury, NC, 2002-05