

Timothy M. Downs, Ph.D.

CURRICULUM VITAE

EDUCATION

Ph.D.	University of Oklahoma, Norman, OK Degree: Organizational Communication	1988
M.A.	West Virginia University, Morgantown, WV Degree: Communication Studies/Instruction	1984
B.A.	CSU, Sacramento, Sacramento, CA Degree: Communication Studies/Telecommunications	1983

Overview: As a transformational organizational communication and development scholar-practitioner I use integration of knowledge, skills, and the assessment of people to facilitate change; positioning campuses to meet current and future demands and needs. Efforts to develop individual contributors, group and organizational processes, and the cultivation of support from internal and external stakeholders are critical to the successful transformation of an institution. Outcomes include positioning students, faculty, and staff for success; stabilization and growth of enrollments; development of programs and facilities; management and accrual of resources to achieve university objectives; and campuses with strategic and tactical plans, resilience, and the confidence to succeed.

ADMINISTRATIVE WORK HISTORY

May 2022- **Chief of Staff (Interim) – CAL POLY HUMBOLDT**
Present 1 Harpst Street, Arcata, CA 95521

Regional University; member of the California State University System; enrollment=6,000; 574 employees. (Former name: Humboldt State University)

Duties: Direct report to President of the University, serving in the capacity of campus operations officer; dedicated to coordination of efforts with all divisions within the University. Supervision of President's Office staff and coordination of complex and highly sensitive initiatives, planning, and personnel and legal matters. The Chief of Staff provides highly professional experienced administrative leadership to assist the President in the daily administration of the University, strategic planning, community relations, fundraising, and collaborates closely with the California State University Chancellor's Office Chief of Staff. and Office of the CSU General Counsel. Campus redefined in 2021 as the 3rd polytechnic institution

in the CSU system; with a recent allocation of \$433 million from the Chancellor's Office and State of California. Transformation includes new programs, faculty, and facilities in engineering, technology, and environmental sciences; enrollment growth from 6,000 to 9,000 students expected in the next 5-7 years.

June 2016- *President/CEO – Northern State University (NSU)*

June 2021 1200 S. Jay Street, Aberdeen, SD 57401

Regional University; member of the South Dakota Board of Regents System; enrollment = 3,500; 330 employees.

Duties: Serve as the President and Chief Executive Officer of the institution, one of six public universities in the State of South Dakota. Report directly to the President of the South Dakota Board of Regents (SDBOR), in consultation with the Executive Director/CEO of the SDBOR. Serve on the Council of Presidents (COPS); Executive Committee and Board of the Northern State University Foundation (NSUF); Chair, President's Cabinet; Co-Chair of the Educational Impact Campaign capital campaign committee (campaign announced November 2017; completed spring of 2021). Campus operating budget of \$45 million.

Administrative Experiences/Accomplishments at Northern State University: *The following descriptions provide clarity of the scope of this position and the strategic and tactical planning and outcomes from 2016-2021.*

Campus Mission and Vision: Revision of the campus strategic plan included refinement of the mission and vision of the campus. These collective, strategic efforts yielded a revised enrollment management system, rebranding the institution as a destination to "unleash your potential" as a student and leader, and the dedication of teams charged with identification and implementation of strategic and timely changes designed to assure the ongoing competitiveness of the university. The premise of this plan is based on the *Strategic Doing* model developed at Purdue University. One specific outcome of these efforts is NSU's membership in the exclusive *Council of Public Liberal Arts Colleges (COPLAC)* consortium of elite public universities in North America, affirming the excellence of NSU as a university recognized for excellence in the Liberal Arts traditions of teaching and learning.

Enrollment Management; Student Development: A revised recruitment and enrollment plan was essential to the future of NSU, along with reorganized student support programs and a campus Student Success Center model designed to increase student retention and graduation. Efforts in these areas have stabilized undergraduate enrollments, increased student retention by 10%, and graduate enrollments have grown over 25% (2019-2021). Enrollment growth includes online learning, serving concurrent, undergraduate, and graduate students.

Diversity, Equity, and Inclusion: As an educator I have always worked to sustain respectful and supportive learning communities; with the intent of serving all members of campus with respect and dignity. The expectation that each member of campus is valued and important is confirmed with NSU's strategic planning Diversity

Action Committee, dedicated to advancing dialogue and programs in support of diversity, equity, and inclusion initiatives. Current political and social climates in our country create tensions on and off university campuses. NSU students, faculty, and staff are given every opportunity to express themselves, using civil discourse and peaceful means of expression. Faculty and staff are also professionally developed; including ensuring equitable compensation.

Financial Profile/Planning; Fundraising: With only 32% of NSU's budget coming from state appropriated funds it is essential to be entrepreneurial in generating revenues while concurrently employing prudent fiscal strategies to assure institutional solvency. NSU maintains a balanced budget along with cash reserves ranging from 18%-24% of the annual operating budget, while the state system requires a minimal cash reserve of 10%. These reserves are separate from the Foundation, which presently has an accrued value exceeding \$30 million, a 20% increase in five years. Acquisition of land adjacent to campus over the last five years has increased campus acreage by 10 acres, an increase of over 12% in campus size. The recent capital campaign raised over \$62 million, with an initial campaign goal of \$45 million. Over the last five years NSU has received donations exceeding \$110 million to upgrade and add six new facilities (two residence halls, a science center, athletic and recreation fields for NCAA sports and intramurals, the South Dakota School for the Blind and Visually Impaired (SDSBVI), and the Regional Sports Complex (football and softball stadiums), with an additional \$7 million in bond debt for a third new residence hall. These are the first new buildings on the NSU campus since 1987. As president I designed and led the capital campaign, funding all of these new facilities included in the campus master plan; we also raised additional endowed scholarship funds totaling \$5 million.

Program Development: At the heart of NSU's sustained competitiveness is the ongoing development of current and new academic programs. Faculty facilitated efforts have yielded over 20 new programs; the ongoing revision and improvement of existing programs. A new faculty development center was also created. Corporate partnerships have been enhanced, along with graduate and professional degree articulations and partnerships. STEM learning opportunities are provided for regional teachers; K-12 students have greater access to science education, encouraging pursuit of science and healthcare degrees and employment opportunities. The educational partnership with the School for the Blind enhances the undergraduate program and resulted in development of a new graduate program partnership to better educate teachers how to teach the visually impaired. These programs are expected to become national benchmarks in special education. These intentional efforts enhance NSU's reputation as an education partner in the region, including the provision of students graduating from NSU's Honors Program admission to the USD School of Law, with a guaranteed scholarship.

Community Relations; Economic and Workforce Development Partnerships: Strategic relations and communications in the community and region have confirmed NSU as an economic and workforce development partner. Confirmation and promotion of the economic impact on the city and region, exceeding \$230

million annually, have been a catalyst to further encourage and develop new partnerships dedicated to preparing students for the regional workforce. The strategic use of social media and marketing campaigns have affirmed the university brand; affirmed the university commitment to enhancing the pool of employable professionals in the region (presently 65% of NSU graduates remain in state after graduation). These efforts have led to exceptional relationships with the City of Aberdeen, including reclamation of streets to incorporate into the campus footprint; joint efforts to redevelop the neighborhood where the university resides. Examples of enhanced corporate relationships include partnerships with 3M Corporation and one of the largest banks in South Dakota (Dacotah Bank), with both corporations hiring NSU graduates on a regular basis.

Accreditation: Understanding that institutional and program accreditations are essential to the life of educational institutions NSU has taken great lengths to achieve excellent external reviews. During the first year of my presidency at NSU the Higher Learning Commission conducted our decennial/10-year review, resulting in no recommendations for improvement or concern. In addition, the School of Business received ACBSP accreditation my second year, the graduate counseling program received initial CACREP accreditation, and the School of Education CAEP accreditation efforts have been successful. All of these efforts confirm the quality of education at NSU, the rigor of program learning outcomes, and the excellence of our faculty and leaders who coordinate their scholarly activities.

June 2011- *Provost and Chief Academic Officer*

June 2016 Niagara University, Niagara University, NY 14109

Regional University; private-Vincentian, Catholic; Suburban; residential institution; total enrollment = 4,175

Duties: Administrative leadership and supervision for all facets of the Division of Academic Affairs, including: College of Arts and Sciences; College of Business Administration (AACSB Accredited); College of Education (NCATE/CAEP Accredited); College of Hospitality and Tourism Management; University Library; Division of Academic Services, including Academic Support, Career Services, and the Academic Exploration Program (for undecided majors); Center for the Advancement of Scholarship, Teaching and Learning (CASTL) faculty development center; Graduate Studies; Research Grants/Contracts; Honors Program; Office of Continuing Education; collective bargaining negotiations.

Financial Acumen/Fundraising Responsibilities:

- Managed salary budgets exceeding \$12 million; using CUPA-HR salary benchmark data (important salary equity initiative).
- Managed academic expense budgets, less than a one percent increase, per year.
- Created science scholarship program; received donor funding (\$300,000).
- Maintained grant-funded programs in compliance with federal guidelines. Awarded government and private grants and contracts, including:
 - \$1.1million Student Support Services U.S. Dept. of Education TRIO federal grant

- Coordinated federal research grants, averaging \$3-5 Million, per year.
 - \$271,500 New York State grant for Information Security laboratory
 - Summer school 2015, Fall 2015, and Spring 2016 graduate enrollment goals exceeded, yielding over \$1.3 million in additional revenues.
 - Re-opened Nursing (BSN) program; now a College of Nursing, 300+ students.
- July 2008- *Dean-College of Humanities, Education, and Social Sciences*
 June 2011 Gannon University, Erie, PA

National University; private-Diocesan; Catholic; urban residential institution; total enrollments = 4,200.

(Note: University reorganized from two to three colleges, creating the Colleges of Engineering and Business and Science and Health Sciences in July 2008.)

July 2002- *Dean-College of Humanities, Business, and Education*
 July 2008 Gannon University, Erie, PA

Duties: Administrative supervision of an academic college, including the Schools of Humanities and Social Sciences, Business and Education; supervision of the Small Business Development Center and the ARMY ROTC program, both co-located at Gannon University. Responsible for: Liberal Arts Core Curriculum; faculty development and evaluation activities; facilitator and advocate for student support services; faculty recruitment, selection, promotion and tenure activities; academic program review; curriculum development and review processes; evaluation of program learning outcomes; serving as chief fiscal officer for the college; facilitation of accreditation activities within the college; coordination of curriculum development for undergraduate and graduate programs; evaluation and awarding all graduate degrees earned from within the college; supervision and enhancement of instructional facilities, including: instructional computing equipment; facilitation of support for faculty travel to professional conferences and meetings; salary administration for all faculty and staff members within the college; renovation of instructional facilities; other duties assigned by the Provost and President.

Administrative Experiences and Accomplishments as Dean at Gannon University:

- Co-Principal Investigator/Author, Student Support Services/TRIO Grant (U.S. Department of Education), funded September 2010 (\$1.1 million).
- Developed and supervised opening of new Student Success Center.
- Project Director, Council for Opportunity in Education (COE) grant funded to provide student academic mentoring and coaching programs at Strong Vincent HS, Erie, PA. The COE grant contract was then expanded and funded with an I3 U. S. Department of Education grant, receipt of \$2.165 million from October, 2010-2015.
- Project leader for the "Educated People" neighborhood initiative, sponsored by Gannon; a multitude of projects are sponsored or coordinated in order to promote educational values and learning experiences in the local community, in collaboration with local schools and non-profit agencies.

- **University supervisor for the Small Business Development Center (SBDC) from 2002-08. Agency increased the number of clients served annually from 450 to 750 per year in this time period.**
- **Author, University endowed *Cooney-Jackman* professorship proposal (\$3 million endowment); program designed to provide select faculty a 3-year endowed professorship to advance their research.**
- **As University supervisor for the ARMY ROTC program, successfully secured a \$200,000 federal allocation to install a training exercise repel tower and leadership reaction and ropes course; negotiated placement of facility on a U.S. Army Reserve training site north of Pittsburgh, PA.**
- **Author, Best Practices grant received by Council of Independent Colleges/Microsoft, initiated the current practice of electronic student portfolios in the School of Education undergraduate program.**
- **Developed and started, Ph.D. program in Organizational Learning & Leadership; taught Ph.D. and MBA courses.**

**July 1998- *Dean of Graduate Studies and Research*
June 2002 Emporia State University (Kansas Regents University)**

Regional/Master's University; public; state-supported; rural; residential institution; total enrollments = 5,500.

Duties: Provide supervision and leadership for all activities pertaining to graduate recruiting, admissions, and degree conferral processes; facilitate the development and implementation of all policies pertaining to graduate education; review/approve all grants and contracts; promote and assist with the development of sponsored research projects, including internal faculty "seed" grants underwritten with indirect funds; Chair, Institutional Research Board (IRB); Executive Secretary, Graduate Council; evaluate all graduate theses/dissertations; responsible for all activities in the Office of Lifelong Learning (online and continuing education), including: financial management, program development and delivery, adherence to University and State policies, and promotion of programs on and off campus, including online courses; supervise activities in the Office of Assessment and Measurements; Coordinator of all graduate marketing and recruiting activities; and other duties, as assigned.

Administrative Accomplishments and Experiences at Emporia State University:

- **Managed all graduate admissions practices, in cooperation with program directors. As a result of redesigned marketing and promotions of programs increased graduate student enrollments by 48% over a four-year period.**
- **Fiscally responsible for all University grants and sponsored research projects, grant funds increased 50% in four years.**
- **Re-structured distribution of indirect grant funds to create a research reserve fund for cash match grant requirements, yielding a reserve of \$250,000 in four years. Funds used in 2002 to support cash match required for NSF grant.**
- **Created a "revenue center" model for the Office of Lifelong Learning (Cont. Education), yielding cash reserves to fund outreach office in Kansas City area.**
- **Facilitated development and offering of 300 online courses.**

- Learning outcome assessment conference presentations at the Higher Learning, AAHE, Council of Graduate Schools, and CAEL Conferences.
- Executive Editor, Emporia State University Research Studies Journal.
- Taught master's & Ph.D. courses, School of Library & Information Management.

Sept.1995- *Assistant Vice President for Academic Affairs*
June 1998 California State University, Los Angeles

Regional/Master's University; public/state-supported; urban/commuter institution; collective bargaining campus; multi-cultural student population; total enrollments = 15,000. A federally designated Hispanic Serving Institution (HSI).

Duties: Coordination of all campus academic support program and academic department program reviews, on behalf of the Provost; accreditation officer in charge of preparing the University accreditation self-study (project completed for March, 1999 visit); coordinator of campus-based outcomes assessment activities; serve as the University Accreditation Liaison Officer (ALO) for the Western Association of Schools and Colleges (WASC) and all school/program accreditation activities; WASC Accreditation Self-Study Committee Coordinator {Committee reports: Steering Committee, Compliance Report (Chair), Student Satisfaction, Student Success, and Technology Subcommittees; assist Associate Vice President of Faculty Affairs with collective bargaining activities; coordinator of campus sexual harassment investigations; Skelly (2nd level review) Hearing Officer; participant in environmental scanning projects; other duties assigned by Provost and President.

Administrative Accomplishments and Experiences at Cal State Los Angeles:

- Team Leader, WASC accreditation visit (1999); self-study recognized as exemplary by WASC Executive Director, Mr. Ralph Wolff.
- Served as Affirmative Action/ADA/Sexual Harassment investigator. Trained by CSU General Counsel to conduct Sexual Harassment investigations. Conducted second level reviews of investigations on behalf of the University President.
- Special Events Coordinator for the President's Office (Honors Convocation; Commencements).
- Academic Department Head.
- Graduate Program Director; Graduate Teaching Assistant Program Coordinator.
- Service on the University-Student Union Board of Directors: charged with board membership duties and facilitating student leadership activities.

Faculty Administrative Appointments

Dec. 1991- Associate Chair, Department of Communication Studies
August 1995 Chair/Department Head, Speech Communication

Duties: Chair of the Speech Area of the department (equivalent to a department head), responsible for hiring and evaluating full-time faculty, evaluation of part-time faculty, scheduling all courses in the area, budget responsibilities, enrollment management for all courses, and curriculum development.

Dec. 1991- Chair, University Fiscal Policy (Faculty Senate) Committee
August 1995 California State University, Los Angeles

Highlights of Continuing Professional Development

- AASCU (American Association of State Colleges and Universities) – Participant in the weeklong New Presidents Academy: Development Conference for Campus Presidents in their first two years of appointment, July 2017. Outcome: Developed an operational plan and corresponding goals for my institution.
- Disney Institute, Business Excellence Seminar, March 2-3, 2016.
- Project on Negotiation Seminar, Harvard University School of Law, June 2013.
- Aspiring to the Presidency Executive Leadership Symposium, facilitated by Dr. Daniel Carey, President Emeritus, Edgewood College, 2009.
- Summer Fellow, Higher Education Management Institute of the Peabody College, Vanderbilt University, June 2007.
- Participant/Observer/Presenter, Army ROTC Leadership Development Assessment Course (2004); Leadership Training Course (2008; 2009; 2010).
- Council for Advancement and Support of Education (CASE) conference, Development for Deans' conference, Baltimore, MD, October 2005.
- Council of Independent Colleges annual conference for Chief Academic Officers, San Francisco, CA, October 2004: participant in forums to assist academic and finance officers to learn how to work better together.
- American Association of Higher Education (AAHE) Assessment Conference, June 1996; 1997; 1998 (presenter).
- CSU Institute for Teaching and Learning (ITL) conference on Assessment of General Education Student Learning Outcomes, Long Beach, CA, February 1998.

Faculty Appointments

2016-2021	Northern State University Communication and Management Professor (with tenure)
2011-2016	Niagara University Communication and Management Professor (with tenure)
2002-2011	Gannon University Professor, Communication Arts

- 1998-2002** **Emporia State University**
Department of Communication and Theatre Arts
School of Library & Information Management
Professor (with tenure)
- 1988-1998** **California State University, Los Angeles**
Department of Communication Studies
Associate Professor (tenured) (1994-1998)
Assistant Professor (1988-1994)
- 1987-1988** **University of Oklahoma**
U.S. Air Force Short Course, Public Affairs
Research Assistant/Assistant Coordinator
Program funded by the U.S. Air Force/DoD Contract
- 1985-1987** **University of Oklahoma**
Department of Communication
Graduate Teaching Assistant/Instructor
- 1983-1985** **West Virginia University**
Department of Communication Studies
Graduate Teaching Assistant/Instructor

PROFESSIONAL RECOGNITION/AWARDS

Award Recipient. Friend of ASPIRE Award, Regional TRIO Program Award, October 2, 2018, awarded to an administrator who has shown exceptional support for TRIO programs in the region.

Nominations: Chamber of Commerce Awards for Community Involvement and Leadership (2019 and 2020). Nominated by the community at-large.

Honorary Inductee. Kappa Gamma Pi, National Catholic College Graduate Honor Society, May 2, 2014.

Honorary Member. Delta Epsilon Sigma, National Scholastic Honor Society for Catholic Colleges and Universities, March 23, 2012.

U.S. ARMY Cadet Command, Commander's Award for Public Service, 2nd Brigade, May 2011.

Top Four Research Paper: Communication and Instruction Interest Group of the Western States Communication Association, February 2005.

Secretary/Treasurer, UCEA Region V Board, 2001-2003 (incumbent Vice President, prior to relocating out of the region).

University Continuing Education Association (UCEA) Commission Member, 2001.

Accepted appointment to serve on the Academic Standards Committee for the Midwest Association of Graduate Schools, Term: 1999-2002; Committee Chair, 2001.

Appointed to the Western States Communication Association Finance Committee, term: 2001-2003.

Nomination/Recipient, *Who's Who Among America's Teachers*, 1996.

Executive Board Member, California Speech Communication Association, Southern California University Representative, 1996-1998.

Elected: Member-at-Large of the Western States Communication Association Executive Council, Term: 1994 - 1996.

Recipient, Associated Students, Inc. (ASI) *Honored Faculty Award for Outstanding Commitment to CSULA Students and Curricula*, 1996.

Top Three Research Paper: Organizational Communication Interest Group of the Western States Communication Association, February 1990.

Outstanding Graduate Student Teaching Award, Department of Communication, University of Oklahoma, May 1987.

Phi Kappa Phi National Honor Society, 1984, and life membership. Nominated by the Phi Kappa Phi Chapter at West Virginia University, Morgantown, West Virginia.

Outstanding Young Men of America: 1984

PROFESSIONAL ASSOCIATIONS

Advisory Council, Association of Indian Principals, 2021-present
American Association of State Colleges and Universities (AASCU)-(2016-2021)
National Collegiate Athletic Association (NCAA)-Presidential Member (2016-2021)
Northern Sun Intercollegiate Conference, Executive Committee (2019-2021)
Council of Presidents-South Dakota Board of Regents (2016-2021)
Phi Kappa Phi (Life Member; Inducted @ WVU-1984)
Kappa Gamma Pi: National Catholic College Graduate Honor Society (Life Member; Inducted @ Niagara University-2014)

Areas of Research: Management Education and Development; Scholarship of Teaching and Learning; Organizational Socialization of Employees; Performance Appraisal Systems and Interview Techniques; Leadership Development; Change Management; Organizational Communication Networks; Group Dynamics in Organizations; Participative Management; Investigations of Teacher Effectiveness Behaviors; Classroom Management; Instructional Effectiveness; Conflict Resolution and Conflict Management; Assessment in Higher Education.

SCHOLARSHIP**Publications**

Downs, T. (2018, January), High-impact giving at state-run colleges and universities today, philanthropy makes all the difference. *Prairie Business Magazine*, Volume 19, p. 14, online article access:

http://prairiebusiness.epubs.forumprinting.com/publication/?m=27629&i=465098&view=articleBrowser&article_id=2973215

Downs, T. M. (2016, Summer). Transitioning to the Presidency. *Public Purpose* (Presidents and Practices section of the national publication of AASCU), p. 24, online article access:

<https://aascu.org/MAP/PublicPurpose/2017/Summer/PresidentsPractices.pdf>

Kline, C., Vermete, P., Downs, T., & Moore, D. (2014). Higher education instructional change in a U.S. context: Investigating the Scholarship of Teaching and Learning (SoTL) Innovations at Niagara University. *European Journal of Research on Education and Teaching*, Vol. XII, Number 1, pp. 155-170, special issue on Scholarship on Teaching and Learning for a Quality Higher Education, Pensa Publication, Formazione & Insegnamento (ISBN: 1973-4778-1-14).

Patton, B. R. & Downs, T. M. (2003, 4th edition). *Decision Making Group Interaction: Achieving Quality*. Boston: Allyn & Bacon (Division of Pearson Publishing).

Krilowicz, B. L., & Downs, T. M. (1999). Use of course-embedded projects for program assessment. *Advances in Physiology Education*, 21 (1), S39-S54.

Krilowicz, B. L., & Downs, T. (1998). Use of Small Group Poster Projects as an Undergraduate Neurophysiology Course and Culminating Biology Program Assessment Tool. *The FASEB Journal*, 12, A58.

Krilowicz, B., & Downs, T. (1998). Use of Small Group Poster Projects as an Undergraduate Neurophysiology Course and Culminating Biology Program Assessment Tool. *Fifth CSU Symposium on University Teaching*, p. 13.

Downs, T. M. (1996). Building a culture of evidence. *Instructionally Speaking*, 6 (3), 4-7. A publication of the Center for Effective Teaching and Learning, Cal State Los Angeles.

Downs, T. M. (1992). Superior and subordinate perceptions of communication during performance appraisal interviews. *Communication Research Reports*, 9 (2), 153-159.

Downs, T. M. (1990). Predictors of communication satisfaction during performance appraisal interviews. *Management Communication Quarterly*, 3, 334-354.

Downs, T. M. (1990, May). Superior and subordinate perceptions of management communication style and communication satisfaction during performance appraisal interviews. Paper published in the *ERIC Clearinghouse on Reading and Communication Skills database*, ERIC Document #ED 313 761.

Downs, T. M., et.al. (1989). Validity of the management communication style measure: A research note. *Communication Research Reports*, 6, 59-62.

Hallmark, J. R., & Downs, T. M. (1987). Group Participation in Organization: Social Loafing as a Limitation of Group Effectiveness. Paper published in the *ERIC Clearinghouse on Reading and Communication Skills database*, ERIC Document #ED 293 173.

Plax, T. G., Kearney, P., Downs, T. M., & Stewart, R. A. (1986). College student resistance toward teachers' use of selective control strategies. *Communication Research Reports*, 3, 20-27.

Plax, T. G., Kearney, P., & Downs, T. M. (1986). Communicating control in the classroom and satisfaction with teaching and students. *Communication Education*, 35, 379-387.

Downs, T. M. (1986). Persuasion in the classroom: An interpersonal approach to teaching. *Journal of the Oklahoma Speech Theater Communication Association*, 9, 1-19.

Publications in Proceedings

Krilowicz, B. L., & Downs, T. (1998). Use of Small Group Poster Projects as an Undergraduate Neurophysiology Course and Culminating Biology Program Assessment Tool. *1998 AAHE Assessment Conference Proceedings*, p. 39.

Plax, T. G., & Downs, T. M. (1989). Management training and development: State of the art with recommendations. In P. Feingold and J. H. Sheth (Eds.), *Developing Managers in a Competitive Environment: Conference Proceedings*. Los Angeles: University of Southern California Press.

Downs, T. M., & Meyers, R. A. (1987, February). Communication training and problem identification in participative management programs: A management perspective. Published in the *Organizational Communication Interest Group Proceedings* of the Western States Communication Association.

Grants/Contracts

Project Director, awarded grant contract from *Council for Opportunity in Education (COE)*, I3 U. S. Department of Education grant, receipt of \$2.165 million (5-year grant) from October, 2010-2015.

Co-Principal Investigator/writer, *Student Support Services/TRIO Grant*, funded September, 2010-2015 (\$1.1 million).

Principal Investigator, submitted for review, *Talent Search/TRIO Grant* (5-years, \$1.15 million) to the U.S. Department of Education, December 2010; not funded.

***Council of Independent Colleges/Microsoft*: Grant written and received for the School of Education to participate in the national "Teachers for the 21st Century" program sponsored by the CIC and funded by Microsoft. Participants will share the Gannon University model requiring students to develop an electronic portfolio; Twenty university participants selected nationwide to share information with fellow education faculty professionals (Received: February 2006).**

***Title III Grant-U.S. Department of Education*: Served on the university team that wrote a Title III grant funded (\$1.2 million) in October 2004. Grant focuses on faculty development initiatives; student advising; and faculty advisement training to enhance retention.**

***Verizon Grant*: Co-author, grant (\$25,000) awarded by the Verizon Foundation to study and improve literacy in elementary school students. (October 2003).**

Select Convention Papers/Presentations

Vermette, P., Moore, D., Kline, C., & Downs (October 2014). Nurturing a SoTL Community and Culture: (Re)creation...conversation...collaboration...innovation...validation...unification...dissemination. Presentation accepted by the International Society for the Scholarship of Teaching and Learning (ISSoTL), Quebec.

Vermette, P., Downs, T., Kline, C., Moore, D., Raffaghelli, J., & Ghislandi, P. (2014, January). Improving Instruction through SoTL, an International Perspective. Presented at the 13th Annual Niagara University International Conference on Teaching & Learning, Niagara University, NY.

Downs, T. M. (2010, October). The Boyer Model: Scholarship of Application. Panel presentation (*Situating the "Boyer Model of Scholarship" within the Communication Discipline*) at the 71st annual Pennsylvania Communication Association conference, October 24, 2010, East Stroudsburg University, East Stroudsburg, PA.

Downs, T. M. (2009, October). Shepherding the Proposal: From Idea to Implementation. Panel presentation (*Development & Implementation of the Basic Public Speaking Course within a Liberal Arts Curriculum*) at the 70th annual Pennsylvania Communication Association conference. October 17, 2009, Saint Vincent College, Latrobe, PA.

Downs, T. (2008, April). Issues in the evaluation of research: The Boyer Model of Scholarship. Presented at Midwest Decision Sciences Institute conference, Erie, PA.

Powell, R. & Downs, T. (2005, February). Another look at immediacy: Criticisms, connections, and considerations. A "Top Four" paper, Communication and Instruction Interest Group, Western States Communication Association, San Francisco, CA.

Downs, T. M. (2000, December). Developing learning outcome assessment models-implications for accreditation. Presentation at the annual Council of Graduate Schools conference, New Orleans, LA.

Downs, T. M. (2000, October). Graduate Certificate Workshop 2000. Workshop faculty presentation: Target populations and marketing approaches at Emporia State University. Workshop hosted by University of Missouri-Kansas City.

Downs, T. M. (2000, July). Developing learning outcome assessment models. Presentation at the annual Council of Graduate Schools Summer Workshop for Graduate Deans, San Diego.

Downs, T. M. & Ibarra, R. (2000, April). Serving the non-traditional graduate students. Presentation, 56th annual meeting, Midwest Association of Graduate Schools, Chicago, IL.

Downs, T. M. (2000, February). Defining learning outcomes, the need to incorporate them into the curriculum, and matching industry expectations with curricular learning outcomes. Presentation at the Western States Communication Association conference, Sacramento, CA.

Downs, T.M., Brenton, A., and Dickerson, D. (1999, December). A comparison of university outcomes assessment models of different graduate schools and programs. Panel accepted for presentation at the Council of Graduate Schools conference, Washington, D.C.

McGlone, E., Downs, T. M., and Sobieski, R. (1999, November). An Academic Support Model for the Online Adult Student. Presented at the 1999 CAEL Conference, Seattle, WA.

Krilowicz, B. and T. Downs (1998). Use of Small Group Poster Projects as an Undergraduate Neurophysiology Course and Culminating Biology Program Assessment Tool. *Fifth CSU Symposium on University Teaching.*

Fisher-Hoult, J., Clark, B., Downs, T. M. (1997, June). Meeting the Challenges of Optimizing Learning in University Classrooms. Presentation at the 1997 AAHE Annual Conference on Assessment and Quality, Miami, FL.

McEnerney, K., Zahary, R. G., & Downs, T. M. (1997, June). Compliance or Improvement: Two Universities Identify and Develop Themes for Accreditation. Presentation at the 1997 AAHE Conference on Assessment and Quality, Miami, FL.

Downs, T. M. (1997, February). Developing learning communities: A theoretical overview. Paper presented at the annual Western States Communication Association conference, Monterey, CA.

Chao, L. M., & Downs, T. M. (1997, February). The new turf wars: A field analysis of power structure, social networks, and control of resources in gang culture. Presentation at the annual Western States Communication Association conference, Monterey, CA.

Downs, T. M. (1996, November). Student portfolios and communication assessment. Presentation delivered at the annual Speech Communication Association convention, Commission on Communication Assessment, San Diego.

Downs, T. M., & Clark, B. (1996, June). Five keys to optimizing learning in the university classroom and the implications for program review. Presentation made at the 11th American Association for Higher Education Conference on Assessment & Quality, Washington, D.C.

Chao, L., Downs, T. M., Olsen, D., & Alagozian, E. (1995, May). Inner city gangs: A communicative approach to understanding gang violence. Paper presented at the annual International Communication Association Convention, Albuquerque, NM.

Downs, T. M., & Moore, S. (1995, February). The importance of assimilation activities to employee development: Implications for the empowerment of employees. Paper presented to the Organizational Communication Interest Group of the Western States Communication Association, Portland, OR.

Downs, T. M. (1994, November). An investigation of empowerment strategies utilized to assist employees with the organizational assimilation process. Paper presented to the Organizational Communication Division of the Speech Communication Association.

Albert, D., & Downs, T. M. (1992, February). Stories told in a law enforcement agency: An investigation of significant messages in the socialization process. Paper presented to the Organizational Communication Interest Group, at the annual convention of Western States Communication Association, Boise, ID.

Downs, T. M. (1990, February). An investigation of gender differences in communication during performance appraisal interviews. Paper presented to the Organizational Communication Interest Group, Western States Communication Association, Sacramento, CA.

Downs, T. M. (1989, November). Superior and subordinate perceptions of management communication style and communication satisfaction during performance appraisal interviews. Paper presented to the Applied Communication Section, for the annual convention of the Speech Communication Association, San Francisco, CA.

Downs, T. M. (1989, May). An investigation of performance appraisal interviews from a dyadic communication perspective. Paper presented to the Organizational Communication Division, ICA conference, San Francisco, CA.

Downs, T. M. (1989, February). Predictors of communication satisfaction during performance appraisal interviews. Paper presented to the Organizational Communication Interest Group at the annual convention of the Western States Communication Association, Spokane, WA.

Downs, T. M., Plax, T. G., Kearney, P., & Stewart, R. A. (1985). College student resistance toward teachers' use of control strategies. Top Three paper presented at the annual Eastern Communication Association Convention, Interpersonal Organizational Interest Group, Providence, RI.

Professional Service/Activities

Presidential search committee member for Black Hills State University, September 2019-December 2019.

Member of the AASCU Committee on Sustainability and Sustainable Development dedicated to exploring educational and operational practices that raise awareness about sustainability and sustainable development of the association and its member campuses: April 2017-October 2019.

AASCU-New Presidents Academy: July 2017.

Association of Catholic Colleges and Universities (ACCU), member of the task force to plan the Chief Academic Officer conference sessions (Fall 2015).

Western NY Chief Academic Officers, (21 campus college and university consortium), Chair 2015 – present; Vice Chair 2013-2015.

Chief Planner/Organizer, Academic Leadership Institute, sponsored by the Western NY College Consortium, Fall 2013 – Spring 2014; organizer, Fall 2015.

Secretary/Treasurer, UCEA Region V Board, 2001-2003.

University Continuing Education Association (UCEA) Commission Member, 2001.

Committee member, Midwest Association of Graduate Studies (MAGS) Graduate Standards Committee, 1999-2002.

Gannon University, Erie-GAINS Education, Team Leader Community Outreach and Service Learning	March 2010-June 2011
Ben Franklin/Central-Northern PA Research-based, tech start-up enterprise Location: Innovation Park, Penn State Univ. Board of Directors	September 2008-June 2011
PA SBDC Policy Advisory Board	September 2005-August 2007
Erie County Historical Society Executive Committee; Board Member	September 2005-September 2010
Erie Regional Chamber Marketing Advisory Committee	August 2004-2005
Erie Technology Incubator Steering Committee Member	August 2002-July 2008
Small Business Development Center Advisory Board Member	August 2002-July 2008
City of Emporia Strategic Planning & Workforce Development Committees	June 2000-2002
Leadership Emporia (Kansas)	2000
Emporia Sunrise Rotary Club	1998-2002