

## VITA

### Andrea Kathryn Talentino

#### EDUCATION

M.B.A. Norwich University, concentration in Organizational Leadership

Ph.D. Political Science, University of California, Los Angeles

M.A. Political Science, University of California, Los Angeles

B.A. Political Science, *magna cum laude*, Yale University

#### ADMINISTRATIVE POSITIONS

##### **Nazareth College, 2017-Present**

###### ***Provost 2020—Present***

Responsibilities: Leadership for all components of student learning, curricular and co-curricular, as well as broad, multi-area initiatives such as strategic planning, summer initiatives, and campus wellness. Serve as chief academic officer. Lead and coordinate across divisions to develop an integrated and high quality educational experience inside and outside the classroom. Portfolio includes Academic Affairs, Student Life and Engagement, Athletics, Institutional Research and Assessment, and the Institute for Technology, Artificial Intelligence and Society. Serve as the executive officer in the President's absence. Coordinate work of Vice President for Enrollment Management, Senior Vice President for Finance and Administration, and Vice President for Community and Belonging in developing and supporting the student experience, from recruitment to graduation, setting enrollment and financial aid targets, and developing the strategic plan. Serve as a member of the President's Cabinet and provide leadership for the development and administration of strategic priorities and overall College policy. Portfolio includes 10 direct reports, including four associate vice presidents, four deans, athletics director, and institutional research director, and oversight of an operating budget of \$8.0 million.

###### ***Vice President for Academic Affairs, 2017-2020***

Responsibilities: As chief academic officer, provide academic leadership, together with the deans of the College of Arts and Sciences, School of Health of Human Services, School of Business and Leadership, and School of Education, for all academic programs and 190 full time faculty. Other responsibilities include the Lorette Wilmot Library, Office of Research, Scholarship, and Innovation, the Center for International Education, the Center for Life's Work, Institutional Research and Assessment, and the Institute for Technology, Artificial Intelligence, and Society. Serve as a member of the President's Cabinet and provide leadership for the development and administration of strategic priorities and overall College policy. The portfolio includes 12 direct reports, including

three associate vice presidents, and oversight of an operating budget of \$4.9 million.

#### Accomplishments and Initiatives:

##### **Curricular/Co-Curricular**

- Led development of three new majors in area of technology and society: BS in Ethical Data Science, BS in Business, Artificial Intelligence, and Innovation, and BA in Technology, Artificial Intelligence, and Society
- Established the Institute for Technology, Artificial Intelligence, and Society to house undergraduate and graduate programs, non-degree certificate programs, and develop business/non-profit partnerships
- Led development of certificates and stackable programs in School of Business and Leadership and School of Health and Human Services
- Led redesign of graduate programs in School of Education as well as revised marketing campaigns and price setting to increase enrollment
- Completed successful institutional application to become part of the Public Interest Technology University Network
- Initiated the First Year Experience Collaboration, a cross-institutional project through the New American Colleges and Universities consortium to assess civic scholarship and leadership in first year courses
- Launched and implemented the Students Pursuing Academic and Real Work Knowledge (SPARK) program providing a grant and housing support for students doing summer internships, research, or study abroad programs; led to 99% retention for SPARK students
- Initiated development and implementation of Living Learning Communities and Academic Learning Communities
- Led development of interdisciplinary Core courses, through an NEH grant, fusing the humanities with other disciplines and engaging the topic of equity
- Reorganized the College of Arts and Sciences to create a School of Music
- Promoted and moved the approval of new academic programs, including those named above as well as a BS in Sports and Entertainment Management, BS in Global Sustainability, MS in Public Health, MS in Global Business and Leadership, and MEd in TESOL
- Implemented a new faculty self-evaluation tool and a new student course evaluation platform
- Developed graduate studies strategic plan and identified priorities for phased implementation
- Reorganized and expanded the Honors Program and Teaching Innovation and Integration Laboratory
- Doubled number of students on study abroad opportunities and increased number of new faculty participants and new locations for short-term study abroad (pre-Covid--300 students; 20.5% of undergraduate student body)
- Increased interdisciplinary and team teaching opportunities
- Led transition to virtual learning and program of instructional continuity in March 2020 in response to Covid-19
- Oversaw development and expansion of professional development opportunities to achieve greater flexibility in course pedagogy and delivery

## **Diversity, Equity, and Inclusion**

- Established the Equitable Spaces program, consisting of one-credit courses addressing and adapting to the social and cultural moment
- Established Registration Equity Project to assess barriers to registration for underrepresented students and alter the registration process to ensure equity
- Led revision of required Academic and College Success course to incorporate diversity and changemaker focus and link to diversity topics in the Core
- Undertook systematic review of undergraduate policies through a diversity, equity, and inclusion lens, leading to significant revisions in the 2021-22 catalog
- Led development of interdisciplinary Core courses, through an NEH grant, fusing the humanities with other disciplines and engaging the topic of equity
- Leading focus on equity gaps in systems, processes, and assessment across all areas of the College, through data assessment and use of Institutional Research
- Developed new hiring processes and mentor support to increase faculty/staff diversity and retention (2% increase)
- Expanded professional development for diversity practices, including pedagogical development, restorative practices, and student/faculty/staff development and support
- Implemented integration of diversity perspectives into restructuring efforts within Academic Affairs, with focus on realigning roles to ensure attention to diversity and underrepresented concerns in all areas of student support
- Led redesign of Orientation to enable early student engagement and awareness of equity practices
- Leading initiatives to integrate diversity within the curriculum in collaboration with the deans and Vice President for Community and Belonging
- Leading Athletics in developing equity awareness and building equity leaders on athletics teams
- Leading integration of diversity and equity awareness within Student Affairs and among student organization leaders
- Established diversity workshops and development opportunities for student leadership groups, including RAs, club leaders, and athletic team captains

## **Administrative**

- Served as co-Chair of the Strategic Planning Steering Committee to develop a framework for guiding strategic planning, including defining agendas for discussion and outreach to and communication with alumni, Board of Trustees, community partners, students, and faculty and staff
- Serve on four person strategic planning leadership group
- Leading institutional effort to develop an integrated, comprehensive student experience model to define a Nazareth education; includes staff from Academic Affairs, Student Life, and Community and Belonging.
- Restructured student support services to create “one stop shop” to simplify student access
- Restructured staff roles to enable connections across Academic Affairs, Student Life, and Athletics and ensure integrated approach to student learning inside the classroom and out

- Restructuring Academic Affairs to emphasize interdisciplinary and interprofessional approaches and programs
- Reorganized the system of assessment to bring both academic and administrative assessment under a single umbrella
- Served on the four person bargaining team that successfully negotiated an inaugural collective bargaining agreement with Service Employees International Union (SEIU) Local 200 for the unionization of adjunct faculty
- Member of the Labor Management Committee working with SEIU Local 200
- Established a Teaching Excellence Award and an annual faculty scholarship celebration
- Established a MakerSpace in the library
- Successfully changed the Spring calendar, in collaboration with staff and faculty representative bodies, to create a JanTerm, effective AY2020-21
- Established professional development for faculty and staff stepping into new administrative roles as well as targeted individuals with high potential for leadership development
- Expanded student employment opportunities through the Center for Life's Work in line with retention data showing the importance of student work—improved retention by 15% for students working on campus
- Oversaw search processes and subsequent hires for the Dean of the School of Business and Leadership and the Director of the Office of Research, Scholarship, and Innovation
- Developed system of weekly communication in Spring 2020 in response to Covid pandemic, and continued that system through the 2020-21 academic year
- Reorganized Academic Affairs processes and policies to support students during Spring 2020
- Led initiative to communicate with community and develop response to new admissions rules in 2019-20

### **Enrollment**

- Leading team comprised of faculty and staff from Academic Affairs, Student Life, and Community and Belonging to develop an integrated, comprehensive student experience model to define a Nazareth education
- Developed new academic programs in collaboration with Admissions to address student interests, including artificial intelligence programs, public health, and new BS in Sports and Entertainment Media
- Established free summer classes for incoming students to limit melt—matriculated 99% of those students
- Led Admissions in pairing with the Mentor Collective to provide mentors for incoming students in Fall 2020—limited summer melt to 2% and prepared incoming students
- Established partnership with Hanover Research to identify and provide market research on new programs and initiatives
- Led Institutional Research in recruitment and retention analysis, leading to changes in how we target aid and keep students on track to graduation
- Leading effort to assess Athletic recruitment generally, and specifically for students of color, to ensure better attraction and retention

- Collaborate with Enrollment and Finance to establish target enrollment goals for graduate and undergraduate populations
- Led Enrollment and Finance in establishing new pricing structure for graduate programs in the School of Education
- Collaborate on financial aid modeling with Enrollment and Finance
- Developed marketing plans for new undergraduate and graduate programs in collaboration with Marketing/Communications and Enrollment
- Developing certificate and non-degree programs in collaboration with Enrollment, the Center for Life's Work, and academic departments

#### **Advancement/Finances**

- Working with Institutional Advancement to gain funding, both private and foundation, for the Institute for Technology, Artificial Intelligence, and Society (\$30,000 in private donations secured, large grants pending)
- Leading development of grant proposals to NEH and private foundations to support new programs
- Doubled number of grant applications from faculty to external sources, and doubled amount of grant money received (\$5.3m in FY2020)
- Work with Trustees and Institutional Advancement to identify and pitch individuals with potential to support Nazareth programs
- Work with Vice President for Enrollment Management and Senior Vice President for Finance and Operations to define enrollment and budget expectations (exceeded budget targets for AY2020-21 and AY2021-22)

#### **Norwich University, 2012-2017**

##### ***Dean, College of Liberal Arts (CoLA)***

Responsibilities: Inaugural Chief Academic Officer for the College, encompassing 60 full time faculty in four departments and the School of Justice Studies and Sociology, and leadership of the university radio station, university newspaper, and university band. The dean provides strategic leadership and direction for the College, oversees a \$350,000 budget, and collaborates with two other deans in working with the provost to establish academic direction for the university.

##### Accomplishments and Initiatives:

- Established strategic vision and direction for the new College
- Reorganized systems and processes from previous independent units that composed CoLA and created new committees for curriculum oversight, promotion and tenure, and other College processes.
- Revised promotion and tenure process for College
- Established the Peace and War Center and the Center for Writing
- Led the College in transitioning the teaching load from a 4-4 to a 4-3
- Developed website, newsletter, and public relations programming for CoLA
- Achieved endowment level funding for CoLA (\$50,000)
- Cultivated donors to the College and Peace and War Center
- Successfully led development of grant proposals to fund initiatives within the Peace and War Center
- Established speaker series in creative writing and international topics

- Led a university-wide task force to address campus climate and produced a report, organized community-wide town halls, and worked with the President's Cabinet to develop a program for addressing the recommendations resulting from the process
- Led successful accreditation process to remove Education program from probation with the Vermont Agency of Education
- Worked with EAB, in collaboration with other deans, to address enrollment trends and program development
- Established DC Policy Week, a Spring Break immersion program in international affairs and policymaking

### **Drew University, 2008-2012**

#### ***Associate Dean, Curriculum and Faculty Development, 2011-2012***

Responsibilities: Primary oversight of curriculum development and assessment, and professional development for faculty.

#### Accomplishments and Initiatives:

- Developed new faculty orientation program
- Initiated development of assessment across the institution and created central system for collecting, evaluating, and using assessment information.
- Initiated development of Living Learning Communities
- Revised peer mentor program within the First Year Seminar
- Oversaw development of a Photography minor
- Worked with Curriculum Committee to successfully implement new General Education program

#### ***Chair, Political Science Department, 2008--2011***

- Led the department in developing assessment system
- Undertook planning and budgeting for department
- Led discussion of program and course development
- Recruited, supported, and evaluated part-time faculty
- Managed course offerings and faculty schedules

### **CONSORTIUM LEADERSHIP**

#### ***Chair, Chief Academic Officers Learning Community, New American Colleges and Universities, July 2021—***

- Develop agendas and topics of discussion for monthly meetings in collaboration with members and consortium president
- Lead monthly meetings
- Lead collaborative initiatives

### **RECOGNITION**

Named to *Rochester Business Journal's* Power 30 List for Higher Education, Forthcoming, October 2021

### **PRESENTATIONS IN HIGHER EDUCATION**

- Presenter-- Educating for Civic Professionalism, in collaboration with Drury University and the New American Colleges and Universities, at the Council of Independent Colleges Annual Conference for Chief Academic Officers, November 2020
- Presenter—Incorporating Life and Work Skills into General Education, American Association of Colleges and Universities Annual Conference, January 2018

## **TEACHING POSITIONS**

- Spring 2017-- Professor, Department of History and Political Science, Nazareth College
- June 2016-- Professor, College of Graduate and Continuing Studies, Norwich University
- 2012-17 Professor, Department of History and Political Science, Norwich University
- 2005--2012 Associate Professor, Department of Political Science, Drew University.
- July 2005 International Summer University in Macedonia
- 1999-2005 Assistant Professor, Department of Political Science, Tulane University.  
NCAA academic liaison to Athletic Department
- Spring 1999 Post-doctoral fellow, Woodrow Wilson School of International Affairs, Princeton University.
- 1997-98; 1993-96 Teaching Associate, Department of Political Science, University of California, Los Angeles.

## **HONORS AND AWARDS**

- 2004 Tulane College Award for Excellence in Undergraduate Teaching
- 2002 Tulane Honors Professor of the Year.

## **FELLOWSHIPS AND GRANTS**

- 2002 Georges Lurcy Faculty Research Grant, Tulane University Center for Scholars.
- 1999 Sawyer Seminar Post-Doctoral Fellowship, Center of International Studies, Princeton University.

## **LEADERSHIP DEVELOPMENT**

Foundations for Leadership 2016, Society for Organizational Learning  
Three day program to develop leadership skills and practice self-reflective approaches to strategic planning, supervision, and employee development

## **BOARD MEMBERSHIP**

*Schottland Family YMCA, Pittsford, NY, July, 2019—*

Highlights: Serve as fundraiser and provide fiduciary leadership to the organization.

*Flower City Arts Center, Rochester, NY, Chair, Personnel Committee, May 2019-July 2020*

Highlights: Lead committee to develop and implement system for annual evaluation of the Executive Director, develop and maintain Personnel Manual, establish a process of exit interviews of departing staff, define professional development opportunities, and serve as sounding board for all personnel matters.

*Montpelier Department of Recreation, Montpelier, VT, 2013-2016*

Highlights: Served as Board representative in strategic planning process to combine Department of Recreation, Department of Senior Services, Department of Parks, and Greenwood Cemetery into a single city department with integrated staff, systems, and missions.

## **ACCREDITATION**

*Middle States Commission on Higher Education, Reviewer, 2019-*

Highlights: Common areas of focus are Standard IV, Support of the Student Experience, and Standard VI, Planning, Resources, and Institutional Improvement

*New England Association of Schools and Colleges, Reviewer, 2014-17*

Highlights: Area of expertise was Standard II, Strategic Planning and Evaluation.

## **PUBLICATIONS**

### **Books**

*Intervention After the Cold War: the evolution of theory and practice*, Athens, Ohio: Ohio University Press, 2005.

*Sport Boundaries, Sports Events, and Commodification*, edited with Dikaia Chatziefstathiou, Cambridge: Inter-disciplinary Press, 2016.

### **Book Chapters (Peer reviewed)**

“Transgressive or Compliant? Reconsidering the Norms and Labels of Peacebuilding,” in Howon Jeon, ed., *Transitions to Peace: Between Norms, Theory, and Practice*. Routledge, forthcoming.

“Organizational Networks in Post-Conflict Disarmament Efforts,” with Frederic S. Pearson and Isil Akbulut, in Artur Gruszczak, ed., *Technology, Ethics, and the Protocols of Modern War*, Routledge, 2018.

“Pathways to International Status: Image Manipulation and the Olympic Games,” in Dikaia Chatziefstathiou and Talentino, eds., *Sport Boundaries, Sports Events, and Commodification*, Cambridge: Inter-disciplinary Press, 2016.



“The Military’s Role in Development,” in Jessica Piombo, ed., *The US Military in Africa: Enhancing Security and Development?* Boulder: Lynne Rienner, 2015.

“Effectiveness of Military Intervention,” with Marie Olson Lounsbery and Frederic Pearson, in Hegemann, Heller, and Kahl, eds., *Studying ‘Effectiveness’ in International Relations*, Berlin: Barbara Budrich Publishers, 2012.

“The Forgotten Element of Democratization: Bringing the Citizen Back In,” in Steven Hook ed., *Democratic Peace in Theory and Practice*, Kent, Ohio: Kent State University Press, 2010.

“Evaluating Failure and Success in Conflict Prevention,” in Albrecht Schnabel and David Carment eds., *Conflict Prevention: Path to Peace or Grand Illusion?*, Tokyo: United Nations University Press, 2002.

“Bosnia”; “Rwanda”; “El Salvador”; “Cambodia”, in Richard N. Rosecrance and Michael E. Brown eds., *The Costs of Conflict: Prevention and Cure in the Global Arena*, Lanham, MD: Rowman and Littlefield Publishers, Inc., 1999.

### **Journal Articles**

Weapons of War, Weapons of Peace: DDR Processes in Peacemaking,” with Frederic S. Pearson, *International Peacekeeping*, 2019. [DOI: 10.1080/13533312.2019.1623676](https://doi.org/10.1080/13533312.2019.1623676)

“Transgressive Norms and the Labels of Liberal Peacebuilding,” *International Journal of Peace Studies*, Vol. 17, no. 1, Summer 2012.

“The Effects of Military Intervention on Stability and Security” co-authored with Marie Olson Lounsbery and Frederic Pearson, *Democracy and Security*, Vol. 7 no. 3, August 2011.

“Nation Building or Nation Splitting? Political transition and the dangers of violence” *Terrorism and Political Violence*, Vol. 21, no. 3, July 2009.

“Balkan Lessons, Learned and Unlearned” *Journal of Conflict Studies*, Vol XXVIII, December 2008.

“Perceptions of Peacebuilding: The Dynamic of Imposer and Imposed Upon,” *International Studies Perspectives*, Vol. 8, no. 2, May 2007.

“One Step Forward One Step Back: The development of peacebuilding as concept and strategy,” *Journal of Conflict Studies*, Vol. XXIV, No. 3, Winter 2004.

“The Two Faces of Nation-Building: Developing Function and Identity,” *Cambridge Review of International Affairs*, Vol 17, no. 3, October 2004.

“US Intervention in Iraq and the Future of the Normative Order,” *Contemporary Security Policy*, Vol. 25, no. 2, August 2004.

“Rethinking Conflict Resolution—matching problems and solutions,” *Peace and Conflict Studies*, Vol. 10, no. 1, Spring 2003.

“Intervention as Nation-Building: Illusion or Possibility?” *Security Dialogue*, Vol. 33, no. 1, March 2002.

### **Book Reviews**

“Think Local: Reconsiderations of the Liberal Peace,” *International Studies Review*, Vol. 13, no. 3, September 2011.

*New Perspectives on Liberal Peacebuilding*, Newman, Paris, and Richmond, eds., *Ethics and International Affairs*, Vol. 24, no. 3, Fall 2010.

*After the War: Nation Building From FDR to George W. Bush*, James Dobbins, Michele A. Poole, Austin Long and Benjamin Runkle, RAND, *Peace and Conflict: Journal of Peace Psychology*, Vol. 15, Is. 3, 2009.

*Waging Nonviolent Struggle: 20<sup>th</sup> Century Practice and 21<sup>st</sup> Century Potential*, Gene Sharp, Porter Sargent Publishers, *International Studies Review*, Vol. 7, no. 3, September 2005.

*Humanitarian Intervention and International Relations*, Jennifer Welsh, ed., Oxford University Press, *Contemporary Security Policy*, Vol. 26, no. 2, August 2005.

### **INVITED LECTURES**

“Sport for Peace and Development”, International Olympic Academy, Olympia, Greece, July 2015.

“Balkan Lessons, Learned and Unlearned”, Symposium on Rescuing Failed States, University of New Brunswick, Canada, October 2007.

“The Forgotten Element of Democratization: Bringing the Citizen Back In,” Symposium on Democracy, Kent State, May 2-3 2007.

“The Connections Between Nation Building and Violence,” The College of New Jersey, October 20, 2005.

“Nation-building and Iraq”, Stennis Space Center, Mississippi, June 3, 2003.

“Collision Course: Entrenching Norms in Collapsed States”, Nation Building between National Sovereignty and International Intervention, Workshop, Osterreiches Institut fur Internationale Politik, Vienna, Austria, May 9, 2003.

“Peacebuilding by Trial and Error”, State University of New York, College at Cortland, April 24, 2003.

### **Current Research**

Book project: *Two Weeks of Worship: Olympic influences on identity and recognition*, proposal under consideration.

“Inter-governmental Organization Effectiveness in Post-Conflict Peace-Building,” with Frederic S. Pearson, journal article, under submission

“Teaching Peace? The Olympic Movement, Peacebuilding, and Community Dialogue,”  
book chapter, book under review

### **INVITED CONFERENCE PARTICIPATION**

Participant, Reducing Insecurity in Africa: Roles and Responsibilities of the U.S. Military, U.S. Government and Non-Governmental Community. Workshop. Monterey, CA, December 2010.

Chair, Globalization and the Distribution of Power, World International Studies Conference, Istanbul, Turkey, August 2005.

Air War College National Security Forum, Maxwell Airforce Base, Montgomery, Alabama, May 2005.

Moderator, Africa Focus Group, National Foundation for Women Legislators Annual Conference, New Orleans, Louisiana, November 2000..

### **INTERVIEWS and TELEVISION APPEARANCES**

The Ben Merens Show, Wisconsin Public Radio, March 24, 2004

Countdown with Keith Olbermann, MSNBC, August 29, 2003.

Interview with Jane Duke-Lefebvre, Radio FM4, Austrian Broadcasting Corporation, Vienna, Austria, May 9, 2003.

“Evening News”, WWL-TV Channel 4, New Orleans, January 31, 2003.

“Evening News”, WDSU-TV Channel 6, New Orleans, January 28, 2003.

“Morning News”, WWL-TV Channel 4, New Orleans, September 13, 2001.

“Nightwatch”, WWL-TV Channel 4, New Orleans, September 12, 2001.

“Nightwatch”, WWL-TV Channel 4, New Orleans, April 1, 2001.

Interviews with reporters from the *Chicago Tribune*, *Washington Post*, and *Christian Science Monitor*.

### **NEWSPAPER ARTICLES**

“Early Decision can be a useful tool for students heading to college,” *Democrat and Chronicle*, January 13, 2020, with Meaghan Arena.

### **CITATIONS**

Amaris Elliott-Engel, “Educators are still learning best practices in online classes”, *Rochester Business Journal*, February 19, 2021.

Bill Walsh, "Congress Urged to Toughen Terrorism Laws", *The Times-Picayune*, September 18, 2001: A3.

Jodi Wilgoren, "A Terrorist Profile Emerges That Confounds the Experts", *The New York Times*, September 15, 2001: A2.

### **PREVIOUS RELEVANT POSITIONS**

Camp Walt Whitman, Piermont, NH, 1986-1994

Highlights: Served as Tennis Director, Senior Camp Director, and Girls' Side Director

Tennis LA, Los Angeles, CA, 1992-1999

Highlights: Served as Assistant Director, Junior Development Program

Windward School, Los Angeles, CA, 1995-1997

Highlights: Tennis Coach, Boys Varsity

### **REFERENCES**

*Richard Schneider*, Norwich University president emeritus, [rschneider@norwich.edu](mailto:rschneider@norwich.edu), 802-793-6796

*Elizabeth (Beth) Paul*, President, Nazareth College, [epaul3@nazareth.edu](mailto:epaul3@nazareth.edu), 585-389-2001

*Theresa (Terri) Conroy*, Harter, Secrest, and Emery LLC, [tconroy@hselaw.com](mailto:tconroy@hselaw.com), 585-231-1111

*Patrick Richey*, Vice President for Finance and Operations, Nazareth College, [prichey1@naz.edu](mailto:prichey1@naz.edu), 585-389-2020

*Lisa Durant-Jones*, Vice President for Community and Belonging, Nazareth College, [ldurant4@naz.edu](mailto:ldurant4@naz.edu), 585-389-2775

*Kelly Gagan*, Associate Vice President for University Advancement, University of Rochester, [kgagan@ur.rochester.edu](mailto:kgagan@ur.rochester.edu), 585-276-5253