**KAREN L. PENNINGTON**

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**PROFESSIONAL POSITIONS**

**Administrative Overview**: Since 1980 I have held seven mid and senior level, Student Affairs positions within various types of institutions of higher education.

**January 1998‑Present. Vice President for Student Development and Campus Life. Montclair State University, Montclair, New Jersey**. Chief Student Affairs Officer of a selective, public comprehensive institution with a student body of 19,500. One of seven vice presidents who with the President set general policy and direction for the University. Responsibilities include professional staff hiring and development, supervision and coordination of 23 departments including academic support services such as testing, tutoring and academic advising, as well as student support services including health services, counseling, residence education and services, undergraduate admissions, conference services and university police. Overall supervision of 300 professional and clerical staff. Undertake various university projects and serve as media spokesperson for all activities involving students. Ex‑officio member of the University Senate. Responsible for divisional budgets in excess of 80 million dollars.

**Accomplishments include:**

* Continual renewal of divisional structure and priorities to remain equipped to meet the needs of an expanding and future orientated institution.
* Established and maintained campus safety and emergency management operations for the University.
* Reshaped divisional philosophy to encourage accountability of all staff.
* Encouraged and supported collaborative and cooperative relationships with other divisions of the University.
* Oversaw enrollment management for a growing university.
* Instituted and managed university culture changes for staff and students.
* Oversaw creation of and implementation of programs that increased retention and graduation rates.
* Served as University spokesperson to major media outlets in times of campus crisis.

**July 1994‑January 1998. Vice President for Student and Campus Life. State University of New York at Geneseo, Geneseo, New York**. Chief Student Affairs Officer of a highly selective liberal arts undergraduate college with a student body of 5,400. One of four vice presidents who with the President, set general policy for the College. Primary role in developing long range plans for the student services area of the College. Responsibilities include professional staff hiring and development, supervision and coordination of 11 departments (including Admissions, Athletics, Career Services, College Union and Activities, Counseling, Dean of Students/Judicial Affairs, Disability Services, Health Services, Multicultural Affairs, Residence Life, and University Police). Direction of Student Government operations, including $1,000,000 in mandatory student fees, Overall supervision of 132 professional and clerical staff. Undertook various alumni, student organization, and development projects. Ex‑officio member of the College Senate. Member of the

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Board of Directors overseeing Campus Auxiliary Enterprises, which provides food service, vending, bookstore, conference activities and laundry services.

**Accomplishments include:**

* Led major initiatives to direct the division toward a Student Learning/Student Centered focus, capable of meeting the needs of students in the twenty‑first century.
* Developed long range plan for reorganization of the division, in order to accommodate fiscal and theoretical priorities.
* Reorganized division to create new alliances between departments and maximize efficient use of personnel and resources.
* Created effective liaisons and collaborative programs with the academic affairs division.
* Oversaw re‑shaping of the division philosophy toward a more developmental approach to Student Affairs.
* Oversaw division budgets in excess of twelve million dollars.

**February 1990‑June 1994. Dean for Student Life. State University of New York at New Paltz. New Paltz. NY.** Chief administrative officer for the Student Life Cluster at a selective comprehensive college of 8,000 students. Oversaw direction of the Offices of Residence Life, College Activities and New Student Programs. Coordinated the judicial process and all accompanying procedures, including serving as the chief hearing officer for the college. Supervision of 15 professional staff, 92 paraprofessional staff and 4 clerical personnel. Oversaw the Greek Life system, which consisted of 14 fraternities and 12 sororities, serving as the institutional liaison between Greek national offices and the College at New Paltz. Responsible for the coordination of Student Life programs with other Student Affairs areas and for maintaining liaison relationships with Student Affairs areas, particularly Health, Counseling and Disability Services.

**Accomplishments Include:**

* Prepared and controlled departmental budgets (total exceeding $8,500,000) for all Student Life areas, including a self‑sufficient residence hall operation system.
* Presented programs and workshops designed to foster a multicultural environment to campus wide student and staff organizations.
* Administered and directed special projects and programs for the college President that facilitated her contact and interactions with students.
* Worked closely with and provided leadership to elected student leaders and student organizations.
* Trained and Certified as a Literacy and ESL Tutor (Laubach Method).
* Managed and directed Student Life staff through the aftermath of chemical accident that closed five residence halls and three academic buildings.

**January 1987‑February 1990. Associate Dean for Student Life/Director of Residence Life. State University of New Paltz, New Paltz. New York.** In conjunction with the Dean for Student Life, provided direction and leadership for the Student Life Cluster. Oversaw the administration of a residence hall system consisting of 11 buildings housing 2,300 students. Provided supervision for professional, paraprofessional and clerical staff. Coordinated interactions with Health and Counseling Centers for student referral services. Governed the coordination of Student Life programs such as Summer Orientation and Family Weekend. Provided advice and counsel to

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student organizations. Served as a College judicial officer. Developed and administered departmental and project budgets. Orchestrated hiring and training practices all Student Life staff.

**Accomplishments included**:

* Inaugurated the College's involvement in NACURH, NEACURH, and NRHH.
* Stabilized and then increased residence hall enrollment and retention.
* Organized and implemented new budgetary systems for the department.
* Directed department's change to a sell sufficient auxiliary enterprise.
* Trained and Certified as a New York State Conflict Resolution Mediator

**January 1986‑December 1986. Acting Director of Residence Life. State University of New York at New Paltz, New Paltz. New York**. Directed the administration of 11 residence halls housing 2,300 students. Supervised 11 professional, 89 paraprofessional, and 2 clerical staff. Served as the departmental liaison between Student Life and Counseling Center, Health Center, and other campus agencies. Govern the administration of departmental and personnel budgets. Oversaw the functions of the Residence Hall Student Association. Coordinated all professional and paraprofessional recruitment efforts.

**Accomplishments include:**

* Integrated Residence Life, College Activities, and New Student Programs into a Student Life Cluster operation.
* Created and oversaw development of workshops to train staff in interview skills, basic counseling, problem solving techniques, and multicultural awareness.
* Developed staff training manuals.
* Stabilized professional staff and department after director and heavy staff and turn‑over.
* Produced and administered departmental budgets for Residence Life, New Student Orientation and College Activities.

**September 1985‑December 1985. Director of College Activities. State University of New York at New Paltz, New Paltz, New York**. Administered the management of the Student Union Building. Provided leadership and support to 2 professional, 5 paraprofessional and 1 clerical staff. Directed and coordinated activities of 90 student organizations and 11 residence hall groups. Guided the work of student groups such as the Council of Organizations and the Campus Activities Programming Board. Oversaw special events programs for the campus including Family Weekend.

**Accomplishments included:**

* Prepared and managed departmental budgets.
* Developed new recruitment and selection processes for staff.
* Reorganized student staff to incorporate a student development approach to student activities.
* Revised procedures for advising of student organizations.

**September 1980‑September 1985. Associate Dean of Students/Director of Student Activities. University of Scranton, Scranton, Pennsylvania**. Senior administrator in an emerging Student Affairs operation of a highly selective private university of 5,000 students. Managed the production

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of all Student activities for 50 co‑curricular student organizations. Oversaw the functions of the elected Student Government and the individual class officers. Produced and administered budgets

totaling $350,000 for 14 student organizations including the yearbook and Student Government. Special responsibility for assessing the needs of female students.

**Accomplishments include:**

* Inaugurated and provided leadership and staff training workshops.
* Developed and implemented a computerized processed to facilitate administration of all student government and class elections.
* Initiated procedures to coordinate all student activities.
* Developed training workshops and assisted in supervision of residence hall staff

**June 1979‑July 1980. Assistant Coordinator for Residence Hall Services and Programs. Ohio University, Athens, Ohio**. In tandem with the Coordinator, provided direction in the administration of 13 residence halls housing 2,300 students. Governed budget practices for auxiliary services and student organizations. Provided supervision and direction of 87 employees including 7 professionals, 78 paraprofessionals, and 2 civil service personnel. Taught First Year Experience course to 40 students.

**August 1978 ‑ June 1979. Area Director Ryors/Treudlev Complex. Ohio University, Athens. Ohio**. Administered and managed a residential complex housing 300 students, consisting of one upper class coed hall and one freshman female hall. Created special event program activities designed to build community.

**June 1976 ‑ July 1978. Resident Director. Finegan Hall. Gannon University, Erie, Pennsylvania**.

Oversaw the administration of one residence hall housing 320 freshman and sophomore men and women.

**SELECTED PUBLICATIONS**

* “It Takes a Village to Be Effective”, Exceptional Senior Student Affairs Administrators’ Leadership, NASPA Student Affairs Administrators in Higher Education, Jordan and Ellis, Ed., 2011
* A Perspective on Politics for RAs, Karen L. Pennington, Reslife.net, 2001

**SELECTED TEACHING, PRESENTATIONS AND CONSULTANCIES**

**Teaching:**

* Managing Up and Around the University (Organizational Politics – Should I use my power for good or evil?!), NASPA Region II – Mid Managers Institute, 06/12

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* Institute for New Senior Student Affairs Administrators: Two day workshop on student services, crisis management, leadership and policy, Washington, DC, 10/07
* Introduction to Student Affairs, Montclair State University. Education Counseling Master’s Program, 2004-2007
* Customer Service and Leadership, Mitchell College, 10/04

**Presentations/Lectures/Papers:**

* Introduction to Law and Higher Education, Montclair State University, 09/12
* Cross Culture Communication, Haramaya, Mekele and Jimma Universities, Ethiopia, 05/12
* Building a Spirit of Collaboration, NJ ACE Network conference, 04/12
* Diverse Millennial Students, Stetson University College of Law 33rd Annual National Conference on Law and Higher Education, Tampa Florida, 02/12
* Working with Students in Crisis- Central European University, Budapest, Hungary, 11/11
* Leadership on a Global Level – Student Leadership Skills, Montclair State University, 09/11
* Building Bridges: Establishing and Sustaining Effective Relationships between Academic Affairs and Student Affairs, University of the Virgin Islands, 10/07
* Challenges and Changes: Transformations in Higher Education, Rutgers University, 11/03

**Research Activities/Fellowships/Grants/Contracts:**

* Student Affairs Staff Development Training Program: Weeklong series of programs dedicated to strategic planning, skill development and managing and directing student service operations, Central European University, Budapest Hungary, 06/03, 11/10, 11/11
* Promoting Student Dialogue and Resolving Student Grievances, Haramaya, Mekele and Jimma Universities, US Speaker and Specialist Grant, Ethiopia, 05/12

**Editorial Work/Consultancies/Review Panels:**

* Residence Life External Review Team, University of Dayton, 04/10
* Student Affairs External Review Team, Boston College, 02/08
* Middle States Accreditation Teams, various universities in PA, NY and PR, 1998 to present

**SELECTED INSTITUTIONAL SERVICE**

• Member, Centennial Steering Committee 2006 to 2008

• Member, College Planning Council 1994 to 1998

• Member, Continuous Quality Improvement Program 1994 to 1998

• Board of Directors, Campus Auxiliary Services 1994 to 1998

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* Member, President's Commission on Gay/Lesbian/Bisexual Issues 1993 to 1994

• Chair, President's Task Force on Police Arming 1993 to 1994

• Member, Educational Assessments Outcome Committee 1991 to 1994

• Member, President's Commission on Cultural Pluralism

 and Human Diversity 1988 to 1994

• Delegate, College Commission on Admissions, Recruitment and Retention 1988 to 1990

• Member, College Committee on the Quality of Student Life 1988 to 1990

• Coordinator, Freshman Convocation Committee 1987 to 1989

• Member, President's Commission on Substance Abuse 1985 to 1988

# **SELECTED PROFESSIONAL SERVICE**

* Member, Board of Directors, Talisman Guidance Solutions 2011 to Present
* Member, International Advisory Council of the Center

For Excellence in Higher Education Law and Policy

Stetson University College of Law 2010 to Present

* Expert Consultant, Higher Education Center 2009 to 2012
* Chair, NASPA Stevens Institute 2009 to 2011

• Member, Board of Trustees, University of Scranton 2004 to 2012

• Chair, NASPA MUFP Task Force 2004 to 2005

• Member, NASPA Foundation Board of Directors 2003 to 2008

• Chair, Board of Directors, NASPA 2003 to 2004

• Member, NASPA Executive Committee 2002 to 2005

• Member, NASPA HELP Ecology Team 2001 to 2003

• Member, NASPA NetResults Editorial Board 2001 to 2002

• Member, NASPA Strategic Membership Committee 2000 to 2003

• Vice‑President, NASPA Region II 1997 to 1999

• Member, NASPA Region II Advisory Board 1997 to 2004

• Member, 1997 NASPA/ACPA Decennial Convention Committee 1995 to 1997

• Regional Coordinator, NASPA's Minority Undergraduate Fellow Program 1994 to 1996

• Member, 1994 NASPA Annual Conference Committee 1992 to 1994

• Member‑at‑Large, NEACUHO 1992 to 1994

• Member, 1992 NASPA Career Services Conference Committee 1990 to 1992

## SELECTED COMMUNITY SERVICE

• American Conference on Diversity (formerly NCCJ) of New Jersey

* Essex County Go Red for Women Luncheon (American Heart Association)

• NJ CARES

• Literacy Volunteers of America

• Urban League of Essex County

• Board of Directors Genesee Valley Council on the Arts

• Board of Directors, Literacy Volunteers of America, Livingston County Chapter

• Friends of the Migrant Center Board Member, Geneseo Migrant Center

• NY State Certified Conflict Resolution Mediator

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**SELECTED AWARDS AND RECOGNITION**

* J. William Fulbright Visiting Specialist Roster 2013

• Fred Turner Award for Outstanding Service to NASPA - National 2007

• Fred Turner Award for Outstanding Service to NASPA - Region II 2005

• NASPA Pillar of the Profession 2004

• University of Scranton – Frank J. O’Hara Distinguished Alumni Award 2001

• Winner, ACUHO‑I Multi‑Media Award 1991

## EDUCATION

Certificate (High Competency) 2009

Student Affairs Law and Policy

Stetson University College of Law

Center for Excellence in Higher Education Law and Policy

Tampa, FL

Ph. D., Educational Administration May, 1994

The University at Albany

State University of New York

Albany, New York 22222

Concentration: Higher Education Administration

Dissertation: Three Presidents ‑ A Study in Leadership

 A History of The College at New Paltz 1944‑1979

M A., History May, 1983

University of Scranton

Scranton, Pennsylvania 18510

Concentration: American History

M.Ed., Counseling May, 1978

Gannon University

Erie, Pennsylvania 45701

Concentration: Secondary Education

B.A., History May, 1976

University of Scranton

Scranton, Pennsylvania 18510

Concentration: English History and Psychohistory

**REFERENCES**

Furnished upon request