

Eric Carl Link, Ph.D.
Provost and Vice President for Academic Affairs
University of North Dakota
Grand Forks, ND 58202

Principal Leadership and Academic Appointments

2021-Present	Provost and Vice President for Academic Affairs University of North Dakota
2019-2021	Provost & Senior Vice President for Academic and Student Affairs University of Houston Downtown
2015-2019	Dean, College of Arts and Sciences Purdue University Fort Wayne
2014-2015	Associate Dean, College of Arts and Sciences University of Memphis
2013-2014	Assistant Dean, College of Arts and Sciences University of Memphis
April/May 2011	Fulbright Senior Scholar, University of Fribourg Fribourg, Switzerland
2008-2013	Chair, Department of English University of Memphis
April/May 2008	Fulbright Senior Scholar, Lesya Ukrainka Volyn National University; Lutsk, Ukraine
1998-2008	Hugh Shott Professor of English (Endowed Professorship) North Georgia College & State Univ (now Univ of North Georgia)
1999-2000	Department Head, Department of Language and Literature North Georgia College & State University
1996-2008	Professor of English North Georgia College & State University Assistant 1996-2000; Associate 2000-2006; Full 2006-2008

Administrative Appointments and Other Leadership Activities

Provost and Vice President for Academic Affairs July 2021-Present, University of North Dakota

Provide senior leadership and administrative oversight for the academic affairs and enrollment management operations of the flagship research institution in the state of North Dakota. Founded in 1883, and fully accredited by the Higher Learning Commission, the University of North Dakota is an R1 research institution and the largest institution of higher education in the state and is among the nation's premier public research universities. Resting on a 516-acre campus, UND is a leader in fields such as engineering, medicine, aviation, law, energy, and uncrewed aircraft systems. With approximately 15,800 students, UND offers more than 220 fields of study, across nine colleges from the bachelor's to the Ph.D., along with a variety of professional degrees in law and medicine. UND is the only university in the state of North Dakota with a Medical School and a Law School. UND has more than 760 faculty, 1860 staff, a total annual budget of 600M, and competes in the NCAA Division 1 in athletics.

As provost, I sit on the president's executive council/cabinet, and I serve as the institutional officer in charge when the president is away from campus. I work closely with the members of the executive council on all operational matters of the university, including the development of institutional budgets, the development and implementation of student support services, strategic planning exercises, campus master planning, research support and enhancement, policy development, advancement and fundraising, crisis and change management, and more. I represent the university to the North Dakota University System (NDUS), the State Board of Higher Education (SBHE), and the North Dakota Legislature through membership on system-wide governance committees and through the preparation of presentations, reports, and testimony in preparation and support of state legislative sessions each biennium.

Direct Reports Include:

- Academic Deans
 - School of Law
 - John D. Odegard School of Aerospace Sciences
 - School of Graduate Studies
 - College of Arts and Sciences
 - College of Engineering and Mines
 - College of Nursing and Professional Disciplines
 - Nistler College of Business and Public Administration
 - College of Education and Human Development
 - Chester Fritz Library System
- Vice Provost of Strategic Enrollment Management
- Vice Provost for Undergraduate Studies and Student Success
- Vice Provost for Faculty Affairs

- Vice Provost for Strategic Programming, Analytics, and Effectiveness
- Director of Policy and Administration
- Director of Strategy, Planning, and Communications
- Director of HR for Academic Affairs
- University Registrar
- Chief Information Officer/AVP of University Information Technology

University of North Dakota: Selected Initiatives and Accomplishments

- Have overseen **steady enrollment increases** at the university each year, counter to national enrollment trends during the same span. UND witnessed growth of between 1%-2% in each of the Fall 2021, Fall 2022, and Fall 2023 semesters, **nearly 6% growth entering Fall 2024**, and an **additional 5% increase in Fall 2025**. The Fall 2025 census enrollment of **15,844** represents the highest enrollment in the institution's history.
- Provide leadership and administrative oversight for the current **Campus Master Planning** exercise underway in the 2025-26 academic year.
- UND registered its **highest y/y retention rate** in Fall 2023 at **83%**, and also saw record-setting numbers of incoming presidential/merit scholarship recipients. UND surpassed that **record retention rate in Fall 2024 at 84%**, establishing a new all-time high for the institution.
- To support faculty success and achievement at the university, and to provide a support network for faculty during all phases of their careers, I established the new position of **Vice Provost for Faculty Affairs** in the Office of the Provost.
- The Office of the Provost, in partnership with the Vice President for Research and Economic Development and the President's Cabinet, has helped lead UND to multiple years of **double-digit increases in sponsored research activity, as research expenditures have increased from 110M per year to 240M per year**. The institution is classed R1/Very High Research Activity.
- In partnership with the Vice President for Student Affairs, established the **Office of Leadership Development** at UND to promote leadership growth and opportunities for students across the institution. This includes the establishment of the new **Presidential Leadership Scholarship program** here at UND.
- Established the new **UND CONNECT** initiative, which provides grants to faculty who engage with community partners across the state of North Dakota on a variety of pure and applied research projects designed to enhance quality of life across the state and provide unique experiential learning opportunities for students.

- In partnership with the UND Alumni Association and Foundation, established and host an annual **Fundraising and Development Workshop Series for Deans and Development Officers**.
- Provide leadership and support for the current **FOREVER UND capital campaign**, which entered its public phase in October 2023. This is a 625M campaign, and about 610M has been raised thus far.
- Within the larger context of the **FOREVER UND** campaign, some of my personal fundraising efforts in the past few months have included **6M** to underwrite the launch of the new BBA degree in Real Estate at UND; **1M** to support the UND Writer's Conference; **750k** to establish a new professorship in nursing, and more.
- Oversaw the development of the new **UND LEADS strategic plan** (published in 2023). UND LEADS was developed through a robust shared governance process with over 700 faculty and staff participating in its development.
- Oversaw the recent 10-year reaffirmation of **UND's accreditation with the Higher Learning Commission** (reaffirmed without any findings or mandated monitorings for a full ten-year period).
- Received the **2022 Colleague's Choice Innovation Award** from the Western Interstate Commission on Higher Education (WICHE) for UND's work on OERs (open educational resources). Received the **2026 Colleagues Choice Innovation Award** from WICHE for UND's work in creating support mechanisms for military-affiliated students.
- Received (in conjunction with the Office of the President and UND leadership) the **ACE/Fidelity Award for Institutional Transformation** in March 2022.
- Enhanced development and advancement efforts across academic affairs through the establishment of **new director of development positions** for the School of Graduate Studies, the UND Chester Fritz Library, the Office of Strategic Enrollment Management, and the UND Center for Innovation.
- Established the new **Experiential Learning Center** at UND in order to enhance and advance experiential learning opportunities for students across the university.
- In partnership with the Vice President for Finance and Operations/CFO, oversaw a **complete review of the MIRA budgetary model at UND**. UND is an RCM institution, and the MIRA model is the branded instance of RCM used by UND.

- Enhanced **shared governance across the institution** through partnership with the University Senate Executive Committee. Of particular note is the effort, lead by the Office of the Provost, to bring a standing committee of the University Senate directly into the annual budget creation process at the university.
- Oversaw the **development and implementation of multiple capital projects** on the UND campus, including a 55M renovation to Merrifield Hall and a 150M STEM complex, among countless other space-related initiatives on campus.
- Made substantive **upward adjustments to the baseline promotion pay increases** to add to the total compensation and rewards packages for faculty and reduce pay compression and inversion.
- **Constructed a new state-of-the-art esports facility** on campus (1.2M) and oversaw the expansion of our esports competition at the national level, as well as the establishment of esports scholarship opportunities for top esports athletes.
- Working in partnership with the CFO and other key executive leaders across campus, helped lead UND through a **comprehensive market and equity salary study** which resulted in the development and approval of a new compensation philosophy for the university and the implementation of hundreds of market- and equity-based salary adjustments for staff and faculty.
- In partnership with the Office of the President, established and chaired a new **Innovation and Entrepreneurship Coordinating Committee** dedicated to the advancement of UND's culture of innovation.
- Worked with the CIO to develop and implement new IT Governance structures highlighted by the **establishment of the Digital Initiatives Prioritization Committee** at the University of North Dakota to provide more comprehensive and meaningful review of IT/Tech initiatives across campus.
- In coordination with the Dean of the School of Graduate Studies, implemented **new faculty mentoring initiatives** designed to improve the graduate student experience and success rates among masters and doctoral students.
- Restored funding to a number of key shared governance committees at UND in order to enhance **teaching innovation and faculty professional development**.
- Engaged in ongoing, strategic program development, leading to the launch of several key new programs in the past few years, including a **B.S. in Esports, a B.S. in Aerospace Engineering, a B.B.A. in Business Analytics, a B.A. in Digital Journalism, a B.M. in Music Therapy, a M.S. in Applied Statistics, an M.S. and Ph.D. in Artificial Intelligence, a B.B.A. in Real Estate**, and more.

- Play an instrumental leadership role in **crisis management** at UND, covering everything from safety emergencies to weather-related challenges to pandemic and post-pandemic management.
- Joined the **New University in Exile Consortium** and **Scholars at Risk Network** to make UND a home for displaced scholars around the world.

**Provost and Senior Vice President for Academic and Student Affairs
January 2019-June 2021, University of Houston Downtown**

Provide senior leadership and administrative oversight for the academic affairs, enrollment management, and student affairs operations of a comprehensive, public, metropolitan, master’s-level institution of 15,000 students. A recognized HSI (Hispanic Serving Institution) and Community Engaged University, UHD serves a diverse population in the heart of Houston with programming at the bachelor’s and master’s level spread across five academic colleges, with numerous centers, institutes, and student support services.

UHD employs 730 faculty members (369 full time; 361 part time) and 630 staff members, with an annual institutional budget of approximately \$153M (of which approximately \$85M falls under the direct responsibility of the provost). The provost serves as the Chief Academic and Student Affairs Officer responsible for providing strategic and operational leadership for all academic programs, operations, and budgets, as well as all initiatives related to retention, graduation, student access, student success, and the professional development and research activities of faculty. In addition, the provost administers tenure and promotion, oversees accreditation, institutional research and data analytics, and assessment, and works with the CFO on the preparation of the annual university budgets and legislative requests. The provost is responsible for shaping and expanding academic programming—including online, international, and distance education opportunities, and fostering participation in shared governance, overseeing enrollment management and student life, and ensuring the strategic growth and enhancement of student support services. Moreover, the provost is responsible for long-term strategic planning at the university, and for advancing the development of high-impact practices across the curriculum in order to stimulate engaged learning and to support student success.

Direct reports included:

- Vice President of Enrollment Management
- Associate Vice President of Academic Affairs
- Associate Vice President of Faculty, Research, and Sponsored Programs

- Associate Vice President of Programming and Curriculum
- All Academic Deans
- Dean of Students
- Executive Director of Financial Affairs
- Executive Director of Academic and Student Affairs
- Executive Director of Assessment and Accreditation
- Executive Director of Institutional Research and Data Analytics
- Director of the Library

UHD Provost: Selected Initiatives and Accomplishments

- Steady enrollment increases (2.6% headcount growth in Fall 2019 and 4.2% credit hour growth Fall 2019; 4.1% headcount growth in Fall 2020 and 4.5% credit hour growth in Fall 2020—setting all-time records for the institution), highlighted by largest FTIC class in institutional history in Fall 2019 and overall 4.0% growth in FTE; Summer 2020 credit hour production up approx. 27% y/y
- Increased 4- and 6-year Graduation Rate; approx. 10% jump over two years (from 20% to 30%)
- Increased Retention Rates—FTIC first-year retention rate up 1.9% y/y and up 17.3% over ten years
- Oversaw largest graduation classes in UHD history
- Fostered the creation of multiple transfer articulation agreements
- Oversaw conversion of institution from Banner to PeopleSoft
- Initiated and administered a new institutional strategic planning exercise
- Increased resource allocation for the Male Minority Programming Initiative
- Increased ADA compliance through Blackboard Ally program
- New program development
 - Masters in Professional Accountancy
 - Masters in Artificial Intelligence
 - Masters in Educational Leadership
 - Masters in Strategic Communication
 - Online MBA
 - Graduate Certificate in Data Analytics
 - Graduate Certificate in Applied Statistics
 - Graduate Certificate in Foundations of Educational Leadership
 - Bachelor of Arts in Biology
 - Undergraduate Esports Certificates
 - Development of new Badge Program
- OER Taskforce creation and charge (Open Educational Resources)
- Online Programming Taskforce creation and charge
- Integration of EAB student success platform
- Enhanced Institutional Research visibility; increased data availability across UHD through new data visualization and end-user query capability

- Opened new \$70M Science and Technology building
- Oversaw construction of new \$38M Wellness and Student Success Center
- Crisis Management
 - COVID-19
 - Tropical Storm Imelda
 - Creation of new emergency response protocols
- Increased Professional Development funding for faculty and increased start-up funding
- Creation and adoption of 3-year academic calendar (a new initiative at UHD, which only had been operating on a semester-by-semester calendar)
- Successfully partnered with Faculty Senate on numerous projects, including resolutions related to faculty professional development funding, online education quality enhancements, and crisis-management and faculty and staff safety issues
- Launching of Program Review policy and protocol initiative
- Developed partnership MOUs and LOIs with multiple local and regional institutions
- Fostered relationships with partner institutions in Vietnam and Taiwan
- Multiple policy improvements, including:
 - Rank and Tenure Policy
 - Admissions Policy
 - Dean Evaluation Policies
 - Senior Lecturer Policy
- Campus space planning initiative; oversee space management on campus
- Office of the Provost restructure and strategic realignment of workload portfolios
- Increased financial assistance to Pell-eligible students through Gator Pledge program
- Strategic realignment of financial aid and marketing endeavors
- Creation of Office of Impact Learning (to promote high-impact learning practices)
- Launch of campus-wide PLA (Prior Learning Assessment) conversation/study
- Budgeting and business process improvements
 - Address structural deficits
 - Address CUPA averages and equity issues among staff and faculty
 - Create new pathways for continuing education growth
 - New process tracking protocols
 - New strategic annual hiring plan protocol
 - Revised IDC allocation model to enhance faculty funding
- Establishment of revised list of SACSCOC and IPEDS Peer Institutions
- Establishment of new Commencement Speaker Committee
- Improvements in faculty orientation and onboarding

Dean, College of Arts and Sciences, 2015-2018 Purdue University Fort Wayne

Dean of the largest college at Purdue University Fort Wayne (180 full time faculty and 40 administrative staff and a budget of approximately \$15M), featuring 13 departments and programs spanning the humanities, social sciences, and natural sciences, as well as a number of research centers, interdisciplinary programs, and outreach activities. Purdue Fort Wayne is a public, comprehensive, metropolitan university with approximately 10,000 students. Responsible for all aspects of the college, including the budget, personnel, strategic planning, development and advancement, curriculum and program development, advising and mentoring initiatives, program review, enrollment management, recruitment and retention efforts, marketing and public relations, advocacy, and all of the duties typically associated with the leadership and administration of a large and diverse college at a public institution.

Dean: Selected Initiatives and Accomplishments

- Reconfiguration and growth of the college's external advisory board, including drafting new board mission statement and bylaws;
- Enhanced fundraising initiatives and establishment of new endowments;
- Management at the college-level of the university mandates related to a two-year strategic program realignment study, which called for programmatic and departmental consolidation to achieve target efficiencies and budgetary goals;
- Helped lead and administer university rebranding efforts;
- Construction of new ADA-compliant clinic for the Department of Communication Sciences and Disorders;
- Conceptualization, establishment, and funding of **Purdue START**, a faculty-driven community research and engagement program;
- Creation and launch of new **Professors in Partnership** concept linking faculty with local high schools to create enrollment and support pipelines;
- Complete reconceptualization of college marketing and communications protocols, creation of the first college-level formal communications plan, and establishment of the **Office of Media and Communications**;
- Enhancing college advising operations and revitalization of the **Student Success Center**;
- Enhanced faculty and student awards programs;
- Wrote the white paper that helped establish Purdue Fort Wayne's identity as a designated metropolitan campus;
- Worked with central administration to institutionalize a set of new metrics tied to the annual evaluation of program success and sustainability;
- Conceptualized new model for student career services that was later operationalized by central administration across campus;
- Brought several undergraduate and graduate programs through the approval process, including programs in biochemistry, actuarial sciences, and data analytics;

- Development of **Learning²** collaborative teaching model focused on interdisciplinary engagement;
- Reversed multiple consecutive years of enrollment declines through improved recruitment, retention, and marketing efforts;
- Launch of college-level strategic planning exercise.

**Associate Dean, College of Arts and Sciences, 2014-2015
University of Memphis**

One of three Associate Deans in the College of Arts and Sciences who, along with the Dean, comprise the core leadership team of the largest college of the University of Memphis, with thirty-four departments, institutes, interdisciplinary programs, and research centers. Among the duties included in my portfolio were enrollment management, faculty workload and research productivity analysis, student scholarship management, chairing the CAS Undergraduate Curriculum Committee, serving as the CAS representative to the University Undergraduate Council, collaboration with the Provost's Office on matters pertaining to the university assessment initiatives including SACS reporting on assessment programs at the University of Memphis, student grade appeals, and other tasks as assigned by the Dean.

In my role as Associate Dean, I assisted the Dean of the College with a variety of special initiatives related to faculty workload and resource distribution and allocation under an evolving RCM (Responsibility Center Management) budgetary model. I also assisted with RCM-related data collection, analysis, and planning, as well as analyzing research productivity and workloads in the college.

I served as the primary liaison between the College of Arts and Sciences and the various Humanities Departments (English, History, Philosophy, and Foreign Languages) and I had supervisory responsibility over a number of interdisciplinary programs, including African and African-American Studies, Religious Studies, Judaic Studies, Classics, and the Marcus Orr Center for the Humanities, among others.

**Assistant Dean, College of Arts and Sciences, 2013-2014
University of Memphis**

Assist the Dean of the College with special initiatives related to faculty workload and resource distribution and allocation under an evolving RCM (Responsibility Center Management) budgetary model, and a variety of other projects, including RCM-related data collection, analysis, and planning (a project in which I worked closely with the Special Assistant to the Provost for Academic & Organizational Planning). Also assist the Dean of the College with enrollment management, scholarships, scheduling, assessment and accreditation, and related tasks.

Chair, Department of English, 2008-2013 University of Memphis

Chair of the Department of English, one of the largest departments at the university, with over fifty full-time faculty members, numerous adjuncts, dozens of teaching assistants, and a full-time support staff of six; the department features over twenty different programs of study (including three online degree programs) at the B.A, M.A., M.F.A., and Ph.D. levels, spanning the disciplines of literary and cultural studies, applied linguistics, professional writing, and creative writing. Duties included overseeing all operations of the department, managing the budget, recruiting, hiring, and evaluating faculty, leading efforts in program and curriculum development, leading assessment efforts and overseeing strategic planning initiatives and the creation of mission statements, supervising the administrative staff in the department, serving as a liaison with the Dean and the Provost, overseeing scheduling and advising activities, and responding to issues brought to the department by students, faculty, and administrators across campus.

Chair: Selected Initiatives and Accomplishments

- Elevation of Ph.D. program from second-least productive Ph.D. program in the college to third-most productive program in the college;
- Creation of Director of Assessment position and enhancing assessment efforts across department programming;
- Double the size of the English Department endowment fund;
- Added student wraparound services, including career counseling;
- Creation of new Director of Undergraduate Studies position and increased attention to quality undergraduate teaching and programming;
- Increased professional development funding for faculty, including increased aid to lecturers and graduate students;
- Comprehensive curriculum review and changes, highlighted by stronger emphasis in the department on African-American literature;
- Establishment of new Online Advisory Committee overseeing online programming and quality control;
- Successfully wrote institutional SACS 2nd monitoring report on assessment measures;
- Creation of new teaching handbook and establishment of new teaching workshops and student mentoring programs within the department;
- Increased funding for the department by establishment of new revenue streams and elevated fundraising activities;
- Establishment and construction of new facilities, including an African-American Literature Reading Room, a complete renovation of the ESL Seminar Room and Laboratory, and numerous other facility upgrades;
- Established new archiving and calendaring initiatives for the department.

College of Arts and Sciences Chair Leadership Group, 2010-2013
University of Memphis

Member of a leadership team that serves as an advisory committee to the Dean of the College of Arts and Sciences at the University of Memphis; advise the Dean on issues brought to the committee by the Dean, including issues pertaining to budgeting, faculty development, leadership training, and other matters.

Humanities Leadership Group, 2010-2013
University of Memphis

A group which I founded in 2010 in order to initiate cross-disciplinary communication among the leadership teams of the humanities disciplines within the College of Arts and Sciences; comprised of the Chairs of the Departments of English, History, Philosophy, and Foreign Languages, this group met on a monthly basis to discuss matters pertaining to the administration of these departments and to coordinate cross-disciplinary activities.

College of Arts and Sciences Administrative Planning Committee, 2011
University of Memphis

Member of an *ad hoc* planning committee assembled by the Dean of the College of Arts and Sciences and charged with studying and reporting on matters pertaining to the leadership structures and development initiatives of the College.

College of Arts and Sciences Task Force on CAS Programs, 2009
University of Memphis

Member of a task force assembled by the Dean of the College of Arts and Sciences to study program structure, distribution, and success in the College and recommend actions that may assist the College with managing strategic growth objectives within a budgetary model impacted by recessionary pressures.

Head, Department of Language and Literature, 1999-2000
North Georgia College & State University

Head of the Department of Language and Literature, a department that featured eleven different programs in the disciplines of English, Spanish, French, German, and Journalism; responsible for the administration of the department, including faculty evaluation, budgeting, faculty recruitment, student recruitment, curriculum development, tenure and promotion of faculty members, committee formation and composition, policy development, assessment compliance, facility maintenance, and communication with the Dean's and VPAA's offices. **Key highlight: increased overall departmental enrollment by 33% in one year.**

Director of Graduate Studies, 1999-2008
North Georgia College & State University

Served as the advisor for all of the graduate students in the Department of Language and Literature (and, later, the Department of English); mentored graduate students; oversaw the comprehensive exam process for graduate students; reported to the faculty on matters pertaining to the graduate program.

Internship Coordinator, Department of Language and Literature, 1999-2008
North Georgia College & State University

Responsible for the supervision of junior and senior English majors in the Department of Language and Literature who engaged in internship opportunities.

Faculty Senate Officer (Parliamentarian), 1999-2001
North Georgia College & State University

An elected officer in the Faculty Senate charged with oversight of the deliberative process and compliance with *Robert's Rules of Order*; also served as Parliamentarian to the General Faculty of the university.

College of Arts and Letters Task Force on Assessment, 2006-2007
North Georgia College & State University

Charged with studying and implementing assessment data collection, compliance, and reporting policies in preparation for a SACS re-accreditation visit.

Assessment Coordinator, 1996-1999
North Georgia College & State University

Charged with initiating a new assessment program within the Department of Language and Literature; collecting assessment data; filing annual assessment reports with the Dean's and VPAA's Offices; assisting the Department of Language and Literature with all matters pertaining to assessment compliance.

International Work

Lutsk, Ukraine	Fulbright Senior Scholar (2008)
Fribourg, Switzerland	Fulbright Senior Scholar (2011)
Nanjing, China	Visiting Lecturer (2012)
London, England	Research Presentation (2018)
Reykjavik, Iceland	Plenary Lecture (2019)
Hanoi, Vietnam	Institutional Partnership Building (2019)
Ho Chi Minh City, Vietnam	Institutional Partnership Building (2019)
Taipei, Taiwan	Institutional Partnership Building (2019)
Cork, Ireland	Invited Research Presentation (2022)
Gävle, Sweden	Invited Keynote Presentation (2024)

Leadership Boards (Active)

Western Interstate Commission for Higher Education
Western Academic Leadership Forum
Member, *Executive Committee*, (current, since 2021)

UND Alumni Association and Foundation
Member, *Board of Directors* (current, since 2021)

American College of Norway
Member, *Board of Directors* (current, since 2023)

Academic Boards and Professional Service

The Frank Norris Society, *President* (from 2004 to 2019)
The Jack London Society, *Board of Directors*
The Theodore Dreiser Society, *Board of Directors*
Studies in American Naturalism (Journal), Editorial Board
The Stephen Crane Society, *Member*
Society for the Study of American Literary Naturalism, *Member*

Education

Ph.D.	Purdue University (1995) 19 th -Century American Literature: Primary Field 20 th -Century American Literature: Secondary Field
M.A.	Southwest Missouri State University (1991) English Language and Literature
B.S.	Evangel University, Missouri (1988), <i>summa cum laude</i> Communications

Research & Publications

Authored Books

Link, Eric Carl. *The Cambridge Introduction to American Literary Naturalism.* Cambridge University Press. Under contract. Not fully drafted yet.

Link, Eric Carl, and Steven Frye. *Crosscurrents: Reading in the Disciplines.* Boston: Pearson, 2012.

Link, Eric Carl. *Understanding Philip K. Dick.* Columbia, South Carolina: University of South Carolina Press, 2010.

Link, Eric Carl. *The Vast and Terrible Drama: American Literary Naturalism in the Late Nineteenth Century.* Tuscaloosa: University of Alabama Press, 2004. Featured in *The Chronicle of Higher Education*, July 30, 2004.

Thompson, G. R. and **Eric Carl Link.** *Neutral Ground: New Traditionalism and the American Romance Controversy.* Louisiana State University Press, 1999. 267 pages. Nominated by LSU for the Christian Gauss Award and the Jean-Pierre Barricelli Book Prize. Listed as one of the “five favorite” books of 1999 by a columnist for *The Boston Globe*.

Edited Books

Canavan, Gerry, and **Eric Carl Link,** eds. *The Cambridge History of Science Fiction.* Cambridge: Cambridge UP, 2019.

Link, Eric Carl, and Gerry Canavan, eds. *The Cambridge Companion to American Science Fiction.* Cambridge: Cambridge UP, 2015.

Link, Eric Carl, ed. *Critical Insights: Herman Melville.* Ipswich, MA: Salem Press, 2012. 16 Original Essays, Edited and Introduced by Eric Carl Link.

Link, Eric Carl, ed. *Critical Insights: The Red Badge of Courage.* Ipswich, MA: Salem Press, 2010.

Link, Eric Carl, ed. Mark Twain. *Taming the Bicycle: Essays, Stories, and Sketches.* New York: Barnes & Noble Press, 2009.

Pizer, Donald, and **Eric Carl Link,** eds. Norton Critical Edition of Stephen Crane’s *Red Badge of Courage*, 4th edition. New York: W. W. Norton, 2008.

Journals Edited

Link, Eric Carl, ed. *ALN: The American Literary Naturalism Newsletter*
[ISSN 1933-0103] Founder and Editor. 2006+ [First Issue: October 2006]
Indexed in the *MLA Bibliography*, archived in EBSCO

Link, Eric Carl, ed. *Studies in American Naturalism*. Volume 8, no. 2. Summer 2013.
[A special issue of the journal dedicated to the connections between American literary naturalism and science fiction.]

Frye, Steven, and **Eric Carl Link**, eds. *Poe Studies/Dark Romanticism*.
Volumes 39-40. 2006-2007. [Special double-issue dedicated to the career and work of noted Edgar Allan Poe scholar G. R. Thompson.]

Journal Articles and Book Chapters

Link, Eric Carl. "Understanding the Naturalist Mind." *Studies in American Naturalism*.
Forthcoming 2026.

Link, Eric Carl. "The Five Suicides of Martin Eden." *Studies in American Naturalism*.
13.2 (Winter 2019): 150-164.

Link, Eric Carl. "Jack London, *The Sea-Wolf*, and the Natural History of Love." *Studies in American Naturalism*. 8.2 (Winter 2013): 171-185.

Link, Eric Carl. "Naturalism and Science Fiction." *Studies in American Naturalism*. 8.1 (Summer 2013): 1-5.

Link, Eric Carl. "Trends in Jack London Scholarship: 1900-2010." *The Call*. 22.1 (Spring/Summer 2011): 9-12.

Link, Eric Carl. "The Literary Naturalism of Cormac McCarthy." *The Cambridge Companion to Cormac McCarthy*. Ed. Steven Frye. Cambridge UP, 2013. Pages 149-161.

Link, Eric Carl. "On Herman Melville." *Critical Insights: Herman Melville*. Ed. Eric Carl Link. Salem Press, 2012.

Link, Eric Carl. "Defining American Literary Naturalism." *The Oxford Handbook of American Literary Naturalism*. Edited by Keith Newlin. Oxford University Press, 2011. Pg 71-91.

Link, Eric Carl. "The Five Deaths of Wolf Larsen." *Studies in American Naturalism*. 5.2 (Winter 2010): 151-163.

- Link, Eric Carl.** "Prospects for the Study of Frank Norris." *Prospects for the Study of American Literature, Volume 2*. Edited by Richard Kopley and Barbara Cantalupo. New York: AMS Press, 2009. Pages 137-150.
- Link, Eric Carl.** "Who killed Waldegrave?" *Poe Studies/Dark Romanticism Volumes 39-40* (2006-2007): 90-103.
- Link, Eric Carl.** "A Lost Story: Reflections on Frank Norris as a Short Story Writer." *Studies in American Naturalism* 2.1 (Summer 2007): 18-32.
- Link, Eric Carl.** "The Theodicy Problem in the Works of Frank Norris." *Studies in American Naturalism*. 1.1-2 (Summer/Winter 2006): 90-108.
- Link, Eric Carl.** "Bitter Questions: Six Crane Moments." *Stephen Crane Studies*. 15.1 (Spring 2006): 3-5.
- Link, Eric Carl.** "Lactantius, Teleology, and American Literature." *The Midwest Quarterly* 46.2 (Winter 2005): 169-186.
- Link, Eric Carl.** "A Tale of Two Municipalities: O. Henry responds to Norris's 'The House with the Blinds.'" *Frank Norris Studies* 4 (New Series) (2004): 1-5.
- Link, Eric Carl.** "American Nationalism and the Defense of Poetry." *The Southern Quarterly* 41.2 (Winter 2003): 48-59.
- Frye, Steven, and **Eric Carl Link**. "Academic Writing and the Humanities: An Option for Literature-Trained Ph.D.s." Included as a chapter in *Teaching Composition/Teaching Literature: Crossing Great Divides*. Eds. Michelle M. Tokarczyk and Irene Papoulis. New York: Peter Lang, 2003. Pages 41-52. This is volume of 4 of Lang's series *Studies in Composition and Rhetoric*.
- Link, Eric Carl,** and Steven Frye. "Foundations of the New Traditionalism." *The Midwest Quarterly* 44.3 (Spring 2003): 249-265.
- Link, Eric Carl.** "The Structure of Memory in Mark Twain's *Innocents Abroad*." *Essays in Arts and Sciences* 30 (October 2001): 1-16.
- Link, Eric Carl.** "Huck the Thief." *The Midwest Quarterly* 41.4 (Summer 2000): 432-447. [**Winner of the 2000 Victor Emmett Jr. Memorial Prize**]
- Link, Eric Carl.** "Canon Formation and Marginality." *Essays in Arts and Sciences*. 28 (October 1999): 17-33.

- Link, Eric Carl.** "Frank Norris and Gold Mining: A Brief Illustrated Tour." *Frank Norris Studies* 24 (December 1997): 1-8.
- Link, Eric Carl.** "The War of 1893; or, Realism and Idealism in the Late Nineteenth Century." *American Transcendental Quarterly* 11.4 (December 1997): 309-321.
- Link, Eric Carl.** "Nature's Extra-Vagrants: Frost and Thoreau in the Maine Woods." *Papers in Language and Literature* 33.2 (Spring 1997): 182-197.
- Link, Eric Carl.** "William Henry Herbert, Simms, and the Modern Romance." *The Simms Review* 5.1 (Summer 1997): 1-6.
- Link, Eric Carl.** "Frank Norris's Blackwood Tale." *Frank Norris Studies* 23 (Spring 1997): 4-6.
- Link, Eric Carl.** "An Impotent Savior: The Messiah Complex in Walker Percy's *Love in the Ruins*." *The Southern Quarterly* 34.1 (Fall 1995): 24-31.
- Link, Eric Carl.** "Romance as Epic in Simms's 1835 Advertisement." *The Simms Review* 3.2 (Winter 1995): 9-13.
- Link, Eric Carl.** "Luddism in 'Under the Rose.'" *Pynchon Notes* 30-31 (Spring-Fall 1992): 157-164.

Critical Introductions, Encyclopedia Articles, and Reviews

- Link, Eric Carl.** Introduction. *The Collected Stories of H. P. Lovecraft*. New York: Race Point Books, 2014. Pages ix-xvii.
- Link, Eric Carl.** Introduction. *The Adventures of Huckleberry Finn* by Mark Twain. New York: Barnes & Noble Press, 2012. Pages xi-xviii.
- Link, Eric Carl.** Introduction. *Life on the Mississippi* by Mark Twain. New York: Barnes & Noble Press, 2010. Pages ix-xiv.
- Link, Eric Carl.** "Ten Questions with Keith Newlin." *ALN: The American Literary Naturalism Newsletter* 4.1-2 (Fall 2009): 12-14.
- Link, Eric Carl.** "Ten Questions with Jennifer Fleissner." *ALN: The American Literary Naturalism Newsletter* 2.2 (Spring 2008): 28-31.
- Link, Eric Carl.** Introduction. *Ernest Hemingway: Four Complete Novels*. New York: Barnes & Noble Press, 2007. Pages vii-xiii.

- Link, Eric Carl.** "An Interview with Yoshinobu Hakutani." *ALN: The American Literary Naturalism Newsletter* 1.2 (Spring 2007).
- Link, Eric Carl.** Introduction. *Spoon River Anthology* by Edgar Lee Masters. New York: Barnes & Noble Press, 2007. Pages xix-xxvii.
- Link, Eric Carl.** Introduction. *Edgar Huntly* by Charles Brockden Brown. New York: Barnes & Noble Press, 2007. Pages vii-xiii.
- Link, Eric Carl.** "An Interview with Clare Eby." *ALN: The American Literary Naturalism Newsletter* 1.1 (Fall 2006).
- Link, Eric Carl.** "Two New Reviews of Frank Norris." *ALN: The American Literary Naturalism Newsletter* 1.1 (Fall 2006).
- Link, Eric Carl.** Introduction. *Jack London: Six Novels*. New York: Barnes & Noble Press, 2006. Pages vii-xi.
- Link, Eric Carl.** Introduction. *The Octopus* by Frank Norris. New York: Barnes & Noble Press, 2005. Pages ix-xvi.
- Link, Eric Carl.** Review of Mark T. Conard and Aeon J. Skoble, eds. *Woody Allen and Philosophy. Postscript*. 31.2 (Winter/Spring 2012): 111-113.
- Link, Eric Carl.** "Literature of the American Revolution." *Encyclopedia of American War Literature*. Ed. Philip Jason and Mark Graves. Greenwood, 2001. 274-277.
- Link, Eric Carl.** "Walt Whitman." *Encyclopedia of American War Literature*. Ed. Philip Jason and Mark Graves. Westport: Greenwood, 2001. Pages 274-277.
- Link, Eric Carl.** "An Introduction to William Gilmore Simms's 'The Romance.'" *The Simms Review* 5.1 (Summer 1997): 15-17.
- Link, Eric Carl.** "Nationalism." *The Encyclopedia of American Literature*. Ed. Steven Serafin. New York: Continuum, 1999. Pages 803-805.
- Link, Eric Carl.** "Jones Very." *The Encyclopedia of American Literature*. Ed. Steven Serafin. New York: Continuum, 1999. Page 1160.
- Link, Eric Carl.** "George Tucker." *The Encyclopedia of American Literature*. Ed. Steven Serafin. New York: Continuum, 1999. Pages 1175-1176.
- Link, Eric Carl.** "Sally Wood." *The Encyclopedia of American Literature*. Ed. Steven Serafin. New York: Continuum, 1999. Pages 1261-1262.

Link, Eric Carl. "Early Rising, as Regards Excursions to the Cliff House." *The Mark Twain Encyclopedia*. J. R. LeMaster and James D. Wilson, eds. New York: Garland, 1993. Page 237.

Link, Eric Carl. Review of W. Stuart Towns *Oratory and Rhetoric in the Nineteenth-Century South* and *Public Address in the Twentieth-Century South*. *The Southern Quarterly* 39.4 (Summer 2001): 192-194.

Novel

Link, Eric Carl. *The Forest Primeval*. 400 typescript pages.
Unpublished. Occasionally seeking representation when time permits.

Other Publications

Link, Eric Carl. "The Snow Man." *Poe Studies/Dark Romanticism* 39-40 (2006-2007): 153. Creative non-fiction.

Link, Eric Carl. "Lanier Media Page." *Lanier Magazine* 2.1 (Fall 2005): 60-61.

Reviewed in this issue:

Richard Adams *Watership Down*; Richard Matheson *I Am Legend*

Sigur Ros *Agaetis Bryjun*; Morphine *Cure for Pain*

Terry Gilliam *Brazil*; Woody Allen *Annie Hall*

Conferences Directed

Reesman, Jeanne, Steven Frye, and **Eric Carl Link**, co-directors.

ALA Symposium on God and the American Writer.

San Antonio, Texas. February 2015.

Keynotes, Conference Papers, and Presentations

Link, Eric Carl. "Self-Awareness and Weirdness in Literary Naturalism; or, how do you teach naturalism to students who think they have agency?" Keynote Address. American Literary Naturalism Symposium. Galve, Sweden, 2024.

Link, Eric Carl. "How to Navigate the Academic World: Roundtable Advice for Those New to the Profession." American Literature Association. Chicago, May 2024.

Link, Eric Carl. "An Inestimable Influence: A Roundtable Dedicated to the Life and Work of Donald Pizer." American Literature Association. Chicago, May 2024.

Link, Eric Carl. "Understanding Science Fiction." Invited Lecture (UND Randy Rasmussen Memorial Lecture) University of North Dakota, 2023.

Link, Eric Carl. “How to Navigate the Academic World: Roundtable Advice for Those New to the Profession.” American Literature Association. Boston, May 2023.

Link, Eric Carl. “Rethinking the Boundaries of American Literary Naturalism: A Roundtable on the State and Status of American Literary Naturalism.” American Literature Association. Boston, May 2023.

Link, Eric Carl. “Visual Naturalism: A Discussion. Parts 1 and 2.” Symposium: American Literary Naturalism and the Visual/Digital. Cork, Ireland. October 14-15, 2022.

Link, Eric Carl. “Understanding the Naturalist Mind.” Symposium: Literary Naturalism and Its Descendants. Reykjavik, Iceland. November 14-15, 2019. Plenary Lecture.

Link, Eric Carl. “Understanding Science Fiction.” University of North Carolina Wilmington. April 4, 2019. Invited Lecture.

Link, Eric Carl. “Thomas Huxley, Martin Eden, and the Unhappy Gift of Knowledge.” Jack London Society Symposium, October 2018.

Link, Eric Carl. “Parlaying Humanities Skills into Academic Leadership and/or non-Academic Careers.” Roundtable. American Literature Association, May 2018.

Link, Eric Carl. “Literary Naturalism and Social Protest: Part Two.” Roundtable. American Literature Association Conference, May 2018.

Link, Eric Carl. “Literary Naturalism and Social Protest: Part One.” Roundtable. EBAAS. London. April 2018.

Link, Eric Carl. “The Phenomenology of Free Will”
12th Biennial Jack London Symposium, October 2014

Link, Eric Carl. “The Secret Life of American Literary Naturalism.”
Invited Lecture. University of Tennessee, Knoxville. 2013.

Link, Eric Carl. “Jack London and the Natural History of Love.”
American Literature Association Conference, May 2012

Link, Eric Carl. “The Five Deaths of Wolf Larsen.”
10th Biennial Jack London Symposium, November 2010

Link, Eric Carl. “Jack London: 100 Years of Research.”
10th Biennial Jack London Symposium, November 2010

- Link, Eric Carl.** "American Literary Naturalism."
Panel Organizer and Chair, ALA, May 2009.
- Link, Eric Carl.** "Frank Norris: New Scholarship"
Panel Organizer and Chair. ALA, May 2008.
- Link, Eric Carl.** "What is Naturalism? A Round Table Discussion."
Panel Member. ALA Symposium on Literary Naturalism, October 2007.
- Link, Eric Carl.** "Teaching American Literary Naturalism. A Round Table Discussion."
Organizer and Chair. ALA Symposium on Literary Naturalism, October 2007.
- Link, Eric Carl.** "Oliver Wendell Holmes as Literary Naturalist."
ALA Symposium on Literary Naturalism, October 2007.
- Link, Eric Carl.** "Art and Morality in Frank Norris's 'A Lost Story.'"
ALA Symposium on American Fiction, September 2006
- Link, Eric Carl.** "Responses to Religious Orthodoxy in Contemporary Speculative Fiction."
American Literature Association Conference, May 2006
- Link, Eric Carl.** "A Tale of Two Municipalities: O. Henry responds to Norris's 'The House with the Blinds.'"
American Literature Association Conference, May 2004
- Link, Eric Carl.** "Lactantius, Teleology, and American Literature."
American Literature Association Conference, May 2003
- Link, Eric Carl.** "William James and the Dilemma of Determinism."
2000 Emmett Memorial Lecture. Pittsburg State University, September 29, 2000.
- Link, Eric Carl.** "Norris, Naturalism, and the Modern Romance."
American Literature Association Conference, May 2000.
- Link, Eric Carl.** "Utopian Fiction and Literary Naturalism in the Late 19th-Century."
International Conference on Utopia and Dystopia; Atlanta, GA, November 1999.
- Link, Eric Carl.** "New Traditionalism."
American Literature Association Conference, Baltimore, May 1999.
- Link, Eric Carl.** "American Gothic." Panel Chair. 8th Annual Central New York Conference on Language and Literature
Cortland, New York, October 1998.

Link, Eric Carl. "Simms, Longfellow, and the Poetics of American Nationalism"
The Simms-Faulkner Conference. New Orleans, December 1997.

Link, Eric Carl. "Marginality and the Formation of Literary Canons"
International Conference on Borders and Foundations
Atlanta, Georgia, October 1997

Link, Eric Carl. "*Huck Finn*, Racism, and Censorship in American Literature"
University of Northumbria Symposium, NGCSU, 1996

Link, Eric Carl. "The New American Provincialism"
Symposium on Narrative/Narrative Theory, Purdue, 1993

Link, Eric Carl. "The Architecture of *Paradise*"
Conference on English Studies, SMSU, 1990

Workshops Attended

"Teaching Excellence at NGCSU Faculty Retreat."
Gold Creek Resort, Dawsonville, Georgia, Feb. 12-13, 1999

"Infusing Asia into the Undergraduate Curriculum."
Georgia Southern University, May 8-10, 1997

"Seminar for Improving Teaching and Learning."
North Georgia College & State University, May 20, 1997

"Assessment and Program Evaluation Workshop."
North Georgia College & State University, Aug 6, 1998

Academic Honors and Awards

2015 Distinguished Research Award in Humanities, University of Memphis

2011 Martin Luther King, Jr. Humanitarian Award (nominee)

2009 Course Redesign Fellowship Award and Grant, \$3000

2006-2007 NGCSU Distinguished Professor of Teaching and Learning

2003 Excellence in Teaching Award for Bringing Scholarship into the Classroom

2001 Outstanding Young Alumnus Award, SMSU English Department

2000 Victor J. Emmett Jr. Memorial Award

[Presented by *The Midwest Quarterly* for the best literary essay of the year]

1999 Awarded NGCSU Teaching Excellence Grant

1999 Nominated by NGCSU for the Regents Teaching Excellence Award

1994 Graduate Literary Criticism Award (First Place), 63rd Annual

Literary Awards Competition, Purdue University

Courses Taught

American Literature Courses:

ENGL 7335/8335 American Literary Naturalism: Text and Theory

ENGL 7324/8324: American Literature 1865-1914

ENGL 4651: Seminar: Crime, Violence and Morality in American Fiction

ENGL 3650/6650: Early American Literature

ENGL 3660/6660: American Romanticism

ENGL 3670/6670: American Realism and Naturalism

ENGL 3680/6680: Twentieth-Century American Literature

ENGL 4690/6690: Southern Literature

ENGL 3327: American Literature I

ENGL 2131: American Literature to 1865

ENGL 208: Major Writers in American Literature

ENGL 250: Great American Books

British and World Literature Courses:

ENGL 4820/6820: Contemporary British and American Fiction

ENGL 4830/6830: Contemporary British Fiction

ENGL 2112: World Literature II

Genre Courses:

ENGL 3220/6220: Poetry and Poetics

ENGL 3230/6230: The Novel

Seminars and Special Topics Courses:

ENGL 599 Graduate Seminar on Science Fiction: Text and Theory

ENGL 7478/8478 Textuality & Identity

ENGL 3404: Studies in Popular Texts (Science Fiction)

ENGL 4820/6820: God, the Novel, and the Modern Mind

ENGL 4820/6820: Postmodern Fiction

ENGL 4820/6820: Science Fiction and Fantasy Literature

Composition Courses:

ENGL 103: Advanced Composition

ENGL 1102: Composition

ENGL 1101: Grammar and Composition

DVST 050: Developmental Language Arts

Other Courses

LLIT 4960: Internship

ENGL 7990: Directed Readings for English Teachers

Other Teaching

“Understanding Science Fiction.”

Lecture offered through North Dakota Humanities, Fall 2024.

Participant/lecturer in the “Professors in Partnership” K12 Outreach Program
Purdue University Fort Wayne (Spring 2018).

Contributed 5 hours of instruction on Philosophy to the Summer Honors
Program at NGCSU (Summer 1999).

Guest lecturer for the Lumpkin County Gifted Students Program, 1997-1998.

Contributed 8 hours of instruction on Philosophy to the Summer Honors Program
at NGCSU (Summer 1998).

Contributed 8 hours of instruction on Philosophy and Religion to the Summer Honors Program at NGCSU (Summer 1997).

Contributed 6 hours of instruction on Philosophy and American Literature to the Summer Honors Program at NGCSU (Summer 1996).

Committees (Selected—through 2018)

Note: listed here is a sampling of the committees I either led or served on up through my time as Dean of the College of Arts and Sciences at Purdue University Fort Wayne. In my role as Provost at both the University of North Dakota and the University of Houston Downtown, I have served (and continue to serve) on a wide variety of both statutory and *ad hoc* committees that range from University Budget Committees, to Executive Leadership Committees, to Faculty Compensation Committees, and more. I also continue to serve as chair and/or hiring manager of numerous executive search committees, and more.

Dean's Council, 2015-2018
Academic Affairs Officers Committee, 2015-2018
Curriculum Committee, Member, 2015-2018
Banded Tuition Study Committee, 2016-2018
Continuing Lecturer Contract Policy Committee, 2015-2016
Executive Committee for the College of Arts and Sciences, 2015-2018
CAS Undergraduate Curriculum Committee, Chair, 2013-2015
University Undergraduate Council, Member, 2013-2015
Humanities Leadership Group, 2010-2013
CAS Chair Leadership Committee, 2010-2013
CAS Administrative Planning Committee, 2011
Task Force on CAS Programs, Member, 2009
English Department Advisor Search Committee, Chair, 2009
English Department Coordinator Search Committee, Chair, 2009
Visiting Writers Committee, 2007-2008
Departmental Tenure and Promotion Committee, Chair, 2007-2008
University Tenure and Promotion Committee, 2007-2008
Dean's Task Force on Assessment, 2006-2007
Department Head Search Committee, 2006
Institutional Student Retention Steering Committee, 2005-2006
English Literature Plan of Study Review Committee, 2005
Departmental Tenure and Promotion Committee, 2005-2006
English Web Page Review Committee, 2005-2006
Lang/Lit Promotion and Tenure Guidelines Committee, 2005
VPAA Search Committee, 2005
Lang/Lit Transition Team Committee, 2004-2005
English Teacher Education Search Committee, 2004-2005
Departmental Tenure and Promotion Committee, Chair, 2002-2003

Office of Academic Affairs Special Investigative Panel, Chair, 2003
University Grievance Committee, 2002-2003
Arts and Letters Ad-Hoc Committee on Reece Film Collection, Chair, 2003
Departmental Tenure and Promotion Committee, 2001
Faculty Senate, Parliamentarian, 1999-2000, 2000-2001 (an elected post, twice elected)
Academic Activities Committee, 1998-2001 (an elected post)
Board of Regents Advisory Committee on English, 2000
English Plan-of-Study Ad-Hoc Committee, 2000
English Comp/Rhet Search Committee, 2000
Language and Literature Department Head Search Committee, 1999
English Positions Search Committee, Chair, 1999
Graduate Council, 1999-2000
Strategic Planning Sub-Committee, 1999
Senate Bylaws Committee, 1999-2000
Hoag Lecture Series Committee, 1999-2000, 2000-2001
University Publications Committee, 1999-2000
Faculty Affairs Committee, 1997-1998, 1998-1999 (an elected post, twice elected)
Honors Day Committee, 1998, 1999, 2000, 2001 (Faculty Debate Coordinator)
Student Advisement Committee, 1997-1998
English Search Committee, Spring/Summer 1998
Screening Committee for Interim Department Head of Lang/Lit Dept., Spring 1998
Nursing Dept. Search Committee, 1998
English and Speech Search Committee, 1998
English Instructor Search Committee, 1998
Freshman Composition 1102 Committee, 1998
Speech/Broadcast Journalism Search Committee, 1998
Freshman Composition 102 Departmental Committee, 1997
Graduate Studies Departmental Subcommittee, 1997, 1998
Freshman Composition 102 Departmental Committee, 1997
Speech/Broadcast Journalism Search Committee, 1997
Graduate Studies Review Committee, 1996
Cultural Affairs Subcommittee, 1996