

BROCK FRANKLIN TESSMAN, PhD
President
Northern Michigan University

EDUCATION and TRAINING

PhD Political Science, University of Colorado at Boulder (2004)
Dissertation: *Structural Change, Foreign Policy, and War* (Chair: Steve Chan)

MA International Affairs, University of Colorado at Boulder (2001)

BA International Relations (with honors), Brown University (1998)

LEADERSHIP POSITIONS

President, Northern Michigan University (February 2023-present)

Chief Executive Officer for the approximately 7,500 students and 1,300 employees of Northern Michigan University (NMU). NMU serves as the largest comprehensive public university in Upper Michigan and one of only two campuses in the state with both a four-year and a community college mission. Accountability for institutional finance, administration, academic affairs, student affairs, research, development, marketing & communications, athletics, campus safety and policy, government relations, admissions, economic development, alumni relations, housing & residential life, and all other aspects of university operations.

Selected early achievements:

- **Optimized NMU administrative structure** around NMU core priorities - academic excellence and student degree completion, support for people, organizational culture & wellbeing, delivery of an exceptional student experience, and sound financial and operational management.
- **Created new strategic plan (“Our Compass”)** that is built around three Grand Challenges and Action Plans – *Supporting our People, Partnering with Place, and Realizing the Potential of All Our Students*.
- **Achieved two consecutive years of enrollment growth** after multiple years of decline; NMU was one of only three universities in Michigan to achieve increases in overall enrollment (3% overall growth in 2023-2024), first-time full-time freshman (9.6% in Fall 2023), and transfer student population (14.0% in Fall 2023)
- **Redesigned student advising system**, leading to record retention rate of 78.0% (up from 73% in Fall 2022).
- **Committed NMU to the Okanagan Charter**, with NMU becoming the 17th institution in the United States to sign the Charter, which commits us to embed health into all aspects of campus culture and to lead health promotion action and collaboration locally and globally
- **Secured record levels of private giving** in FY 2024 (\$9m+), including the largest single gift in NMU history.
- **Fostered extensive growth of campus infrastructure**, including ribbon cutting on a new trades and CTE complex (~\$28.5), a new integrated WellBeing Center (~\$7.5m), current projects such as new science lab space (~\$14m), total renovation of the campus library and student union (~\$45m), and emerging projects including **new apartments for students, faculty and staff** (~\$60m, secured through a public-private partnership) and a new Northern Enterprise Center (\$20m, secured through the Michigan Capital Outlay process).

Among my key areas of responsibility:

- *Leadership and Vision*. Led an approximately 100-day transition period defined by extensive outreach on campus and in the community, and by the support of a Presidential Learning Network; out of this transition period came a total reorganization of NMU’s administrative structure into four “pillars” that

underscored NMU's newly clarified core priorities; launched a new strategic planning process that led to the three grand challenges outlined in "Our Compass" upon completion in September 2024; led the University's 125th Anniversary celebration; worked with an external partner on comprehensive branding project that led to NMU's "Always North" orientation; achieved STARS "Gold" sustainability rating in 2024; redesigned and reconstituted my cabinet, presidential councils and leadership committees in order to support strategic priorities.

- *Commitment to Comprehensive Student Success.* Completing a redesign of the entire student advising system into a mixed model with a centralized coordinating office complemented by student success specialists embedded in academic departments and focused on both academic success and comprehensive wellbeing; expanded staffing and hours of service in counseling & consultation services while also locating them in new WellBeing Center right next to residence halls and main dining hall; established a new CARE team that employs NaBITA risk rubric and a case management framework; shifted Career services to a comprehensive career development approach that engages students earlier in their time at NMU; secured private funding to launch an ASPIRE bridge program for at-risk students; collectively, these adjustments have led to record retention and persistence rates, significant improvements in four-year / two-year graduation rates, and improvements to self-reported wellbeing for our students through our administration of the Healthy Minds survey.
- *Academic Excellence.* Expand opportunities for NMU faculty to excel under a teacher-scholar model; build opportunities and funding to support student connected research through new research fellowship funding; hire a new full-time Director of Undergraduate Research; establish an explicit goal of engaging each NMU student in at least two High Impact Practices (HIPs), including one specific to their major; expand and enhance funding for NMU presidential scholars competition; explore opportunity to transition NMU Honors Program into an Honors College; explore faculty workload flexibility to recognize time invested into growing their own academic excellence and that which they nurture in their students; expand highly ranked graduate programs in Biology, Psychology, Chemistry, Business, Social Work, and Education.
- *Research and Innovation.* Increase university-wide emphasis on applied research (~\$10m) and Research Centers that match our rural-serving mission, including but not limited to the Behavior Education Assessment & Research Center, the Upper Michigan Brain Tumor Research Center, the Center for Rural Health, and the Cognitive x Affective Behavior & Integrative Neuroscience (CABIN) Lab; currently redesigning undergraduate research symposium around innovation; led NMU to become first U.S. partner with Virginia Commonwealth University's Shift Retail Labs; expanding entrepreneurial opportunities for students through Big Pitch and Mini Pitch Competitions, as well as our signature Invent@NMU program.
- *Community Engagement and Outreach.* Hosted NMU Alumnus and basketball coach Tom Izzo for Michigan State vs. NMU "Superior Dome Showdown" game in October 2024, which became the largest indoor event in the history of the Upper Peninsula; finalized congressional approval for completion of NMU's EAN Broadband Network "Rip & Replace" initiative throughout Upper Michigan (\$27m); started weekly and monthly engagement with regional radio and television, service organizations, local, regional, and statewide economic development organizations, launched new monthly "local leadership sessions" with Marquette City Manager, Superintendent, and CEO of the Upper Peninsula Health System.
- *Fundraising and Development.* Led largest single year of giving in NMU history (\$10m+, almost double the year prior), including the largest single gift in NMU history (\$3.5m) and a landmark gift by alumnus Howard Schultz '75, who visited campus for the first time in over 25 years; currently finalizing volunteer leadership and staffing infrastructure for first comprehensive fundraising campaign in over 20 years.
- *Inclusion and Accessibility.* Expanded NMU's history as an open access, "Right to Try" institution; realized significant percentage increases in the number of low-income, first-generation, Indigenous, Black, and Hispanic students enrolling at NMU; launched NMU Tuition Advantage Program, a gap scholarship for students from middle-income families; established new support centers for key student groups through a First-Generation Scholars Office, a Commuter Student Office, and an Indigenous Perspectives Symposium; achieved double-digit growth of NMU's Global (online) Campus program, which now serves approximately 10% of our student body.

- *Operational and Financial Management.* Provide comprehensive oversight of, and strategic leadership for, an approximately \$200m operating budget; engage in all phases of multiple campus infrastructure projects and lead the development of a five-year capital projects master plan, drive resource allocation to enhance NMU’s emphasis on excellence in instructional; drive increased revenue through entry into new student markets and new tuition discounting strategies, achieve cost-efficiencies through optimized campus operations and a carbon neutrality plan; pursue revenue diversification through strategic partnerships with industry, sponsorships, and enhancement of grants, contracts, and gifts.
- *Compliance.* Work closely with NMU Institutional Effectiveness to support our accreditation through the Higher Learning Commission (HLC); accountability for, and fluency with, compliance requirements and regulations related to NMU obligations under the Office of Civil Rights, Title IV, Title VI, Title IX, EEO, Clery Act, NCAA Division 1 (hockey) and Division 2 (GLIAC) Athletics; held accountable for meeting sector-specific federal grant requirements (Perkins, TRIO, Veterans, McNair, etc.); dotted-line oversight of internal and external auditing requirements.
- *Collaboration.* Built new collaborative relationships with business & industry, such as the NMU Work Scholars partnership with a cluster of local medical device manufacturers that allows students to “earn while they learn;” established a new “direct transfer” partnership with Gogebic Community College; expanded 2+2 programs across Michigan and articulation arrangements with local labor councils and apprenticeship programs; launched a direct admissions pilot programs with regional high school.
- *Governance.* Direct and daily work with the eight-member Board of Trustees for Northern Michigan University. NMU has its own, constitutionally autonomous Board, as Michigan has no state system of higher education. As such, I am also involved directly in state and federal government relations, including extensive work with the Michigan Legislature related to the basic state appropriation, capital outlay projects, line-item initiatives, and pension liabilities.
- *Management of Labor Relations.* With no state system of higher education, our administrative leadership team bargains directly with two faculty unions (AAUP-AFT and NMUFA) and six staff unions; worked with union leadership to establish a new staff labor council; addressed inflationary and cost-of-living challenges with an MOU and base pay increases between 4.75% and 8.25% (avg. 6.25%) with our largest faculty union and a set of one-time payments with remaining unions.

Deputy Commissioner of Higher Education, Montana University System (2018-2023)

Chief Academic, Research, and Student Affairs Officer for the Montana University System (MUS), with executive responsibilities on behalf of the Montana University System Board of Regents (BOR). The Montana University System enrolls approximately 40,000 students, 8,000 full-time faculty and staff, and generates approximately \$325 million per year in research expenditures.

Selected major achievements:

New public-private partnerships in workforce training and healthcare education (“Sprint Degrees”) • Launch of Montana 10 initiative, leading to a 24% increase in retention for Pell eligible students • Record levels of enrollment, retention, and time-to-degree for American Indian students • Secured Montana participation in Second Chance Pell Experiment for incarcerated individuals • Support ascendancy of two institutions (UM and MSU) to Carnegie R1 “Very High” research status Completion of systemwide Common Course Numbering, degree pathways for efficient transfer • Development of course sharing and cross-registration platform across MUS campuses • Design and launch of free, central application and college portal for all MUS campuses

Among my key areas of responsibility:

System-Level Leadership

- *Management of Campus Leaders across the MUS.* Explicit responsibility for coordination of Chief Academic Officers, Chief Research Officers, Two-year college CEOs, and Student Affairs Officers across the 16-campus Montana University System.
- *Leader of System-wide Covid-19 Response.* Chair of the ‘Healthy MUS Task Force,’ with responsibility for coordinated testing, contact tracing, campus mitigation policies, athletics planning, CARES Act allocations for higher education, and other directives to the 16 Montana University System campuses.

Primary connection to Governor office, statewide incident commander (National Guard), and Montana Department of Public Health and Human Services (DPHHS), Montana's Department of Emergency Services (DES), and multiple local public health officers.

- *MUS Campus CEO Search Committee Chair.* Chair of four separate campus CEO search committees (Montana Tech, Montana State University-Billings, Helena College, Great Falls College) 2019-2021.
- *Athletics.* Coordination of MUS Athletic Directors from Frontier Conference (NAIA), Big Sky Conference (NCAA), and GNAC (NCAA D2) on Covid-19 related policies and new statewide policy on alcohol sales at competition venues.
- *Driving Success for the Montana Board of Regents.* A primary contact for the seven-member, governing Board of Regents (BOR). Lead staff for Academic, Research, and Student Affairs (ARSA) Committee as well as the Two-Year and Community College Committee. Engaged with Board members on matters related to Committee work, Covid-19 response, implementation of the MUS Strategic Plan, and BOR communications with MUS constituents.
- *Budget Responsibility.* Responsibility for annual ARSA budget of approximately \$40 million, and part of cabinet team responsible for securing and allocating \$1.7 billion and \$200+ million in state general funds to our campuses. Co-managed distribution of approximately \$55 million in CARES-related funding to MUS campuses.
- *Academic Program Planning and Approval.* Responsible for approval and review of academic degree programs, certificates, centers, and institutes on all 16 campuses in the Montana University System, with an emphasis on collaborative programming, innovative delivery, and our charge to avoid needless duplication of existing efforts; developed new academic planning, approval and review process to accelerate approval of new workforce training programs and enhance rigor of program review process.
- *Academic Policies.* Support the policies and positions of the MUS Board of Regents, with the goal of improving system efficiency and integration.
- *National Engagement.* National presence as part of WICHE Forum Executive Committee, WICHE Alliance Executive Committee, National Association of System Heads (NASH) Chief Academic Officer Network; NASH Equity Network; NASH Equity Collaborative; NASH Taking Student Success to Scale (TS3) System Lead; American Association of Community Colleges (AACC) State Director.
- *Accreditation.* Engage campus accreditation processes, including site visits and recommendations from the Northwest Commission of Colleges and Universities.
- *Tenure and Promotion.* Review and provide recommendations to MUS Commissioner regarding tenure and promotion files for non-flagship campuses reporting directly to the Commissioner of Higher Education (Montana Technological University, Helena College, UM Western).
- *Legislative Communication.* Report, testify, inform legislative partners in multiple committees; serve as a primary liaison to Education Appropriations Committee, Education Interim Committee, and Joint Education Committee. Helped secure \$30+ million tuition buy-down in exchange for shared Career & Technical Education policy goals with legislative partners in 2019 and in 2021; System co lead as part of MUS 2-Year Study Commission.

Grow Montana's Research and Economic Development Enterprise

- *Growing System-wide Research.* Supervise OCHE Research Director and coordinate with MUS Chief Research Officers in securing and expending approximately \$325 million per year in externally funded research
- *Support Ascendancy to R1 Status.* Coordinate system-wide research strategy, with Montana State University and the University of Montana both achieving (R1) Carnegie Research Classification in the last three years. Montana is the only state in the region with two R1 institutions.
- *Coordinate Major Federal Grants.* Supervise OCHE Research Director to coordinate State of Montana EPSCoR grant, Montana Science & Technology Plan, and emerging Montana leadership of a rural consortium application for the US Innovation & Competitiveness Act (USICA).

- *Grow Awareness.* Increase statewide awareness about MUS Research and Economic Development through strategies engaging Montana Legislature, Montana Governor’s Office, business & industry leaders, Chambers of Commerce, Economic Development Agencies, and communities across the state.
- *MREDI:* Lead contact for state-funded research initiative — Montana Research and Economic Development Initiative (MREDI) 2.0.
- *Support Undergraduate Research.* Lead MUS membership in the Council on Undergraduate Research (CUR); support “Two-Year Research” Day.
- *OCHE Research Fellows.* Developed and launched fellowship programs for graduate students across the MUS to work with OCHE mentors on system-wide initiatives (e.g. mental health & wellness, micro-credentials).

Driving Comprehensive Student Success

- *American Indian Student Enrollment and Success.* Oversee AIMA Director and American Indian and Minority Achievement (AIMA) programming and director activities, resulting in record American Indian student enrollment, record retention rates, and a higher rate of on-time completions; efforts recognized by 2020 WICHE Bernice Joseph Award for American Indian and Minority Achievement Dashboard; implementation of online hub “Indian Education For All” course; successfully launched new American Indian Postbaccalaureate Program for medical school preparation; responsible for Tribal College outreach; Tribal Relations Report for Montana Governor’s Office.
- *Secured Montana Participation in Federal Second Chance Pell Experiment for Educating Incarcerated Individuals.* Led consortium of four MUS campuses through successful application process in partnership with Montana Department of Corrections and Department of Labor & Industry; developed system-wide proposal based on capacity of correctional facilities.
- *Leadership of Federal College Access Programs.* Principal Investigator (PI) on Montana University System’s first Educational Opportunity Center (EOC) grant from the Department of Education; responsible for two major diversity-oriented federal grant programs totaling over \$5 million annually: Gaining Early Awareness & Readiness for Undergraduate Programs (GEAR UP), and Montana Educational Talent Search (ETS).

Montana 10 Student Success Pilot. Developed and secured funding for student success initiative for Pell-eligible students built around philosophy of academic momentum, purpose and belonging, and financial supports. First year outcomes led to approximately a 24% jump in retention rates and two-and-a-half times the on-time completion rate across matched cohorts.

- *Driving Statewide Student Success.* Direction of Montana’s Alliance Membership in Complete College America; Montana’s status as one of four Systems to receive the NASH/Lumina Taking Student Success to Scale (TS3) - High Impact Practices (HIPs) grant; lead signatory of recently received \$200,000 grant on redefining the “Value of Higher Education” to Montana students, communities, and business and industry partners. Launched MUS Teaching Scholars Program, with an emphasis on promoting 12 Faculty Learning Communities and pedagogical innovation.
- *Mental Health and Suicide Prevention.* Reconvened MUS Mental Health Awareness and Suicide Prevention Task Force; development of system-wide Covid-19 Mental Health and Wellness Toolkit; secured \$350,000 in funding for mental health supports in response to Covid-19 pandemic.

Promoting College Access and Affordability for Montanans

- *Increase College Access.* Increase student access to the Montana University System through launch of MUS “ApplyMontana” Portal, Centralized Application Process, and new approaches to recruiting and supporting rural, Native American, and other underserved populations; System-wide responsibility for specific programs such as GEAR UP, Educational Talent Search, Montana iGraduate initiative.
- *Montana’s Community College Coordinator.* Serve as Statewide Community College Coordinator and staff chair of the MUS Two-Year and Community College Committee; lead development of University of Montana Two-Year Consortium; Executive Committee Member of the WICHE Alliance; drive new strategic planning for public two-year institutions in Montana.
- *Expanding Online Learning.* Oversee Montana’s E-Learning Group of campus online learning

leaders; launched cross-campus shared academic programming initiative (Quottly); MUS representative on Montana Digital Academy Advisory Board – Montana’s principle platform for delivering online learning to secondary school students.

- *Dual Enrollment*. Lead launch and sustainability of the MUS “1-2-Free” program to promote dual enrollment; generated 25% year-over-year growth in dual enrollment participation, with focus on rural outreach, expansion of CTE opportunities, and course quality and enhancement.
- *Seamless Transfer*: Led push to successfully complete (99%+) Common Course Numbering (CCN) system for thousands of eligible lower division courses across the MUS. Brought faculty councils together to produce consistent degree maps / transfer pathways in high-transfer majors.
- *Open Educational Resources*. Led MUS Open Educational Resources Initiative to increase course quality and textbook affordability through use of MUS Board of Regents Strategic Priority Funds.
- *State Authorization*. Responsible for Montana’s national SARA agreements; authorization of non Montana institutions to grant degrees in Montana.

Workforce and Economic Development

- *Enhancing Career & Technical Education (CTE)*. Oversee development of new State Plan for Carl D. Perkins grant; serve as leader of the CTE State Executive Leadership Team (SELT); drive stronger CTE collaboration between post-secondary and secondary systems through creation of joint CTE position; lead initiatives such as Montana Career Pathways, which provide structured CTE pathways for high school and middle school students all the way through post-secondary education.
- *Expanding Rapid Workforce Training Programs*. Connecting MUS-affiliated 501 (c)(3) – “Accelerate Montana” with 16 MUS campuses to translate \$6 million in ARPA funding into 5,000 instances of upskilling, reskilling, or skill enhancement in collaboration with Montana business and industry.
- *Public-Private Partnerships*. Established new partnership and MOU with the Finishing Trades Institute of the Upper Midwest (FTIUM) in order to add previously non-existent training programs to Montana’s economy in collaboration with MUS 2-year Colleges.
- *Workforce Development Leadership*. Designated representative on Governor Gianforte’s State Workforce Innovation Board (SWIB) and Future Ready Cabinet. Coordinate partnerships between industry, government, and post-secondary education in Montana, with the goal of quickly meeting workforce needs in high demand areas such as the health professions and cybersecurity. Increase the number and quality of Work-Based Learning (WBL) opportunities, including apprenticeships, co-ops, internships, and other opportunities.
- *Adult Learning*. Work with MUS institutions and Montana Department of Labor & Industry to engage approximately 130,000 Montanans with “some college and no degree; lead team with Commissioner of Labor & Industry and Dean of Missoula College on UM “Become an Alum” initiative.
- *Health Education Workforce Coordinating Council (HEWCC)*. Convene and lead cross-state and cross-sector strategy group aimed at coordinating Undergraduate Medical Education (UME), Graduate Medical Education (GME), and health professions workforce needs.
- *Montana Rural Physician Incentive Program (MRPIP)*. Promote rural health access through legislature-funded student loan forgiveness program that incentivizes physicians to practice in rural, underserved areas.

Dean, Davidson Honors College of the University of Montana: University of Montana (2015-2018)

Served as the chief executive and academic officer for a college with over 750 students; report directly to the University of Montana Provost and Vice President for Academic Affairs.

- *Curriculum*. Responsible for developing and managing the *University Scholar* curriculum, which requires supervision of, and collaboration with, over 90 faculty and over 750 students from every college/school on the University of Montana campus / Tripled size of full-time team / Launched new curricular initiatives: Teaching, Research, Mentoring Fellows Program/ Career Development Program / University of Montana’s Climate Change Studies Program.

- *Fundraising*. Lead DHC fundraising efforts, in collaboration with Development Director / In first 18 months, secured over \$7 million in private support for new postdoctoral program, career development program, and additional scholarship support.
- *Budget*. Work with Fiscal & Administrative Manager to maintain a complex budget model: varied types of faculty and staff salaries, multiple academic programs, varied restricted funds, approximately \$1 million in state funded and privately funded scholarships, a growing number of grant applications, funding major events, unique budget model for Schwanke High School Institute.
- *Personnel*. Provide leadership and oversight for direct reports / Negotiate with faculty, department chairs, and deans to arrange 100+ honors courses per year / Act decisively to match personnel with student needs and growth initiatives / Lead hiring and reorganization efforts within the College.
- *Enrollment Management*. Led new enrollment management plan for the Honors College, with direct involvement in new student recruitment (both in Montana and nationally) and new strategies for promoting existing student retention.
- *Diversity and Inclusivity*. Drive effort to institutionalize diversity and inclusivity efforts / Hired Director with extensive background in diversity and inclusivity / More than doubled the number of transfer, military veteran, and Native American students enrolled in the Davidson Honors College.
- *Climate Change Studies*. Brought UM's Climate Change Studies Program into the College.
- *Alumni Relations*. Prioritize comprehensive reconnection with Honors College Alumni, including print campaign, personal follow-up, and major events like Fall 2016 Homecoming & Anniversary celebration.
- *Communications and Marketing*. Responsible for coordinating all external DHC communications / arranged independent audit of DHC marketing operations to launch new marketing strategy.
- *Presidential Leadership Scholarship Program*. Responsible for recruiting new Presidential Leadership Scholars and overseeing 100+ Scholars and annual scholarship budget that exceeds \$1 million / First recruiting class had highest average GPA / ACT scores of any entering PLS class on record.

OTHER ADMINISTRATIVE POSITIONS

Chair, Strategic Planning Coordinating Council (SPCC), University of Montana (2016-2018) Lead 14-member committee (students, faculty, staff, and administrators); charged by UM President with crafting a new, design-oriented strategic vision for the University of Montana; initial outreach efforts reached unprecedented number (5,000+) of UM stakeholders; v 1.1 available at www.umt.edu/strategy.

UM Presidential Transition Advisory Committee (PTAC) (2017-2018)
Develop list of strategic priorities and actions to new University of Montana President Seth Bodnar; issue areas include but are not limited to academic identity, curricular innovation, internal and external communications and marketing, and administrative efficiencies.

Member, University of Montana Forward 125 (2016-2018)
University-wide oversight team; coordinates development of a new Budget Allocation Model (BAM), planning and execution of 125th Anniversary celebration events, and ongoing effort to engage in assessment of over 400 academic programs and administrative services.

Member, University of Montana Faculty Workload Committee (2017-2018) Part of six-member team of academic officers, charged with reassessing, and possibly revising, the University's process for determining and evaluating faculty teaching, research, and service workload.

Chair, University of Montana Chair of Undergraduate Research Committee (2017-2018)
Lead undergraduate research efforts at UM, including Undergraduate Research Committee, numerous

scholarship programs / Plan and execute annual UM Conference on Undergraduate Research (UMCUR), with over 150 student presenters.

Chair-Elect, Executive Committee, University Council, University of Georgia (2015) Elected to serve as faculty chair of primary shared governance body at the University of Georgia.

Director, Graduate Programs, Department of International Affairs, UGA (2012-2015) Directed graduate students (75/year) in three degree programs: MA and PhD programs in Political Science and International Affairs, and a Master's in International Policy (MIP) program; also responsible for graduate marketing, recruitment, admissions, funding, curriculum, advising, and retention issues.

Associate Director, Center for the Study of Global Issues (Globis), University of Georgia (2009-2015) Involved in every operational element of cross-disciplinary Center dedicated to global education, study abroad, on-campus internationalization, and Track II Diplomacy Seminars between the US, DPRK, ROK.

Director, Asia Study Abroad Program, Globis, University of Georgia (2009-2015) Served as lead recruiter, professor, and travel guide for three-country program (China, Korea, Japan).

Coordinator, Global Studies Certificate, Globis, University of Georgia (2009-2015) Primary advisor, record-keeper, and advocate for cross-disciplinary certificate program.

Director, Undergraduate Programs, Department of International Affairs, UGA (2010-2012) Led curriculum design, learning outcomes assessment, and other aspects of program with 800+ majors.

FACULTY POSITIONS

Professor (with tenure), Political Science Department, University of Montana (2015-2018) Faculty appointment, with tenure, in the Political Science Department at University of Montana.

Associate Professor (with tenure), Department of International Affairs, UGA (2013-2015)

Assistant Professor, Department of International Affairs, UGA (2006-2013) Taught undergraduate courses and graduate seminars on international relations theory, foreign policy, national security, international conflict, grand strategy, and political simulations; advised 44 independent research projects, 25 undergraduate students as an Honors Faculty Mentor and/or Honors Thesis Advisor, 21 PhD students (four as dissertation chair), and 14 MA and MIP students (five as thesis chair); recognized with Richard B. Russell Excellence in Undergraduate Teaching Award (the highest honor given to early career instructors at UGA), School of Public and International Affairs Excellence in Teaching Award, UGA Student Government Professor Recognition Award (twice), and others; inducted into the University of Georgia Teaching Academy; Research published in journals such as the *Journal of Conflict Resolution*, *Security Studies*, *International Studies Review*, *Journal of Strategic Studies*, and other top journals. 2007 simulation textbook, *International Relations in Action*, has sold over 5,000 copies and has been used at over 50 universities around the world.

SELECTED PUBLICATIONS, INVITED TALKS, AND CONFERENCE PRESENTATIONS

Selected Publications

2014 "New Ways to Seek Peace: The Track II 'Globis Model' and the Korean Peninsula," *Global Asia*, Vol. 9, No. 2 (2014), (with Han Park).

2014 "It's About Time: China's Strategic Hedging in the Asia-Pacific," Featured Analysis, *Banyan Analytics Newsbrief*, Center for Strategic and International Studies, October 14, 2014.

- 2013 Book review of Yuan-Kang Wang, *Harmony and War: Confucian Culture and Chinese Power Politics*. (New York, NY: Columbia University Press, 2011) and Yan Xuetong, *Ancient Chinese Thought, Modern Chinese Power*. (Princeton, NJ: Princeton University Press, 2011), *Perspectives on Politics*, Vol. 11, No. 2 (2013) 706-708.
- 2012 “Bang for the Buck: Assessing the Effectiveness of U.S. Military Aid,” *Security and Defense Studies Review*, Vol. 13 (2012), 13-35 (with Patricia Sullivan).
- 2012 “System Structure and State Strategy: Adding Hedging to the Menu,” *Security Studies*, Vol. 21, No. 2 (2012), 192-231.
- 2012 “China’s Global Equity Oil Investments: Economic and Geopolitical Influences,” *Journal of Strategic Studies*, Vol. 35, No. 2 (2012), 175-196 (with Wojtek Wolfe).
- 2011 “U.S. Military Aid and Recipient State Cooperation,” *Foreign Policy Analysis*, Vol. 7, No. 3 (2011), 275-294 (with Patricia Sullivan and Xiaojun Li).
- 2011 “Great Powers and Strategic Hedging: The Case of Chinese Energy Security,” *International Studies Review*, Vol. 13, No. 2 (2011), 214-240 (with Wojtek Wolfe).
- 2011 Book review of Kent Calder and Min Ye, *The Making of Northeast Asia*. (Stanford, CA: Stanford University Press, 2010), *Pacific Affairs*, Vol. 84, No. 4 (December, 2011).
- 2009 “The Evolution of Chinese Foreign Policy: New Incentives with Slowing Growth,” *Asian Security*, Vol.5, No.3 (2009) 296-318.
- 2009 “Relative Decline: Does it Induce War or Sustain Peace?” in William Thompson (ed.) *Systemic Transitions*. (New York: Palgrave-MacMillan, 2009) (with Steve Chan).
- 2007 *International Relations in Action: A World Politics Simulation*. (Boulder: Lynne Rienner, 2007).
- 2005 “Critical Periods and Regime Type: Integrating Power Cycle Theory with the Democratic Peace Hypothesis,” *International Interactions*, Vol. 31, No. 3 (2005) 223-249.
- 2004 “Power Cycles, Risk Propensity and Great Power Deterrence,” *Journal of Conflict Resolution*, Vol. 48, No. 2 (2004), 131-153 (with Steve Chan).

Selected Invited Talks (complete list available upon request)

- 2021 “Higher Education Leadership in a Time of Crisis,” Keynote Speaker, Given for the University of Montana Public Affairs Academy, August 6, 2021.
- 2018 “Innovation in Teaching and Learning,” Opening Remarks, Given at the Montana State University Faculty Symposium, November 8, 2018.
- 2018 “Innovation through Integration in Honors Education,” Lecture, Given at Montana Technological University, April 10, 2018.
- 2016 “The Importance of Foreign Language Education,” Keynote Speaker, Given at the University of Montana Foreign Language Days, Missoula, Montana, February 2016.
- 2015 “Life and Tigers in Primorskii Krai,” Keynote Speaker, University of Montana Davidson Honors College Academic Convocation, September 4, 2015.
- 2014 “Games Nations Play: Understanding Strategic Scenarios in the World Around Us,” Given at the Franklin Residential College, Athens, Georgia, October 7, 2014.
- 2014 “New Strategies for Faculty Entrepreneurship,” Given at the University of Georgia Academic Affairs Symposium, Unicoi State Park, Georgia, April 5, 2014.

2013 “SPIA and International Programs,” SPIA Board of Visitors, Atlanta, GA, October 4, 2013.

2013 “Emerging Powers and Strategy in the International System,” Given at James Madison College, Michigan State University, East Lansing, Michigan, February 13, 2013.

2013 “System Dynamics and Strategic Incentives,” Given at the Australian National University, Canberra, Australia, January 25, 2013.

Selected Conference Participation (complete list available upon request)

Quo Vadis Power Politics? Realism and Interstate Competition in the 21st Century

- 2012 Annual Meeting of the International Studies Association – San Diego, California, April 1-4, 2012.

Rising Powers, Slowing Growth, and International Security (Project papers under various titles)

- 2013 Annual Meeting of the American Political Science Association – Chicago, Illinois, August 29- September 1, 2013.
- 2013 Annual Meeting of the International Studies Association – San Francisco, California, April 2-4, 2013.
- 2012 Annual Meeting of the International Security and Arms Control/International Security Studies Section – Chapel Hill, North Carolina, October 4-6, 2012.
Annual Meeting of the American Political Science Association – New Orleans, Louisiana, August 2-4, 2012.
- 2012 30-September 2, 2012.
- 2011 Annual Meeting of the International Security and Arms Control/International Security Studies Section – Irvine, California, October 14-17, 2011.

Strategic Hedging and International Relations (Project papers under various titles)

- 2010 Annual Meeting of the International Security and Arms Control/International Security Studies Section – Providence, Rhode Island, October 13-16, 2010.
- 2010 Annual Meeting of the International Studies Association – New Orleans, Louisiana, February 17- 21, 2010.
- 2009 Annual Meeting of the International Studies Association – New York, New York, February 15-18, 2009.
- 2009 Annual Meeting of the International Security and Arms Control/International Security Studies Section – Vail, Colorado, October 23-25, 2008.
- 2008 Annual Meeting of the International Studies Association – San Francisco, California, March 26-29, 2008.

Perceptions of Power in International Relations (Project papers under various titles)

- 2012 Annual Meeting of the International Studies Association – San Diego, California, April 1-4, 2012.
- 2010 Annual Meeting of the International Security and Arms Control/International Security Studies Section – Providence, Rhode Island, October 13-16, 2010.
- 2009 Annual Meeting of the International Security and Arms Control/International Security Studies Section – Monterey, California, October 15-17, 2009.

Benefits of Extended Simulations in the IR Classroom (Project papers under various titles)

- 2009 Annual Meeting of the International Studies Association – New York, New York, February 15-18, 2009.
- 2007 APSA Teaching and Learning Conference – Charlotte, North Carolina, February 9-11, 2007.

The Evolution of Chinese Foreign Policy (Project papers under various titles)

- 2008 Annual Meeting of the International Security and Arms Control/International Security Studies Section – Vail, Colorado, October 23-25, 2008.

- 2007 Annual Meeting of the American Political Science Association – Chicago, Illinois, August 29- September 2, 2007.
- 2007 Annual Meeting of the Midwest Political Science Association – Chicago, Illinois, April 12-15, 2007.
- 2006 Annual Meeting of the International Studies Association, San Diego, California, March 22-25, 2006.

Military Aid and Recipient State Cooperation

- 2008 Annual Meeting of the International Studies Association – San Francisco, California, March 26-29, 2008.

T.E. Lawrence, China, and Guerrilla Grand Strategy (Project papers under various titles)

- 2006 Annual Meeting of the International Studies Association, San Diego, California, March 25, 2006.
- 2005 Annual Meeting of the International Studies Association – West, Las Vegas, September 30- October1, 2005.

Power Cycles and Foreign Policy (Project papers under various titles)

- 2005 Annual Meeting of the International Studies Association – West, Las Vegas, Nevada, September 30-October 1, 2005.
- 2004 Annual Meeting of the International Studies Association – West, Las Vegas, Nevada, October 1-2, 2004.
- 2003 Annual Meeting of the International Studies Association – West, Las Vegas, Nevada, October 10 – 11, 2003.

Other Participation (discussant, moderator, panel chair, roundtables)

2014 Chair and Discussant. “The Global and Domestic Consequences of American Primacy,” Annual Meeting of the American Political Science Association - Washington, DC, August 28-31, 2014.

2014 Discussant. “China's Territorial Disputes,” at the Annual Meeting of the American Political Science Association - Washington, DC, August 28-August 31, 2014.

2013 Chair. “China as a Challenge to International Security,” at the Annual Meeting of the American Political Science Association – Chicago, Illinois, August 29-September 1, 2013.

2013 Discussant. Domestic Sources of International Order,” at the Annual Meeting of the American Political Science Association – Chicago, Illinois, August 29-September 1, 2013.

2013 Discussant. Panel on “Deterring and Engaging Aggressive Foreign Policies,” at the Annual Meeting of the International Studies Association – San Francisco, California, April 2-6, 2013.

2012 Discussant. Panel on “China’s Rise and International Order,” at the Annual Meeting of the American Political Science Association – New Orleans, Louisiana, August 30-September 2, 2012.

2012 Discussant and Chair. Panel on “Perceptions, Identify and Power,” at the Annual Meeting of the International Studies Association – San Diego, California, April 1-4, 2012.

2012 Discussant. Panel on “Contemporary Chinese Foreign Policy,” at the Annual Meeting of the International Studies Association – San Diego, California, April 1-4, 2012.

2011 Discussant and Chair. Panel on “Environmental Security,” at the Annual Meeting of the International Security and Arms Control/International Security Studies Section – Irvine, California, October 14-17, 2011.

2011 Discussant. Panel on “International Relations Theory and Grand Strategy,” at the Annual Meeting of the American Political Science Association, Seattle, Washington, August 31-September 4, 2011.

2011 Roundtable Participant. “Feminism and Security Studies,” at the Annual Meeting of the International Studies Association – Montreal, Canada, March 16-19, 2011.

2010 Discussant. Panel on “Hegemony and US Grand Strategy” at the Annual Meeting of the

International Studies Association – New Orleans, Louisiana, February 17-21, 2010.

2009 Discussant. Panel on "Power Transition Theory," at the Annual Meeting of the International Studies Association – New York, New York, February 15-18, 2009.

2008 Moderator. Panel on "American Foreign Policy in Africa," at the King-Mandela Symposium at the University of Georgia - Athens, Georgia, November 15, 2008.

2008 Discussant. Panel on "Quantitative Studies of Conflict" at the Annual Meeting of the International Security and Arms Control/International Security Section – Vail, Colorado, October 23-25, 2008.

2007 Discussant. Panel on the "Standoff with North Korea" at the Annual Meeting of the American Political Science Association – Chicago, Illinois, August 29-September 2, 2007.

2006 Discussant. Panel on "Power Reconsidered" at the Annual Meeting of the American Political Science Association – Philadelphia, Pennsylvania, August 28-September 1, 2006.

Fellowships and Grants

2008 Rothermere Institute of American Studies: Postdoctoral Research Fellowship, Oxford University

2005 Postdoctoral Teaching Fellow, Graduate School of International Studies, University of Denver

2004 De Tocqueville Center Fellowship, University of Colorado at Boulder

2004 Department of Political Science Merit Fellowship, University of Colorado at Boulder

2004 Department of Political Science Travel Grant, University of Colorado at Boulder

2002 Department of Political Science Merit Fellowship, University of Colorado at Boulder

2002 Department of Political Science Summer Award, University of Colorado at Boulder

TEACHING

Selected Awards

2015 Student Government Association Professor Recognition Award (UGA)

2015 Center for Teaching & Learning "Teacher of the Week" (UGA)

2014 University of Georgia Teaching Academy (UGA)

2013 University of Georgia Innovative Instruction Grant (UGA)

2012 Student Government Association Professor Recognition Award (UGA)

2012 School of Public and International Affairs Summer Research Award (UGA)

2010 Richard B. Russell Excellence in Undergraduate Teaching Award (UGA)

2009 School of Public and International Affairs Excellence in Teaching Award (UGA)

Courses Taught

Introduction to Honors (University of Montana) 2015, 2016, 2017

(Graduate Seminar) Grand Strategy in International Relations (UGA) 2009, 2011

(Graduate Seminar) Comparative Foreign Policy (UGA) 2007, 2010, 2011, 2015

(Graduate Seminar) International Conflict (UGA) 2014

(First Year Odyssey) New History of the Cold War (UGA) 2009

Strategy in International Relations (UGA) 2012-2014

Grand Strategy in International Relations (UGA) 2013

U.S. National Security Policy (UGA) 2010, 2011, 2012

Advanced Political Simulations (UGA) 2008, 2013, 2014

American Foreign Policy (University of Denver and UGA) 2006, 2007, 2008, 2009,

2011 East Asian Security (UGA) 2007, 2009, 2011, 2012

International Conflict (University of Denver, UGA) 2006, 2007, 2008, 2009, 2011, 2012, 2013

Introduction to International Relations (University of Denver/UGA) 2006-2009, 2012-2014

Introduction to Comparative Politics (UGA) 2013

Introduction to Global Issues (UGA) 2013, 2014

MENTORING

Ph.D. Committees

Bryan Early (defended, 2009)
Marie Milward (defended, 2011)
Larry Lamanna (defended, 2011)
Jim Borders (defended, 2011)
J.T. Kwon (defended, 2011)
Jennifer White (defended, 2015)
Cynthia McMeekin (defended, 2013)
Inyeop Lee (defended, 2015)
Leah Carmichael (Chair; defended, 2014)
Wootae Lee (defended, 2011)
Xiaobo Zhang (defended, 2011)
Megan Lounsbury (defended, 2015)
Matt Clary (Chair; defended, 2014)
Allison Shelton (defended, 2017)
Jun Yamauchi (Chair; 2012-present)
Kayce Mobley (Chair; defended, 2015)
Hongyu Zhang (defended, 2016)
Florian Justwan (defended, 2015)
Joshua Massey (defended, 2017)
Sarah Fisher (defended, 2015)
Braden Stone (defended, 2016)

M.A. and Master of International Policy (MIP) Committees

Matt Clary (Chair; defended, 2009)
Shelli Powell (Chair; defended, 2009)
Allison Shelton (defended, 2010)
Victoria Sanchez (defended, 2010)
Joshua Dix (defended, 2010)
Evan Tighe (Chair; defended, 2011)
Hasan Ahmed (defended, 2012)
Lowery Parker (Chair; defended, 2011)
Joseph Joyner (defended, 2011)
Matthew Levenson (defended, 2011)
Dana Higgins (Chair; defended, 2012)
Jess Nakaska (defended, 2013)
Jongmin Li (defended, 2014)
Michael Jeppson (defended, 2014)

Directed Readings, Internship Sponsorship, Honors Options and Independent Study Graduate - Bryan Early, Jennifer White, Judy Norton, Corley Audorff, Leah Carmichael, Dana Higgins, Joseph Joyner, Lowery Parker, Jun Yamauchi, Sarah Fisher, Kayce Mobley, Victoria Barker, Whitley Butler, Joshua Massey, William Eyzaguirre, Cameron Evers, Brian Starks, Oliver Adrian. *Undergraduate* -Kelsey Simmons, Lucas Puente, Kevin Mara, Kevin Frisch, Ashley Bartlett, Cynshen Hu, Sara Clark, Courtney Price, Kerry Orrick, Steve Perry, Chris Ketpongard, Ashley Dellinger, Justin Shanken, Aaron Sayama, Theresa Ward, Greg Wilson, Chadwick Peltier, Kelly Dean, Keya Wondowossen, Ty Goodbar, Katie Lawrence, Chris Looft, Jenna Ziesenhene, Shy Jackson, Nick Eberhart, Joseph Gerber, Brett Granberg, Dana Higgins, Patricia Schleisman, Shirlynn Bronwell, Sarah Beck, Arian Jabbary, Russ Crowe, Sadie Lambert, Amanda Hadden, Nina Sloss, Regan Urquhart, Dang Ly, Nicolette Fedorov, Oliver Adrian, Kelly Butters, Yuliya Bila, Delaney Ward, Tia Ayale

Faculty Director, Georgia Grand Strategy Group (2009), Playing for Peace Project (2014) Chadwick Peltier, Amanda Street, Jenna Ziesenhene, Christopher Looft, Ashley Bartlett, Bethany McCain, Bryn Murphy, Dana Higgins, Joseph Gerber, Nick Eberhart, Brett Granberg, Katherine Mann, Ansley Kaiser, Sarah Howard, Rob Galerstein, Caleb Denham, Aaron Krask, Isabel Palmer, Peyton Sammons, Emily Wilhoit, Seth Euster.

University of Georgia Center for Undergraduate Research Opportunities and Honors Faculty Mentor Giridhar Subramanian (2008-2011), Ashley Barrett (2008), Chadwick Peltier (2010, 2012), Bethany

McCain (2010), Christopher Looft (2010), Edward Wells (2010, 2011). Chadwick Peltier (2008-2012), Tricia Smith (2008-2012), Lane Johnson (2008-2012), Alex Knoblock (2008-2012), Bethany McCain (2009-2013), Kathryn Wood (2009-2013), Nick Kingsley (2009-2013), Christina Azahar (2009-2013), Jinny Park (2012-present), Holly Boggs (2013-present), Cecilia Moore (2013-present), Joseph Gerber (2013-2014), Meili Swanson (2013-2014), Anne Pelegrino (2014), Nick Eberhart (2013-2014), Patrick Wheat (2013-2014).

CURO Honors Thesis Advisor

Holly Boggs (Chair, 2014-2015), Patrick Wheat (Reader, 2014), Travis Mille (Reader, 2014)

SERVICE AND COMMITTEE MEMBERSHIP

Northern Michigan University (2023-present)

Michigan Association of State Universities (MASU), Board of Directors

InvestUP, Board of Directors

Michigan Citizens Research Council

(Appointment pending) Michigan Education Trust, appointed by Gov. Gretchen Whitmer

Michigan College Attainment Network, Board of Directors

Innovate Marquette SmartZone, Board of Directors

Office of the Commissioner of Higher Education, Montana University System (2018-2023)

WICHE Forum, Executive Committee

WICHE Alliance, Executive Committee

Academic, Research, and Student Affairs Committee, MUS Board of Regents

Two-Year and Community College Committee, MUS Board of Regents

Chair, Montana Technological University Chancellor Search Committee

Chair, Helena College CEO/Dean Search Committee

Chair, Montana State University – Billings Chancellor Search Committee

Chair, Great Falls College – MSU CEO/Dean Search Committee

State Workforce Innovation Board (Commissioner's Designee)

Montana State University - Hilleman Scholars Advisory Board

Governor's Apprenticeship Advisory Council

Montana Digital Academy (Commissioner's Designee)

Montana Early Childhood Education Advisory Council

NASH Leadership Academy

NASH Equity Action Collaborative

NASH System Lead, Taking Student Success to Scale

NASH Big Rethink Design Team, "Fundamentally Reducing the Cost Base"

University of Montana (2015-2018)

Presidential Transition Advisory Council, 2017-2018

Faculty Workload Committee, 2017-2018

Search Committee, UM Vice President for Enrollment Management and Student Affairs, 2015-6

Chair, UM Undergraduate Research Committee, 2015-2018

Committee Member, Faculty and Staff Giving Campaign, 2016-2018

Montana Museum of Art & Culture Advisory Board, 2017-2018

Service Learning Advisory Board, 2015-2018

Board of Directors, Wild Rockies Field Institute, 2015-2018

University of Georgia (2006-2015)

Director of Graduate Programs, Department of International Affairs, 2012-2015

Director of Undergraduate Programs, Department of International Affairs, 2010-2012

Director of Asia Study Abroad Program, Globis Center, 2009-2015

Graduate Committee, 2012-2015

School of Public and International Affairs Curriculum Committee 2008-2015

SPIA Council Member, 2013-2014

Selection Committee, SPIA Student Convocation Speaker, 2012, 2013

Member, Two IR Search Committees, Fall 2011

Faculty Director, Sigma Iota Rho (IR Honors Society) 2008, 2010, 2011, 2012, 2013, 2014
Faculty Associate, Center for International Trade and Security, 2006-2009
Department of International Affairs Learning Outcomes Committee 2010
Department of International Affairs Faculty Executive Committee 2007-2008, 2010-2011
Saxby Chambliss Fellowship Committee 2006-2007
UGA University Council (SPIA Representative), 2012-2015
UGA University Council, Faculty Executive Committee, Chair-Elect, 2014-2015
UGA University Council, Educational Affairs Committee, 2014-2015 UGA University Council, Facilities
Committee, 2013-2015
UGA "First Look" Faculty Panels, 2013-2015
UGA Future Scholars Visitation Program, 2013-2015
UGA Connections Mentoring Program, 2013-2015
Office of Online Learning Review Board, 2012-2015
Faculty Associate, UGA Center for Asian Studies, 2014-2015
Selection Committee, University of Georgia Boren Scholarship, 2012, 2013, 2014, 2015 Academic Affairs
Symposium, 2011, 2013, 2014, 2015
Planning Committee, Academic Affairs Symposium, 2015
Host, University of Georgia Honors Program Book Discussion, 2009, 2013, 2014
Selection Committee, Honors Program Faculty Teaching Awards, 2012
Panelist, Honors College/Roosevelt Institution Research Presentations, 2011, 2013
Panelist, CURO Promising Scholars Day, 2011
Faculty Advisor, University of Georgia Bhangra Dance Team 2007-2011
Panel Moderator, UGA Career Center, Career in Intelligence 2006-2008