

VITAE

**Ronald R. Cavanagh**

Vice President for Undergraduate Studies  
Syracuse University  
Syracuse, New York 13244

Telephone: 315 443-1899 (O)  
315 479-6425 (H)

**BORN:** Staten Island, New York  
November 26, 1938

**MARITAL STATUS:** Married, two grown children

**EDUCATION:** Doctor of Philosophical Theology, Graduate Theological Union,  
University of California, Berkeley - 1968

Master of Divinity, Moravian Theological Seminary,  
Bethlehem, Pennsylvania - 1963

Baccalaureate of Arts, English, Moravian College,  
Bethlehem, Pennsylvania - 1960

Institute for Educational Management Certificate,  
Harvard University, Boston, Massachusetts - Summer 1995

**PROFESSIONAL EMPLOYMENT:**

- 1986 - Present Vice President for Undergraduate Studies, Syracuse University
- 1985 - 1986 Interim Dean, College of Arts and Sciences, Syracuse University
- 1980 - 1985 Associate Dean, College of Arts and Sciences, Syracuse University
- 1974 - 1980 Chairman, Department of Religion, College of Arts and Sciences, Syracuse University
- 1974 - Present Associate Professor, Department of Religion, College of Arts and Sciences,  
Tenured July 1974
- 1973-1974 Acting Chairman, Department of Religion, College of Arts and Sciences,  
Syracuse University
- 1968 - 1974 Assistant Professor, Department of Religion, College of Arts and Sciences,  
Syracuse University
- 1967 - 1968 Lecturer, Department of Religion, College of Arts and Sciences,  
Syracuse University
- 1964 - 1967 Teaching Assistant, Department of Systematic Theology,  
San Francisco Theological Seminary

## THE OFFICE OF UNDERGRADUATE STUDIES

As Syracuse University's first Vice President for Undergraduate Studies (1986-Present), I was given the charge to "enhance the quality of the undergraduate experience at Syracuse University and facilitate the advance of assigned units and projects."

The Office of Undergraduate Studies comprises the following units:

- The Center for Instructional Development
- The Division of International Programs Abroad
- The All-University Honors Program
- Project Advance
- The Community Internship Program
- The Division of Student Support and Development
- The Army and Air Force Reserve Officer Training Programs
- The Office of the Registrar and Central Records
- Co-operative Education Programs

*and special projects:*

- Institutional representative for major gifts, Office of Corporations and Foundations
- The All-University Assessment Program
- Institutional officer for international agreements
- The Chancellor's Fund for Innovation
- Schools and University Partnership for Educational Responsibility (SUPER)
- The Central New York Education Consortium
- Overseas Fellowship Committee (Rhodes, Marshall, Fulbright Fellowships and others)
- NCAA Career Counseling Panel (Agent Education)
- The Syracuse Consortium for the Cultural Foundations of Medicine
- Liaison with the Office of Admissions and Financial Aid
- Liaison with the Office of Student Affairs
- SU Improving Quality Council, Chair

Syracuse University was awarded the 1996 Hesburgh Award for faculty development to enhance undergraduate education.

As Vice President for Undergraduate Studies, I have direct responsibility for the hiring, firing and most importantly, the nurturing of one hundred and forty-seven full time campus positions. Part-time employees, including graduate assistants, work study, and the professional personnel or faculty hired to instruct within our five centers overseas takes the number to well over two hundred. For the academic year 1995-1996 ending June 30, 1996, the total of the base budgets for which I have direct responsibility is in excess of \$21 million.

## SELECTED MANAGEMENT ACHIEVEMENTS

- The All-University Honors Program has nearly tripled in size in the last eight years, growing from a high of 280 in the fall of '85, to the present total of 750 undergraduate students. During the last five years,

senior thesis projects are up by a factor of five. In addition, retention for Honors students is fifteen percent higher than for the university as a whole.

- The Division of International Programs Abroad, referred to in the *US NEWS and WORLD REPORT* as the "Cadillac of American study abroad programs," has five centers world wide, with two more approved and under development in Asia and Germany. The program has doubled the annual enrollment since the Fall of '86 to an average slightly less than two thousand undergraduate and graduate students per year. An internship opportunity was added which has subsequently enrolled 109 students in one year. The centers in London, Madrid, Strasbourg, Florence and Harare are now functioning as bases for the university's international admissions activity.

- The Community Internship Program has quadrupled in size, enrolling an average of almost 900 students over the course of a year. We now offer internships from coast to coast, and in a number of foreign countries,. Last year, we began a program of one-credit externships for first-year students in our School of Management, who wish to learn about a profession by shadowing an appropriate executive.

- The Office of the Registrar has developed a mail-registration system for first-year students which has provided better than 90% of these individuals all of their first choice courses. We have introduced a customized Degree Audit Record System which has also served to enhance the quality of academic advising. We are working as a design partner with TRG (The Robinson Group) to develop a new Student Access Network which will include data bases from such areas as recruitment and admissions, financial aid, academic programs, placement, development and alumni information.

## ENHANCING QUALITY INITIATIVES

A primary responsibility of the Vice President for Undergraduate Studies is to work with the deans, faculty, and professional staff to strengthen the undergraduate curriculum, to enhance the quality of instruction and advising, and to support the growth of the technological infrastructure promoting learning. In this way, collaboration and cooperation among units is supported in a manner which contributes to the development of innovative interdisciplinary, inter-college and all-university programs. Examples include:

- developing a mandatory all-university Teaching Assistant Program referred to by Ernest Boyer, of the Carnegie Foundation, on the NBC TODAY program as a "bright spot in the nation;"

- assisting in the design and implementation of a Teaching Associate Program which has won a 1993 Hesburgh Recognition Award;

- conducting the "National Study on Research Universities and the Balance Between Research and Teaching," funded by the Lilly Endowment. This study has now involved responses from more than fifty thousand faculty, department chairs, deans and provosts, and gone beyond the research university to the liberal arts college;

- designing the Sears Summer Seminar, funded by the Sears Foundation, which brings together deans, department chairs and other professionals to: (1) review the present perceptions of teaching on campus; (2) develop action plans for the improvement of teaching; and (3) indicate how central administration can best assist schools and colleges in improving teaching;

- implementing the Focus on Teaching Project, supported by a grant from the Fund for the Improvement of Post-Secondary Education (FIPSE), which brought together six universities (UC-Berkeley; Ohio State, Northwestern, University of Michigan, Carnegie-Mellon, and the University of Massachusetts) to develop their own versions of the Syracuse Sears Project;
- developing three campus workshops focusing on the emerging national agenda of Teaching and the Nature of Scholarship, for deans, chairs and faculty, as presented by speakers such as Ernie Boyer, Russ Edgerton and Eugene Rice;
- directing the Redefinition and Assessment of Scholarship project, funded jointly by the Lilly Endowment and FIPSE, which originally brought together twenty (20) national professional and accrediting associations to consider what faculty in their respective fields consider scholarly work and how those bodies might give these understandings voice;
- serving as action officer for Syracuse University's three faculty teams, participating with teams from Stanford, Northwestern and the University of Michigan, in the American Association for Higher Education's (AAHE) Faculty Peer Review of Teaching Project;
- implementing the Gateway Program focusing attention on the particular challenges and possibilities associated with introductory courses which transition a student from the high school experience to university life. The program is directed by the Gateway Fellows Committee which awards up to twenty five thousand dollars in grants each year for innovations in Gateway courses; recruits new faculty; considers evaluation strategies; and supports campus-wide teaching seminars;
- establishing, as a result of recommendations made at the Sears Summer Seminar, a Faculty Instructional Grants program for awards to individual faculty limited to three thousand dollars; and a Major Instructional Grants program with awards not exceeding a total of ten thousand dollars to schools, colleges or departments. Projects funded under the auspices of these programs focus on the creation of instructional materials, the design and redesign of courses and curricula, and the improvement of support activities such as academic advising and mentoring;
- creating the Freshman Advocacy Network (FAN) and the Transfer Advocacy Group (TAG) which involve professional staff from around the campus in helping students make a successful transition to our campus. The programs have been helpful to students, their parents, and not least of all, our staff, who have enjoyed being part of the lives of the newest members of the Syracuse community.

## **LIAISON RESPONSIBILITIES**

As Vice President for Undergraduate Studies I have primary responsibility for serving as a liaison with the Office of Admissions, the Office of Student Affairs, and the educational institutions within our region. In this context, I have helped design and execute an admissions marketing strategy based on the concept of "blending" which allows eighteen credit-hour concentrations which many of our competitors can not match. I am the spokesperson for "the undergraduate academic experience" on our campus, throughout the country, and abroad.

Student Orientation Programs in the summer and in the fall come under the joint responsibility of Student Affairs and Academic Affairs, with my office responsible for coordinating effective school and college

participation. We have used these experiences as an opportunity to promote sharing and collegiality among students, faculty and professional staff.

As the university's representative to the Central New York Education Consortium, it is my responsibility to function as liaison with public school superintendents, BOCES directors, and public and private college presidents. In fall '93, I was charged with designing and implementing a three-county, new faculty orientation program for kindergarten through university personnel. It has been an exciting success beyond our expectations, with stronger collaborations and cooperation growing every day.

## **THE ARTS AND SCIENCES EXPERIENCE**

For almost twenty years, I served the College of Arts and Sciences as a faculty member, department chair, associate and interim dean. I have earned tenure and made tenure decisions concerning colleagues; made proposals for a departmental curriculum and represented the curriculum of the college to the university; developed a doctoral program within my department and made resource decisions regarding others. When one has served on all the major curriculum, personnel, and student services committees of a college, one develops a sense of perspective that is unavailable by any other means.

It was during these years that I learned about what went into faculty hiring, promotion, tenure, reappointment, salary performance reviews, and how to deal with issues of morale and mentoring. It was at that time that I proposed and implemented the first college Admissions Committee; established the first informal retention committee at the university; developed a Minor in Management Program and a Concentration in Professional Skills; established a four-year strategy of academic and career counseling; built a peer advising program to assist in lower-division advising; and led faculty through the difficult process of a national search for a new dean.

I learned to be responsible for my colleagues during these years and came to understand what collegiality was all about. There are three divisions in the College of Arts and Sciences: the Humanities, the Natural Sciences and Mathematics, and the Social Sciences. Together they enroll annually over four thousands students, employ over two hundred faculty, and require a budget of eleven million dollars. It is hard to imagine such a community as intimate, but that is indeed what we worked hard to achieve.

## MEMBERSHIP IN PROFESSIONAL AND LEARNED SOCIETIES:

American Academy of Religion (AAR)  
 Society for Values in Higher Education  
 American Association for Higher Education (AAHE)

## HONORS AND OFFICES:

1994-present	Member, Kappa Theta Epsilon, National Cooperative Education Society
1993-present	Member, Phi Beta Delta, National Honor Society for International Studies
1992-present	Member, Golden Key Honor Society
1988-present	Life Member, Phi Kappa Phi Honor Society
1988 - 1990	President, Phi Kappa Phi Honor Society, Chapter 16
1979 - 1981	Co-Chair, Chairman's Caucus, American Academy of Religion
1976 - 1977	President, Eastern International Region of the American Academy of Religion
1975 - 1976	Vice President, Eastern International Region of the American Academy of Religion
1969-present	Member, Theta Chi Beta, National Religion Honor Society

## SELECTED PUBLICATIONS AND PRESENTATIONS:

"Formative and Summative Evaluation in the Peer Review of Teaching," Innovative Higher Education, Vol. 21, No. 4, 1996.

"Transformation: Choices, Incentives and Rewards," Transforming the University: New Realities and Strategies Conference, University of Arizona, Tucson, January 1995.

"The University and the Quality Movement." Texas Instruments Conference, Dallas, 1994.

"Contesting the Paradigm: A Case for the Student-Centered Research University." Deans Cabinet, Syracuse, New York, 1993.

"Private Higher Education: Problem and Response." Minnowbrook Conference Center, Blue Mtn., New York, 1992.

"Changing Priorities at the Research University: Focusing on the Undergraduate Experience." American Association for Higher Education National Conference, San Francisco, California, 1990.

"The Future of International Educational Exchange." National Association of Foreign Student Advisors Conference, Washington, DC, 1988.

"The Preparation and Mentoring of New Teaching Assistants." National Workshop on the Design and Evaluation of an Orientation and Training Program for Teaching Assistants, Syracuse, New York, 1988.

"Internships, Cooperative Experiences and the University." National Society for Internships and Experiential Education Regional Conference, Syracuse, New York, 1987.

"Creativity: Models for a University." Soling Program, Syracuse University, December, 1985.

*Religion: An Introduction*, T. W. Hall, Richard Pilgrim, Ronald R. Cavanagh, Harper and Row, 1985.

"The Prospects for Athletic Career Counseling Panels." Special Meeting of the N.C.A.A., Chicago, Illinois, October 1985.

"Preparing the Junior College Transfer Student: A University Perspective." Onondaga Community College, Syracuse, New York, October, 1985.

"Theological Studies in the University." The Annual Meeting of the American Academy of Religion, Dallas, Texas, November 1980.

"Theology and Religious Studies: Their Identity and the Difference it Makes." The Eastern Regional Conference of the American Academy of Religion, Toronto, April 1979.

R. R. Cavanagh, Chapter 1, "The Term Religion;" Chapter 2, "Religion as a Field of Study;" Chapter 4, "Belief." In *Introduction to the Study of Religion*, edited by T. W. Hall; Harper and Row, 1978.

"Systems Philosophy and the Humanities: Fad, Fraud or Fitting." The Annual Meeting of the American Academy of Religion, San Francisco, California, December 1977.

"Religion and Technological Civilization: Projecting a Human Future for Man." Eastern Regional Meeting of the American Academy of Religion, Syracuse, New York, 1975.

"Why a Theology of Nature?" The Annual Meeting of the American Academy of Religion, Atlanta, Georgia, 1971.

## REFERENCES

### Internal

**Charles W. Beach**, President, C.W. Beach Enterprises  
an Member, Syracuse University Board of Trustees, 308 Brookford Road, Syracuse, NY 13224

**David H. Bennett**, Distinguished Professor of History, Syracuse University  
145 Eggers Hall, Syracuse, NY 13244-1090

**Susan J. Crockett**, Dean, College of Human Development, Syracuse University  
112 Slocum Hall, Syracuse, NY 13244-1250

**Robert M. Diamond**, Assistant Vice Chancellor, Syracuse University,  
111 Waverly Ave., Suite 220, Syracuse, New York, 13244-2320

**Sidney S. Micek**, Vice President for Development, Syracuse University  
100 Women's Building, Syracuse, NY 13244-5040

**Kenneth A. Shaw**, Chancellor and President, Syracuse University  
300 Tolley Administration Building, Syracuse, NY 13244-1100

**David C. Smith**, Dean of Admissions and Financial Aid, Syracuse University  
200 Tolley Administration Building, Syracuse, NY 13244-1100

**Gershon Vincow**, Vice Chancellor for Academic Affairs, Syracuse University  
304 Tolley Administration Building, Syracuse, NY 13244-1100

**Franklin P. Wilbur**, Associate Vice President, Syracuse University,  
111 Waverly Ave., Suite 200 Syracuse, New York 13244-2320

### External

**Louis S. Albert**, Vice President, The American Association for Higher Education  
One Dupont Circle, Suite 360, Washington DC 20036-1110

**Russell Edgerton**, President, American Association for Higher Education  
One Dupont Circle, Suite 360, Washington, D.C. 20036-1110

**Timothy J. Green, Esq.**, Athlete, Author, Attorney, and Alumnus  
Greenfield Lane, Skaneateles, NY 13152

**Leo M. Lambert**, Associate Vice Chancellor for Academic Affairs  
and Dean of Graduate Studies, University of Wisconsin-LaCrosse, 145 Main Hall, 1725 State Street, LaCrosse, WI 54601

**Bruce H. Leslie**, President, Onondaga Community College  
Onondaga Hill Rd., Syracuse, NY, 13215

**Philip Martin**, Superintendent, Fayetteville-Manlius Central School  
and Chair, Central New York Education Consortium, 8199 E. Seneca Turnpike, Manlius, NY 13104-2140

**Judith Ramaley**, President, Portland State University  
P. O. Box 751, Portland, Oregon 97207