

Dr. Greg Paveza
Statement of Interest
Interim Dean of the School of Nursing and Health Professions
University of San Francisco

I am pleased to submit my credentials to serve as the Interim Dean of the School of Nursing and Health Professions at the University of San Francisco. The position requirements as outlined align with my more than 40 years as a social work clinician and agency administrator, over 30 years as a faculty member and researcher in Public Health, Social Work, and Health Services and my experience of over 20 years as a university administrator serving in the capacity as a Chief Academic Officer of a regional campus, Dean of a School of Health and Human Services, Dean of Graduate Studies, and Dean of the Library.

As the University of San Francisco begins its search for a new full-time Dean of this interprofessional school, it will require someone with experience in serving in an environment that is dynamic as these professions continue to grow and evolve but are also subject to the requirements of accrediting bodies. For your consideration, I offer my history of successful leadership that would focus on steady management of resources while balancing innovation and development of programs.

To highlight a few relevant experiences, my most recent position as Interim Dean of the Libraries at Central Washington University (CWU), a Registry placement, demonstrated my capacity to work across disciplines. My primary task was to assist the Libraries through a difficult transition, make vital changes to the operations of the library to make it more effective for students, and to support and assist faculty in their development. Upon assuming the position, I worked with the retiring Dean to appoint a new Associate Dean, while at the same time developing an understanding of each faculty member's academic developmental needs during the next year. The results included faculty members being promoted and tenured, and others were on firmer footing to be tenured and promoted the following year. Additionally, we identified the need to transition the library from its classic structure to that of a 21st century learning commons, and this process was successfully initiated.

Having served Southern Connecticut State University (SCSU) as both Dean of the School of Health and Human Services (SHHS) and as Dean of Graduate Studies exemplifies my ability to help units grow, to work across disciplines, to assist in the preparation of re-accreditation documents and to provide mentoring to faculty. As Dean of SHHS, all the programs that were independently accredited underwent a

re-accreditation process. As such, my task was to work closely with each of the programs to ensure they met the deadlines for the self-study, ensure accuracy for these self-studies and provided the needed data and supportive evidence. I am pleased to say that all the programs were successfully re-accredited, and the process was adopted for future reaccreditation submissions. Moreover, as Dean I worked with several of my Departments to initiate innovative programs including a fully on-line program in Nursing Education, and a program in Sports and Event Management.

My time as Dean of Graduate Studies provided me with a deeper understanding of the unique issues faced by current graduate students and the supports that they need to be successful. As such, I implemented significant changes to both the academic and monetary assistance provided to graduate students to allow them to progress through their programs effectively and successfully.

In summary, I hope that my credentials, qualifications, and experience align with the needs at the School of Nursing and Health Professions at the University of San Francisco. As a final note to consider, as higher education faces new uncertainties with the pandemic that have impacted this and future academic years, I was asked to guide Deans and other administrators as they addressed reopening for fall 2020 and fall 2021. As such, I developed some guidance in two recent articles ([Recovery](#) and [Recovery 2.0](#)).

I look forward to the opportunity to serve the University of San Francisco.

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EDUCATIONAL BACKGROUND

American Council on Education – Fellow Northern Illinois University, DeKalb, Illinois Mentor: Dr. John Peters, President	2003 - 2004
Awarded the Rank of Tenured Professor, University of South Florida, Tampa, Florida	2001
Graduate College, University of Illinois at Chicago, Chicago, Illinois; Ph.D. (Public Health Sciences) (Psychosocial epidemiology; Mentors: Louis Rowitz and Donna Cohen)	1981 - 1986
School of Social Work, University of Hawaii, Honolulu, Hawaii; M.S.W. (Clinical Social Work)	1971 - 1973
Lewis College (now Lewis University), Lockport, Illinois; B.A. (Psychology)	1965 - 1969

EMPLOYMENT HISTORY

PRIVATE HIGHER EDUCATION CONSULTANT – AUGUST 2016 TO PRESENT

Upon my decision to leave Southern Connecticut State University, I established a small higher education consulting service, *Thunderbird Higher Education Consulting, LLC*. The service provides review, assessment, and evaluation of current or planned degree programs with a focus on programs in the health and human sciences and services, including but not limited to public health, social work, nursing, public policy, counseling, and health care administration. The service also provides review, assessment and evaluation of current organizational structure and units with recommendations for improving effectiveness, efficiency, and efficacy. Additionally, I was admitted as a member of *The Registry*, the gold standard organization for interim placements of senior academic administrators.

Selected accomplishments of *Thunderbird Higher Education Consulting* include:

- Reviewed a proposed undergraduate program in health care policy for a private comprehensive university in New Jersey for presentation to the New Jersey Council of University Presidents. The University Provost shared with me that my review helped the institution avoid having to substantially revise the proposal.
- Worked with the same University to engage in the development of a Master's in Public Policy (MPP) with an emphasis on Health Care Policy including the decision to focus on the MPP for accreditation purposes, the development of the initial course content, and development of several critical course proposals to be offered as part of the program.

- Reviewed and proposed changes for the Office of Sponsored Programs and Research at a comprehensive university in the SUNY system. That report has been shared with faculty and the Provost and faculty are moving to implement the suggested changes.

REGISTRY PLACEMENTS

Central Washington University – Interim Dean of the Libraries – July 2017 to June 2018

In June 2017, I accepted an interim placement through *The Registry* at Central Washington University as the Interim Dean of the Libraries. Central Washington University is a comprehensive public university in Ellensburg, Washington. At the time of the announced retirement of the Dean of the Libraries, the Provost was considering changes to the administrative structure of the Academic Affairs unit of the University. To permit consideration of these structural changes, the University opted for an external Interim Dean, who would also be available to the Provost to consult on the potential structural changes prior to seeking a permanent replacement for the Dean of the Libraries.

Selected Accomplishments as Interim Dean of the Libraries:

- Worked with the Provost on preparing various documents including a rationale and a position description for a consolidated Dean of Graduate Studies and Dean of the Libraries.
- Participated with the Provost in a University and community-wide consultation process concerning the consolidated Dean position. Upon completion of this consultation, it was decided to not pursue this consolidation.
- Consulted to the Dean of Graduate Studies concerning the implementation of the School of Graduate Studies program prioritization process.
- Submitted and had funded a \$250,000 Academic Affairs Strategic Initiative, which when combined with additional monetary and in-kind contributions from other University units allowed the Library to greatly expand its commons space that included easily rearranged furniture as well as two video walls allowing for a multi-use experience.
- Approved a revised set of Promotion and Tenure criteria for the Library faculty.
- Provided funds to move the Archives unit to a more centrally located space on the second floor.
- Supported the inclusion of the Wildcat Academic Success Center (the student athletes tutoring center) into the Library.
- Recommended a cost sharing model with the academic colleges to support the continuously rising cost of serial subscriptions.
- Recommended the conversion of the Associate Dean position from a part-time to a full-time position.
- Initiated initial discussions concerning the expansion of the Student Success/Tutoring area operated by the Dean of Student Success within the Library and Wildcat Academic Success Center.
- Initiated a modified zero-based budgeting process for the Library Budget to more adequately reflect its costs and to better fit within the RCM-ABB model of budgeting used by the University.

SOUTHERN CONNECTICUT STATE UNIVERSITY – OCTOBER 2007 TO JULY 2016

Southern Connecticut State University is a comprehensive public university in New Haven, Connecticut, and is one of the four state universities housed under the aegis of the Connecticut State College and

Universities 17-member system. It is home to some 11,000 students including 7,000 full-time undergraduates, 1,300 part-time undergraduates and 2,600 full- and part-time graduate students. It provides a broad based liberal education to all of its students, as well as providing the largest teacher preparation program in the state, and undergraduate degrees in a variety of professions including business, nursing, social work, public health and recreation and leisure studies. It offers more than 50 graduate degrees and certificates including two doctoral degrees. While at Southern, I was asked to assume a number of different responsibilities to address issues with units that had suffered from poor leadership or needed to be integrated into the broader university community.

Dean, School of Graduate Studies and the Library	June 2015 to July 2016
Dean, School of Graduate Studies	August 2014 to June 2015
Dean of the School of Health and Human Services and Interim Dean, School of Graduate Studies	August 2012 to August 2014
Dean, School of Health and Human Services	October 2007 to August 2014

Selected accomplishments in these positions included:

- Worked with the Director of Library Services to improve and stabilize both the internal operations of the library and improve the external relationships with other academic and student affairs units that have operational elements in the newly renovated library.
- Worked with the Deans of the various schools and graduate program coordinators to develop a more precise method of projecting Graduate School Enrollments.
- Worked with the Deans of the various schools, and relevant faculty to identify other departments, other than Educational Leadership, Nursing and Social Work that have the capacity to develop professional doctorates.
- Published the Public Draft of the Program Prioritization Report and held an informational session on its recommendations allowing for input and comment from the University Community.
- Supported the development of an Accelerated MBA, an on-line Masters in Sports and Entertainment Management, and the development of a proposal for a Doctorate in Social Work (DSW) with a focus on advanced clinical practice.
- Created a full-time Director of Graduate Admissions, which resulted in a 3% increase in Graduate Enrollments for Academic Year 13 -14.
- Appointed a committee to audit the admissions process for Graduate Studies from recruitment to retention under the direction of the Associate Vice President for Student Academic Services. The committee's report provided the impetus for modifying many of the admissions' processes.
- Initiated and completed a program prioritization of graduate programs, and published a report and held an informational session on its recommendations to strengthen the quality of Southern's graduate programs.
- Developed with Southern's nursing faculty an EdD in Nursing Education in conjunction with Western Connecticut State University. This program is offered completely on-line and admitted its first cohort of 18 students in Fall Semester 2012.
- Worked with the faculty in Exercise Science and the three community colleges offering Associate Degrees in Respiratory Therapy to develop a proposal for a Bachelor of Science degree completion program in Respiratory Therapy. This program was approved by the Board of Regents and I hired the first faculty member for the program in June 2014.

UNIVERSITY OF SOUTH FLORIDA – 1994 TO 2007

The University of South Florida is a Research I institution providing undergraduate, graduate and

professional education to over 40,000 students. The main campus is located in Tampa, Florida, with three regional campuses located in St. Petersburg, Sarasota and Lakeland, Florida. The Lakeland Campus is a 2 + 2 campus serving a geographic area larger than the State of Rhode Island. It offers upper division undergraduate courses needed to complete the baccalaureate degree to students transferring from Polk Community College, as well as a limited number of graduate degrees in the professions. Several of the positions that I assumed responsibility for were newly created positions, such as Campus Associate Dean and Regional Campus Associate Vice President for Academic Affairs. In the case of this later position, I was not eligible for permanent appointment to that position.

Campus Associate Dean, Lakeland Campus	January 2006 to October 2007
Director, Division of Arts and Sciences, Lakeland Campus	July 2004 to January 2006
Interim Regional Campus Associate Vice President for Academic Affairs (RCAVPAA/	
Chief Academic Officer, Lakeland Campus	July 2004 to April 2005
President, Faculty Senate and Member, Board of Trustees	2001 to 2003
Professor of Social Work, School of Arts & Sciences	2001 to 2007
Associate Professor, Aging & Mental Health, Florida Mental Health Institute	1994 to 2001

Selected accomplishments in these positions included:

- Successfully completed as Executive Chair of the Campus Master Plan Steering Committee in conjunction with the Executive Vice President of the University the renegotiation of the land donation agreement for the new Lakeland campus. The estimated value of this property was in excess of \$40 Million.
- Successfully completed and had approved, as Executive Chair of the Campus Master Planning Committee, the initial campus master plan for the new Lakeland campus. It is important to note that this campus was ultimately separated from USF and established by the Florida legislature as Florida Polytechnic University.
- Secured, in collaboration with the Campus Foundation Officer, an additional donation of two parcels of land from two different corporations in the service of the new campus' development. The estimated value of these properties was in excess of \$5 million dollars.
- Developed with campus faculty and Tampa Department Chairs a two-year schedule of courses for all departments needing to offer courses on the Lakeland campus. This ensured there was ample time to assign both Lakeland and Tampa campus faculty to teach courses and to anticipate the need for adjunct faculty.
- Initiated a continuous recruitment process for adjunct faculty in all departments offering classes on the Lakeland campus to ensure that an adequate supply of adjunct faculty was available to teach the growing number of sections needed for Arts and Sciences courses on the Lakeland Campus.
- Began the process, in collaboration with Lakeland based faculty and Tampa based department chairs, of identifying the appropriate expansion of faculty in the Arts and Sciences so that all needed General Education courses could be offered on the Lakeland campus when it transitioned from a two-year to a four-year undergraduate campus.
- Planned and implemented the campus' first strategic planning initiative retreat.
- Served on the President's Task Force on Values, Vision, Mission and Goals. This major strategic planning retreat set the stage for the development and approval by the Board of Trustees of the University's Strategic Plan, which was acclaimed as being one of the first developed at a Research I institution and for the inclusive process used to arrive at the plan.
- Addressed the firing of a tenured faculty member with alleged terrorist ties by the University Administration without appropriate faculty input. This included holding an emergency Senate

meeting where all parties were heard, responding to media requests for interviews and comment on the issue, working with, serving as host to, and responding to the draft report of the AAUP Committee “A” panel investigating the dismissal. It also involved the appointment of an Ad Hoc Committee to draft a procedure, outside of the Collective Bargaining Agreement Grievance Process, for the review of requests by the Administration to terminate tenured faculty. This procedure was ultimately accepted and approved by the Senate, the Administration and the Board of Trustees.

- Served as the first Faculty Senate President constitutionally appointed by virtue of an amendment to the Florida State Constitution to the University Board of Trustees as a full voting member. Serving on the Board of Trustees Workgroup on Academics and Campus Environment. This Workgroup was responsible for reviewing and approving all requests for new degree programs, tenure approval and approval of the Master Plans for all campuses.

American Council on Education Fellow

2003 -2004

Fellowship Site: Northern Illinois University, De Kalb, Illinois

Mentor: Dr. John Peters, President

Selected accomplishments included:

- Participated as a member of the campus team in the reaccreditation site visit by the Higher Learning Commission of the North Central Association of Colleges and Schools.
- Developed a position paper assessing how the AAU criteria for membership could be used to assist the University in monitoring its progress in improving its position as a doctoral extensive university.
- Developed two position papers with recommendations to assist President Peters in determining his response to a tenure denial appeal and a promotion denial appeal.

DEPARTMENT OF VETERANS AFFAIRS, VETERANS HEALTH ADMINISTRATION – 1991 TO 1994

**Director, Center for Long Term Mental Health Evaluation (CLTMHE),
Great Lakes HSR&D Field Program, VA Medical Center, Ann Arbor, Michigan**

1991- 1994

Selected accomplishments were:

- Developed and supervised an interdisciplinary and inter-organizational evaluation team to assess the effectiveness of 12 demonstration programs targeted at the seriously and persistently mentally ill in the VA Healthcare system and the oversight procedures to ensure that funded programs were being appropriately staff and implemented in the 12 demonstration hospitals.
- Developed and implemented, in collaboration with the National Advisory Board for this program, a series of annual meetings open to all members of the Behavioral and Social Services Division in the VA to improve mental health services offered to Veterans.
- Prepared on an annual basis a report for the House Committee on Veterans’ Affairs on the progress of the programs and on the effectiveness of the practices derived from that program.

EMPLOYMENT PRIOR TO 1991

UNIVERSITY OF ILLINOIS CHICAGO

Assistant Professor, School of Public Health
Instructor, School of Public Health
Research Associate, School of Public Health

1986 – 1991
1985 – 1986
1982 – 1985

OTHER PROFESSIONAL EMPLOYMENT

Director, Youth Services Program, Family Service of Elgin, Illinois	1979 – 1981
Private Psychotherapy Practice	1977 – 1991
Staff Social Worker, Institute of Psychiatry, Chicago, Illinois	1977 – 1979
Caseworker, Jewish Family & Community Services, Chicago, Illinois	1975 – 1977
Counselor I, Family and Children's Services of Fort Wayne, Indiana	1973 – 1975
Child Care Worker, John J. Madden MHC, Hines, Illinois	1968 – 1971

ADDITIONAL TRAINING AND CERTIFICATIONS (Selected)

COVID-19 Contact Tracing

Verify at: coursera.org/verify/LZQHJYJ3YHJF

Johns Hopkins Bloomberg School of Public Health via Coursera, May 2020

Design Thinking Workshop

Awarded a Certificate of Completion March 2016,

Division of Continuing Education, Harvard University; Cambridge, MA.

Crises Leadership in Higher Education

Awarded a Certificate of Completion March 2014,

John F. Kennedy School of Government, Executive Education;

Harvard University, Cambridge, MA.

Program Prioritization Training

Academic Impressions, Fort Worth, TX; 30 September 2013 – 3 October 2013

Society for College and University Planners (SCUP) Planning Institute

Certificate of Completion for the Planning Institute Awarded, January 2013

Myers-Briggs Type Indicator Qualifying Program

Center for Applied Psychological Type, Gainesville, Florida

Certification Awarded, May 2007

CERTIFICATION AND LICENSURE

Licensed Master Social Work (LMSW), State of Connecticut, 000605

HONORS AND AWARDS

Elected Fellow of the Gerontological Society of America	2002
Special Contribution Award, Department of Veterans Affairs	1992
Elected to Lambda Chapter, Delta Omega Society (National Honorary Public Health Society)	1987

MEMBERSHIPS AND OFFICES IN PROFESSIONAL SOCIETIES

American Association of University Administrators

American Conference of Academic Deans

American Public Health Association

American Society on Aging
Member, Leadership Council, Mental Health & Aging Network (1997 – 2009)

Association of American Colleges and Universities, Associate Member

Association of Gerontological Education in Social Work (AGE-SW)

Association of University Technology Managers (AUTM)

Council on Social Work Education
2003-2010 Certified Reaffirmation Site Visitor, Combined BSW/MSW Programs

Gerontological Society of America
Elected Fellow – July 2002
President’s Appointee to the Finance Committee – 2004/2005

National Association of Social Workers
Academy of Certified Social Workers (ACSW)
Section on Geriatric Social Work

National Committee for the Prevention of Elder Abuse

Society of College and University Planners

COMMUNITY AND PROFESSIONAL SERVICE

REGIONAL (Selected)

Member, Allied Health Workforce Policy Board of the Connecticut Education and Training Commission; in 2016 the Governor discontinued this board.	2013 – 2016
Member – Board of Directors,	

Agency on Aging for South Central Connecticut 2008 – 2011: Member, Allocations Committee; 2010 - 2012: Member, Personnel Committee; 2010 – 2012: Member, Executive Committee; 2011 – 2012: Member, Finance Committee; 2012: Agency Board Representative to Regional Area’s Agency on Aging Coordinating Committee	2008 – 2012
Member – Board of Directors, National Association of Social Workers, Connecticut Chapter	2008-2010
Member – Health Care Council, Greater New Haven Chamber of Commerce New Haven, Connecticut 2008 - 2012: Co-Chair: Program Committee; 2008: Member, Executive Committee; 2012 – 2014: Vice Chairperson of Executive Committee; 2014 – 2016: Chairperson of the Executive Committee; 2016 – Present: Past Chairperson of the Executive Committee	2008 – Present

NATIONAL (selected)

Certified Reaffirmation Site Visitor for Combined BSW/MSW Programs Council on Social Work Education	2003 – 2010
Member, Expert Panel of Elder Mistreatment, Convened by the Centers for Disease Control and Prevention, Atlanta, Georgia.	2002
Expert Faculty – John H. Hartford Foundation’s Geriatric Social Work Initiative – CSWE/SAGE-SW Faculty Development Initiative: Infusing Aging Content into Social Work Curriculum	2002 - 2007
Member, Panel on the Risk and Prevalence of Elder Abuse and Neglect of the National Research Council, Committee on National Statistics of the National Academy of Sciences, Washington, DC	2001-2002
Member – Committee on the Training Needs of Health Professionals to Respond to Family Violence of the Institute of Medicine and National Research Council of the National Academy of Sciences, Washington, D.C.	2000-2001
Member & Presenter – Elder Justice; Medical Forensic Issues Concerning Abuse & Neglect Roundtable Discussion, U.S. Department of Justice, Washington, D.C.	2000

INTERNATIONAL

Ad Hoc Reviewer for the Social Sciences and Research Council of Canada, Ottawa, Ontario, Canada	2007
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Complete CV and References available upon request.