

PAM BENOIT

Vice Provost for Advanced Studies and Dean of the Graduate School
University of Missouri

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Senior administrator with more than twenty years of experience in administration and academics. Innovative, creative, and committed leader with experience in program development; strategic planning; faculty evaluation; budget planning; and faculty, student, and alumni relations.

Passionate about the value of public higher education and committed to improving quality and accessibility. Exceptional communication, advocacy, persuasion, and mediation skills.

EDUCATIONAL AND EMPLOYMENT HISTORY

Education

Ph.D., Wayne State University, Communication, 1979

M.A., Central Michigan University, Communication, 1976

B.S., Ball State University, Speech major; English minor, 1975

Administrative Positions at University of Missouri

Vice Provost for Advanced Studies and Dean of the Graduate School (2006-present)
Interim Dean of the Graduate School (2005-2006)

Associate/Assistant Dean of the Graduate School (2003-2005)

Chair, Department of Communication (1999-2003)

Director of Undergraduate Studies, Department of Communication (1988-1994; 1997-1999)

Administrative Training Experiences

Bryn Mawr Summer Institute for Women in Higher Education, HERS. Intensive training in education administration with emphasis on globalization and diversity (2007)

Mediation Training. Center for the Study of Dispute Resolution at the University of Missouri

Law School, (2004)

President's Academic Leadership Institute. University of Missouri system leadership program for university administrators with emphasis on leadership skills, conflict resolution, consensus building, program assessment (2001)

Academic Employment

Professor of Communication, University of Missouri (1999-present)

Associate Professor of Communication, University of Missouri (1989-1998)

Assistant Professor of Speech and Dramatic Art, University of Missouri (1984-1989)

Assistant Professor of Interpersonal Communication, Bowling Green State University (1980-1984)

Visiting Assistant Professor of Communication, Miami University, Ohio (1979-1980)

ADMINISTRATIVE EXPERIENCE

Vice Provost of Advanced Studies and Dean of the Graduate School

The University of Missouri-Columbia (MU) is an AAU, Carnegie doctoral comprehensive research institution, and land-grant university. MU is the largest of the state's public research institutions and the flagship of the University of Missouri System. In FY 08, research awards at MU totaled \$433 million and the Graduate School Division research awards totaled \$10 million in total credit. The FY09 budget for the university was \$1.7 Billion (including Extension and MU Health Care) and state appropriations are 14.2% of that budget. The Graduate School Division budget was \$37 million (including the fee waiver budget). The University of Missouri has 30,200 students (23,042 undergraduates and 7,158 graduate and professional students) with 12 Colleges and Schools: Agriculture, Food and Natural Resources; Arts and Science; Business; Education; Engineering; Health Professions; Human Environmental Sciences; Journalism; Law; Medicine; Nursing; Veterinary Medicine. The Graduate School has 65 doctoral programs, 100 master's programs, and 6 education specialist programs.

Major Responsibilities as Vice Provost and Graduate Dean:

- Participate in the broad range of institutional discussions and decision making as a member of the Provost's Staff
- Assure coordination of all components of interdisciplinary academic units reporting to the Graduate School Division (e.g., Truman School of Public Affairs, Nuclear Science

and Engineering Institute, Public Health); hiring effective directors who are direct reports; advocating for these academic units and faculty; engaging in important discussions about the future academic directions of these programs

- Provide leadership on institutional discussions regarding enrollment management, diversity, program review, economic development, recruitment, and strategic planning
- Insure the highest standards of graduate education in collaboration with the Academic Deans and Graduate Faculty Senate
- Promote graduate program development with special emphasis on interdisciplinary programs, online education, and graduate certificates
- Actively participate in the national conversations on graduate education at national association meetings
- Collaborate with the Graduate Student Organizations to address significant student issues
- Increase visibility, advocacy, and outreach activities for graduate education with external and internal stakeholders
- Create strategic 5 year budget plans that are responsive to budget constraints
- Provide primary administrative oversight for Graduate School budget and personnel
- Facilitate international collaborations and opportunities for collaborative degree programs
- Evaluate directors, faculty, and staff in the Graduate School Division

Major and Ongoing Accomplishments as Vice Provost and Graduate Dean:

- Significantly increased graduate applications through the development of centralized recruiting materials and web-based recruiting strategies
- Established collaborative working relationships with Deans, Graduate Faculty Senate, Graduate Student Organizations by increasing personal contact and accessibility
- Created a Minority Orientation Program for underrepresented students that was rated as “Very Helpful” by incoming students
- Significantly improved advocacy for graduate education by promoting a state-wide Graduate Education Week that is known as a national model for state advocacy
- Participated in the Capital Campaign by hiring a Development Director for the Graduate School and more than doubling annual gifts.
- Developed successful collaborations with key partners (e.g., Federal Reserve Bank in St. Louis and Internship/Speaker Exchange, Moberly Area Community College in Moberly, MO and the Preparing Future Faculty Program; Polytechnic University in Puerto Rico and Faculty/Student Fellowship Exchange Program).
- Facilitated substantive program development in priority areas. Graduate certificates more than doubled in the last year. Online graduate enrollments have increased significantly particularly at the master’s level. Recent interdisciplinary programs that have been approved include the Masters of Public Health and the PhD in Public Affairs.
- Promoted comprehensive data collection and engagement on the topic of PhD Completion by securing both Phase I and Phase II funding for the PhD Completion

Grant. 22 universities received Phase II funding and 11 received both Phase I and II funding. We are currently the featured profile for this project at www.phdcompletion.org

Associate/Assistant Dean of the Graduate School

Major Responsibilities as Associate/Assistant Dean:

- Facilitate recruitment of outstanding graduate students
- Increase campus diversity through recruitment efforts and participation in federally funded diversity programs
- Mediate conflicts and facilitate conflict resolution skills
- Provide professional development opportunities and services to graduate students and staff
- Manage fellowship endowment funds and administer Graduate School Fellowships
- Manage student and faculty awards recognizing significant contributions to graduate education

Major Accomplishments as Associate/Assistant Dean:

- Managed over \$1 million of Graduate School Fellowships, Supplemental Graduate Fellowships, and external fellowships (e.g., Ford Foundation, National Science Foundation, Vietnam Education Foundation)
- Increased the number of underrepresented students who accepted fellowships by making personal contacts with these students
- Significantly increased participation in the Preparing Future Faculty Program and designed a professional development workshop series for all graduate students and post doctoral fellows
- Submitted a successful proposal for the Responsible Conduct of Research grant from the Council of Graduate Schools and the Office of Research Integrity that increased the number of opportunities available to train graduate students
- Spearheaded the development of the Griffiths Leadership Society for Women for alumnae, graduate students, and undergraduate students (www.griffithsleadershipsociety.com)
- Developed and presented conflict resolution skills workshops for hundreds of graduate students, prospective students, and faculty and significantly reduced the number of complaints that went to a formal grievance procedure
- Created a Graduate Student Handbook template to assist departments in providing important information to students
- Designed and implemented the Outstanding Alumni Graduate Humanitarian Award recognizing a graduate alumni and awarding a fellowship in that individual's name

Chair, Department of Communication

The Department of Communication is located in the College of Arts and Science. The College has over 9,000 students with 30 departments, programs, and schools. The Department of Communication offers AB, MA, and PhD degrees and has approximately 260 undergraduate majors and 40 graduate students. The faculty have established research reputations in political, interpersonal, organizational, and media communication and several of the faculty are recognized as among the most productive communication scholars in the nation. The faculty have garnered prestigious awards for their excellence in teaching and advising both undergraduate and graduate students, including three William T. Kemper Fellowships for Teaching Excellence, three Faculty-Alumni Awards, and a Provost Outstanding Junior Faculty Award. A study by the National Association of Graduate and Professional Students indicated that graduate students had the highest overall satisfaction of any communication PhD program in the nation and the highest satisfaction of any graduate program at the University of Missouri. I nominated a doctoral graduate who was recognized by the *Chronicle of Higher Education* as a Rising Star in 2004.

Major Responsibilities as Chair:

- Recruit outstanding students and faculty
- Effectively manage the budget to respond to department needs in a resource-limited environment
- Create an environment conducive to quality teaching, research, service
- Promote diversity
- Evaluate faculty and staff and facilitate appropriate mentoring and professional development opportunities
- Establish connections with significant external stakeholders (alumni, other chairs, Dean, Provost) and promote the activities of the department with these multiple audiences
- Recognize outstanding contributions of faculty, students, and staff through internal mechanisms and award nominations
- Mediate conflicts with faculty, students, parents
- Facilitate continuous evaluation of the curriculum and initiate program review

Major Accomplishments as Chair:

- Implemented aggressive faculty recruiting strategies that resulted in the successful recruitment of top candidates
- Significantly improved procedures for evaluating faculty that enhanced progress toward promotion and tenure
- Implemented a mentoring program for new faculty that improved faculty retention and satisfaction
- Created a grant incentive program that more than doubled the internal and external grant submissions by faculty

- Successfully presented departmental priorities and obtained a wireless laptop lab for instruction and research
- Investigated the impact of technology in the basic course by securing a Mellon Foundation Grant to facilitate online opportunities for students and graduate teaching assistants
- Established an endowed Communication Executive in Residence Program that connected donors and other leaders with the department's excellent students
- Strengthened communication with alumni by establishing an annual newsletter and inviting alumni to campus to reconnect for significant department events
- Represented the campus, college, and department effectively through service as the sole faculty liaison on the College of Arts and Science Strategic Development Board

RESEARCH

Selected Publications

Books and Research Reports

Benoit, P.J., & Justice, G. (in progress). *Advocacy in graduate education*. Council of Graduate Schools: Washington, DC.

Benoit, W. L. & Benoit, P. J. (2008). *Persuasive messages: The process of influence*. Oxford: Blackwell.

Benoit, P. J., Benoit, W. L., Milyo, J., & Hansen, G. (2006). *The effects of traditional versus web-assisted instruction on learning and student satisfaction*. Andrew Mellon Foundation. (Research report)

Benoit, P. J. (1997). *Telling the success story: Acclaiming and disclaiming discourse*. Albany: State University of New York Press.

Benoit, W. L., Hample, D., & Benoit, P. J., Eds. (1992). *Readings in argumentation*. Berlin: Mouton de Gruyter.

Articles and Book Chapters

Benoit, P. J., Libbus, M. K., & Strathman, A. (in press). "Technology": Adding educational value through the use of instructional technology. In J. Spain & A. Strathman (Eds.), *Teaching and learning across the curriculum*.

Kramer, M., Benoit, P. J., Dixon, M., & Benoit, J. (2007). Group processes in a teaching renewal retreat: Communication functions and dialectical tensions." *Southern Communication Journal*, 72, 145-168.

- Benoit, P. J., & Benoit, W. L. (2005). Criteria for evaluating political campaign webpages. *Southern Communication Journal*, 70, 230-247.
- Benoit, P. J., & Graham, S. (2005). The secrets of successful chairs. American Council on Education Department Chair Online Resource Center. Available: <http://www.acenet.edu/resources/chairs/showsubsection.cfm?subsectionID=1>
- Benoit, P. J., & Graham, S. (2005). Leadership excellence: Constructing the role of the department chair. *Academic Leadership Journal*. 3(1)
Available: http://www.academicleadership.org/volume3/issue1/articles/5/5_full.html
- Graham, S., & Benoit, P. J. (2004). Constructing the role of department chair. American Council on Education Department Chair Online Resource Center. Available: <http://www.acenet.edu/resources/chairs/showsubsection.cfm?subsectionID=3>
- Benoit, P. J. (2004). The impact of technology on teaching outcomes in a communication course. *Colloque International de la Communication Interculturelle*. Selected works of International Conference on Intercultural Communication. Wuhan, China.
- Benoit, P. J., Graham, S., & Heiman, S. (2002). Leadership excellence: Constructing the role of department chair. In *Academic chairpersons: The changing role of department chairs* (pp. 31-40). Manhattan, KS: Kansas State University.
- Benoit, W. L., & Benoit, P. J. (2000). The virtual campaign: Presidential primary websites in campaign 2000. *American Communication Journal*, 3. Available online: <http://www.americancomm.org/~aca/acjdata/vol3/Iss3/rogue4/benoit.html>.
- Hample, D., & Benoit, P. J. (1999). Must arguments be explicit and violent? A study of naive social actors' understandings. In F. H. van Eemeren, R. Grootendorst, J. A. Blair, & C. A. Willard (Eds.), *Argumentation research* (pp. 306-310). Amsterdam, The Netherlands: SIC SAT.
- Hample, D., Benoit, P. J., Houston, J., Purifoy, G., VanHyfte, V., & Wardell, C. (1999). Naive theories of argument: Avoiding interpersonal arguments or cutting them short. *Argumentation and Advocacy*, 35, 130-139.
- Benoit, P. J. & Hample, D. (1998). The meaning of two cultural categories: Avoiding interpersonal arguments or cutting them short. In J. F. Klumpp (Ed.), *Argument in a time of change: Definitions, frameworks, and critiques* (pp. 97-102). Annandale, VA: NCA.

Selected Presentations/Papers at Professional Meetings

- Benoit, P. (2009, April). *Developing interdisciplinary graduate programs*. Paper to be presented at the Midwest Association of Graduate Schools, Kansas City, MO.

- Benoit, P. (2008, December). *Ph.D. Completion Project: Online systems for tracking student progress*. Paper presented at the Council of Graduate Schools, Washington, DC.
- Benoit, P. J. (2008, July). *Graduate education and the public good*. Plenary session presented at the Council of Graduate Schools, Vail, CO.
- Benoit, P.J. & Carlin, D. (2008, July). *The many voices of the graduate dean: Making yours heard*. Workshop presented at the Council of Graduate Schools, Vail, CO.
- Benoit, P. J., (2008, April). *Advocating for graduate education*. Paper presented at the Midwest Association of Graduate Schools, St. Louis, MO.
- Benoit, P. J. (2007, December). *Statewide initiatives to recognize the value of graduate education*. Paper presented at the Council of Graduate Schools, Seattle, WA.
- Benoit, P. J., & Richardson, S. (2007, December). *Building effective web sites for recruiting*. Workshop presented at the Council of Graduate Schools, Seattle, WA.
- Benoit, P. J., & Benoit, W. L. (2006, May). *Comparing traditional and web-assisted communication instruction*. Dresden: ICA.
- Benoit, P. J. (2006, March). *A comparison of traditional and web-integrated instruction*. Invited paper presented at Hong Kong Baptist University, Hong Kong, China.
- Benoit, P. J. (2005, December). *Lessons learned.: Inclusiveness initiatives*. Plenary session presented at Council of Graduate Schools, Palm Springs, CA.
- Benoit, P. J., Benoit, W., & Godsy, G. (2005, July). *Taking the plunge: Measuring outcomes and deciding what to do*. Paper presented at the Annual WebCT User Conference. San Francisco, CA.
- Benoit, P. J. (2004, June). *The impact of technology on teaching outcomes in a communication course*. Paper presented at the International Conference on Intercultural Communication, Wuhan, China.
- Benoit, P. J., & Geiss, C. (2002, November). *Challenges in teaching Introduction to Speech Communication online*. Paper presented at the Andrew Mellon Foundation Conference, Evanston, IL.
- Benoit, P. J., Graham, S., & Heiman, S. (2002, February). *Leadership excellence: Constructing the role of department chair*. Paper presented at the Academic Chairpersons Conference, Orlando, FL.

- Graham, S., Benoit, P., & Heiman, S. (2002, February). *Case study: Developing an intensive leadership development program for department chairs*. Workshop presented at the Academic Chairpersons Conference, Orlando, FL.
- Benoit, P. J., & Benoit, W. L. (2000, November). *Come into my web: Presidential Internet sites, 2000*. Paper presented at the National Communication Association, Seattle, WA.
- Benoit, W. L., & Benoit, P. J. (2000, April). *The virtual campaign: Presidential primacy websites in campaign 2000*. Central States Communication Association Convention, Detroit, MI.
- Benoit, P. J., & Geiss, C. (2000, November). *Teaching communication online*. Paper presented at the Andrew Mello Foundation Conference, New York, NY.
- Benoit, W. L., & Benoit, P. J. (2000, Summer). *Evaluating presidential primary candidates' internet sites*. Paper presented at the Annenberg Workshop on Website Analysis, Philadelphia, PA.
- Benoit, P. J. (1999, April). *Telling the success story: The theory*. Paper presented at the joint meeting of the Central States Communication Association and the Southern Communication Association, St. Louis, MO.
- Benoit, P. J. (1999, March). *Month of innovations*. Paper presented at the Campus Writing Program.
- Martin, A. W., & Benoit, P. J. (1998, October). *A trio of mentors: Meeting one-on-one educational technology needs*. Paper presented at the 9th Annual Educational Technology Conference, Osage Beach, MO.
- Benoit, P. J., & Kennedy, K. (1998, November). *Cultural themes in family storytelling*. Paper presented at the meeting of the National Communication Association Conference, New York, NY.
- Hample, D., & Benoit, P. J. (1998, June). *Must arguments be explicit and violent? A study of naive social actors' understandings*. Paper presented at the meeting of the International Society for the Study of Argument, Amsterdam, Netherlands.
- Hample, D., Benoit, P. J., Houston, J., Purifoy, G., Van Hyfte, V., & Wardwell, C. (1998, November). *A quantitative analysis of two cultural categories: Avoiding interpersonal arguments or cutting them short*. Paper presented at the meeting of the National Communication Association, New York, NY.

(A complete list of publications and presentations are available by request. All books are included. Selected articles and presentations are provided for 1998-08).

Selected Grants

Council of Graduate Schools (Pfizer and Ford Foundation), 2004-10, PhD Completion Project, (\$125,000), PI.

Council of Graduate Schools, 2005-2007, Responsible Conduct of Research (\$15,000), PI.

Mellon Foundation. 2000-2005. Teaching Introduction to Communication Online (\$200,000), PI.

General Education Program. 2000-02. Funding to conduct Communication Workshops for faculty (\$65,000), PI.

General Education Program. 1999. Funding to create web-based tutorials on writing skills for Communication 104 (\$6,250), PI.

General Education Program. 1998. Funding to revise Communication course to meet the computer and proficiency requirement, develop web tutorials, and create a manual for teaching assistants. (\$6,250), PI.

TEACHING**Teaching and Mentoring Experiences**

With nearly thirty years of college teaching experience, I have taught a wide variety of undergraduate and graduate courses including Communication Theory, Interpersonal Communication, Persuasive Speaking, Language and Discourse, Family Communication, and Qualitative Research Methods. I have been fortunate to receive multiple teaching awards and mentor many undergraduate and graduate students as they have worked on their degrees. In my current role, I continue to mentor graduate students as they navigate difficult situations in their graduate programs.

SELECTED SERVICE**Online Education/Technology and Learning**

I understand how to integrate traditional and online instruction. I have this experience at both the graduate and undergraduate level. I have been actively involved in facilitating online and web-integrated graduate degree programs and graduate certificates and was funded by the Mellon Foundation to investigate the economic and instructional outcomes of implementing a web-integrated undergraduate course.

- Task Force on Online Education (2008-present)
 - System committee to shape the future direction of a significant enhancement in online education
- Andrew Mellon Foundation Grant for Online Education, Teaching Communication Online (2000-2005)
 - PI on \$200,000 grant investigating economic and instructional outcomes for a web-integrated and traditional large-enrollment course
- Educational Technologies at Missouri Advisory Board (1999-2001)
- University of Missouri Institute for Instructional Technology Advisory Board (1997-1999)
 - Campus board for impacting technology and learning and providing resources for developing campus projects

Faculty Evaluation/Promotion and Tenure

I have experience with Promotion and Tenure at several levels. I am currently serving on the Campus Promotion and Tenure Committee. As Vice Provost/Dean, I evaluate faculty in the Graduate School Division (e.g., Truman School of Public Affairs, Nuclear Science and Engineering Institute, Public Health). I am also fortunate to have been a Chair and understand this perspective on promotion and tenure.

- Campus Promotion and Tenure Committee (2007-present)
 - Assessment of promotion and tenure dossiers in all colleges and revisions of the call document
- Advance and Focus on Faculty Workshops on Promotion and Tenure (2009)
 - Workshops for faculty and chairs on the promotion and tenure process
- Provost Committee on Promotion and Tenure Review (1995-1996)
 - Policy committee making substantive recommendations for changes in promotion and tenure procedures

Diversity

In providing vision and leadership on diversity, my commitment is to build understanding and collaborate in working toward a diverse and inclusive campus community.

- National Institutes of Health PREP Scholars Advisory Board (2007-present)
 - Board for supporting underrepresented minority students in science and foster a successful transition to graduate school
- McNair Program, Supervisor (2005-present)
 - One of the original 14 McNair programs in the country providing enriching experiences to prepare underrepresented and first generation students for doctoral study

- Curator Grant-In-Aid Program Support (2004-present)
 - Budgetary support for international graduate students
- Fall Emerge Program for Diversity Recruitment (2004-present)
 - Campus visits to recruit diverse graduate students
- National Science Foundation, Program Coordinator/Director, Missouri Alliance for Graduate Education and the Professoriate (2005-2007)
 - \$2.6 million Fellowship program to support underrepresented students in STEM fields
- National Science Foundation, Site Coordinator, Louis Stokes Missouri Alliance for Minority Participation (2005-2006)
 - System-wide program to support STEM students interested in graduate study

Faculty Development

I have had the opportunity to provide leadership and collaborate on projects that increase the intellectual vitality of the campus, retain faculty, and increase new faculty success.

- Distinguished Scholar Project, Co-facilitator (2008-present)
 - Designed to amplify the intellectual energy on the campus by inviting prominent speakers to campus with connections to the campus or Missouri and build on areas of strength
- National Science Foundation ADVANCE Advisory Board (2007-present)
 - Board to support increased representation and advancement of women in academic science and engineering careers
- New Faculty Teaching Scholars Program, Co-Director (2005-2009)
 - Program to promote the success of new faculty members as they acclimate to their new responsibilities and environments
- Faculty Development Leave Committee, Chair (1992-1994)
 - Assesses faculty proposals for updating current skills or developing new skills

Advocacy

Advocacy is telling your story in a way that will be persuasive to your audience. Higher education has not been particularly effective at telling its story. I have a recent book on Persuasion and am currently working on a manuscript on best practices for advocacy in graduate education.

- Legislator Recognition Event (2008, scheduled for 2009)
 - Collaboration with the Graduate and Professional Council to recognize 8 state legislators who made significant contributions to graduate education
- Proclamation from the Governor for Graduate Education Week (2004-present)

- Proclamation from the Governor of the State of Missouri to declare the importance of Graduate Education for a week in April each year for all institutions with graduate programs
- *Graduate Research Matters* publication (2007-present)
 - Annual publication sent to state legislators that highlights outstanding research on Missouri issues by graduate students
- Legislator Contacts/Congressional Contacts
 - Social networking and contacts on key issues
- Government Relations Committee, Council of Graduate Schools (2006-present)
 - Provides feedback and resources for advocacy of graduate education at the national level by working with the Council of Graduate Schools
- National Research Council Advocacy, Council of Graduate Schools (2008-present)
 - Sample communication materials for Graduate Deans to respond to the release of the National Research Council report on doctoral programs (with Patty McAllister)
- Griffiths Leadership Society for Women, Executive Committee (2004-present)
 - Advocacy with alumnae by connecting them with outstanding undergraduate, graduate, and professional women
- Adventures in Graduate Education Fair (2004-present)
 - Fair with interactive exhibits for K-6 children presented by graduate students with 400 community visitors in 2008

Conflict Resolution/Mediation

As a trained mediator, I have been actively involved in resolving conflicts and providing conflict resolution assistance to students and faculty through service activities.

- Conflict Resolution Program for Graduate Students
 - Workshops, information at orientation, mediations
- Campus Mediation Service (2003-present)
 - Informal process for mediating conflicts for faculty and staff
- Faculty Grievance Panel (1993-2000)
 - Formal process for evaluating the merits of a grievance and recommending solutions that are equitable and effective
- Arts and Science Student Appeal Committee (1993-1994)
 - Appeals from students on academic dismissals, probations, record revisions

Undergraduate Education Initiatives

I began my administrative career as a Director of Undergraduate Studies and became involved in many of the key goals on campus (Undergraduate Research, Campus Writing, Online Education, General Education, Teaching and Learning).

- Undergraduate Research Advisory Board (2008-present)
 - Advice, feedback, and resources to encourage undergraduate research on campus
- Teaching and Learning Council, Co-Chair (2003-2005)
 - Campus-wide committee to coordinate activities and share resources for multiple units working on teaching and learning agendas; Spearheaded the development of a website on teaching resources for graduate teaching assistants and new faculty
- Campus Writing Board (1998-2001)
 - Campus-wide faculty committee to set campus writing program policy and approve writing intensive courses
- Curriculum on Undergraduate Education (1994-95, 2002-2004)
 - Campus-wide committee that implements the general education program
- Curriculum, Instruction, & Advising Committee, College of Arts & Science (1986-1988)
 - College committee to evaluate policies and course revisions
- Director of Undergraduate Studies, Department of Communication (1988-1994; 1997-1999)

Strategic Planning

I have collaborated in many facets of strategic planning and understand the importance of leadership, communication, and process in successfully creating and implementing a strategic plan.

- Strategic Advantages Task Force (2006-present)
 - Campus-wide committee charged with interacting with alumni, donors, faculty, students, staff, corporate partners and identifying the unique advantages of the University of Missouri and strategic initiatives that would follow from those advantages as a key element in a strategic planning process
- Environmental Scan Task Force (2006-2008)
 - Campus-wide committee tasked with identifying factors in the environment that will impact strategic planning
- Academic and Student Affairs Pandemic Flu Planning Subcommittee (2006-present)
 - Campus-wide committee committed to emergency planning
- Shaping the Student Body Committee (2006-present)
 - Enrollment management planning
- Strategic Planning and Resource Allocation Committee (2003-present)
 - Chancellor's campus-wide committee addressing strategic planning and fiscal allocation planning

Budget/Fiscal Planning

In addition to budget discussions at Provost's staff and budget planning for the Graduate School Division, I am actively involved in discussions with faculty about ways to increase revenue and reduce costs.

- Entrepreneurial Activities Committee (2009)
 - Campus-wide committee examining the most promising sources of new revenue for academic programs
- “Big ideas” committee (2008-2009)
 - System-wide committee with 6 members asked to brainstorm new ideas for cost savings for recent budget shortfall
- 1% Budget Reduction Committees (2007-2008)
 - Provost’s Staff committee brainstorming ideas for cost savings and entrepreneurial activities to meet a 1% reduction
 - Strategic Planning and Resource Allocation Committee brainstorming ideas for cost savings and entrepreneurial activities to meet a 1% budget reduction

Professional Service

- Goddard College (Plainfield, VT), Board of Trustees (2007-present)
 - Academic Affairs Committee
 - Trusteeship Committee
- Midwest Association of Graduate Schools, Chair, Membership Committee (2007-present)
- Council of Graduate Schools, Government Relations Committee (2006-present)
- Editorial Board, *Journal of Communication* (2001-2003)
- Editorial Board, *Communication Studies* (1985-1992, 2004-2009)
- Editorial Board, *Quarterly Journal of Speech* (1997-2000)
- Editorial Board, *Communication Education* (1996-1998)
- Editorial Board, *Argumentation and Advocacy* (1984-1995; 1998-2001, 2007-present)

AWARDS

Spirit of Martha Award (2007)

First recipient of an award given by the Martha Griffiths Leadership Society to the individual with the most significant impact on alumni and students of the University of Missouri through mentoring and leadership activities.

University of Missouri Faculty-Alumni Award (2000)

Faculty are recognized who are especially distinguished in their disciplines in teaching, research, and/or service and have extraordinary relationships with students.

William T. Kemper Fellowship for Excellence in Teaching (1995)

The Kemper Awards were established by the William T. Kemper Foundation to distinguish outstanding teachers at the University of Missouri. Awardees receive a

\$10,000 stipend and the award is a prestigious recognition of teaching.

Outstanding Young Teacher Award (1980)

This award is given by the Central States Communication Association and recognizes individuals early in their careers who are showing distinction as teachers. The association recognizes an individual each year in the central states region.

Daniel Rohrer Outstanding Research Awards (1990, 1982)

This award is given by the American Forensic Association and honors the outstanding research monograph on argumentation research each year. I received the Rohrer award twice for the following articles:

Benoit, P. J., & Benoit, W. L. (1990). Aggravated and mitigated opening utterances. *Argumentation: An International Journal on Reasoning*, 4, 171-183.

O'Keefe, B. J., & Benoit, P.J. (1982). Children's arguments. In J. Robert Cox and Charles Arthur Willard, eds., *Advances in Argumentation Theory and Research*, Carbondale, IL: Southern Illinois University Press.

MEMBERSHIPS/AFFILIATIONS

National Association of State Universities and Land Grant Colleges
 Association of Governing Boards
 Council of Graduate Schools
 Association of Graduate Schools
 Midwest Association of Graduate Schools
 International Communication Association
 National Communication Association
 American Forensic Association
 Columbia Metro Rotary Club

REFERENCES

Available by request