

GERI HOCKFIELD MALANDRA

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EMPLOYMENT HISTORY

THE UNIVERSITY OF TEXAS SYSTEM, 2002-present

Vice Chancellor for Strategic Management, 2006- ; Associate Vice Chancellor for Institutional Planning and Accountability, 2005-2006; Associate Vice Chancellor for Accountability, 2003-2005; Assistant Vice Chancellor for Accountability and Institutional Improvement (2002-2003)

Led the Board of Regents through a strategic planning effort culminating in a ten-year plan for 2006-2015. Manages implementation of the plan including responsibility to develop a System-wide global initiative, establish a UT System-wide Academic Leadership Institute, and align campus planning with System framework. Since 2002, led the development and improvement of The University of Texas System Accountability and Performance Report, its first comprehensive accountability and performance reporting framework, in consultation with campuses and faculty leadership. Testifies at state and national levels on accountability framework. Participates in press availabilities and editorial board meetings. Makes presentations and interacts with Chancellor's Council Executive Committee (key philanthropic supporters of System). Participated in long-term capital planning for System. Instituted annual Compact planning process for each campus.

Interim Executive Vice Chancellor for Academic Affairs, June 2006-June 2007 (held concurrently with Vice Chancellorship)

As Interim Executive Vice Chancellor for Academic Affairs at the U.T. System, presidents of the nine UT System universities were direct reports (approved workplans; prepared performance evaluations; made salary recommendations to Chancellor); reviewed and made recommendations to Chancellor on all promotion and tenure files; chaired budget hearings for each campus; approved high-level administrative hires; worked with presidents to develop proposals for major Board capital investments under STEM initiative; worked with System development office and presidents on proposals to negotiate and accept major gifts and namings; reviewed campus strategic plans; initiated work on enrollment management planning and improvements in admission policies; reviewed and coordinated preparation of legislative priorities.

UNIVERSITY OF MINNESOTA, OFFICE OF THE EXECUTIVE VICE PRESIDENT AND PROVOST, 1999-2002

Associate Vice Provost, 2002; Assistant Vice Provost, 2001-2002; Senior Policy Analyst, 1999-2001

Led design and implementation of the university's first, system-wide, integrated annual University Plan, Performance, and Accountability Report; reviewed academic program proposals for Board of Regents' consideration and improved review policies and process; coordinated institutional accreditation; developed the university's legislative accountability reports on academic priority investments and on inter-system partnerships.

UNIVERSITY OF MINNESOTA, UNIVERSITY COLLEGE (COLLEGE OF CONTINUING EDUCATION), 1993-1999

Director, Office of Client Relations, 1997-1999; Department Head, Professional Development and Conference Services, 1995-1997; Associate Director, Professional Development and Conference Services, 1993-1995; Special Projects Director, NEH Humanities Institute, 1985-1986

Line responsibility to oversee all operations of 25-person department (including tenured faculty) – curriculum development, client identification and marketing, budgeting, evaluation of department with \$5 million operating budget, serving tens of thousands of clients each year. Led development of formal partnership with external business entity to establish and oversee all areas of operation of the university's first off-campus Technology Education Center. As member of

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dean's executive team, participated in development of fundraising campaign case statements; strategic planning, change management for college, and prepared academic policy reports and recommendations. Wrote NEH grant proposal and directed summer institute on humanities instruction for nontraditional learners.

UNIVERSITY OF MINNESOTA, COLLEGE OF LIBERAL ARTS, 1986-1993

Director of Faculty Development, 1992-1993; Director of Research Development, 1989-1992; Research Development Officer, 1986-1989

Coordinated and improved promotion and tenure process; coordinated academic hiring; reviewed and approved all external grant proposals on behalf of college; developed relationships with external funding agencies; helped faculty identify prospects and develop grant budgets including indirect costs; worked with 500 faculty in 35 departments to improve grant proposal submissions and increase number and dollar amount of external awards; tracked and published research productivity trends.

NATIONAL FEDERATION OF STATE HUMANITIES COUNCILS, 1983-1985

Assistant Director, Government and Public Affairs

Coordinated Washington lobbying efforts and agency relations on behalf of the board and members of the 50-plus state-based humanities councils; published policy briefs and public affairs newsletter; led planning for annual national members' convention.

TEACHING APPOINTMENTS

UNIVERSITY OF MINNESOTA, HISTORY DEPARTMENT

Adjunct Assistant Professor of History, 1992-2002; Lecturer, 1991

Comparative World History (classes of 400; taught with co-instructor; oversaw work of 8 teaching assistants)

History of the Ancient Near East (class of 30 students)

UNIVERSITY OF MINNESOTA, COLLEGE OF LIBERAL ARTS

Teaching Assistant, Cross-Disciplinary Studies Program

Interdisciplinary Art History/Biology/Anthropology course, 1977-1978

CARLETON COLLEGE, SUMMER ARCHAEOLOGICAL INSTITUTE

Teaching Assistant, 1973

EDUCATION

UNIVERSITY OF MINNESOTA, MINNEAPOLIS

1983: Ph.D. in Ancient Studies. Thesis: "The Buddhist Caves at Ellora"

1976: M.A. in Ancient Studies with letter of commendation

CARLETON COLLEGE, NORTHFIELD, MINNESOTA

1973: B.A. Magna cum Laude in Anthropology and Archaeology with Honors in Department

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SELECTED POLICY REPORTS, PUBLICATIONS, AND PRESENTATIONS

Reports and Publications

"Accountability and Learning Assessment in the Future of Higher Education," in On the Horizon, May 2008 (forthcoming).

The University of Texas System Strategic Plan, 2006-2015 (August 2006).

"Creating a Higher Education Accountability System: The Texas Experience," written testimony presented to the Secretary of Education's Commission on the Future of Higher Education, December 2005.

A New Compact for Higher Education: Accountability, Deregulation, and Institutional Improvement, The University of Texas System, Symposium Proceedings (ed.), 2005.

The University of Texas System Accountability and Performance Reports, 2003-034, 2004-05, 2005-06, 2006-07, 2007-08.

Commission on University of Minnesota Excellence, co-editor, Mandated Report to the Minnesota Legislature, August 2002.

University of Minnesota Academic Priorities, Mandated Report to Minnesota Legislature, February 2002.

Postsecondary Planning, University of Minnesota and Minnesota State Colleges and Universities (jointly authored), Mandated Report to Minnesota Legislature, February 2002.

University of Minnesota Plan, Performance, and Accountability Report. December 2001.

Expansion of Academic Programs in Rochester, Minnesota. Report to Minnesota Legislature, January 2000.

The University of Minnesota and Metropolitan Education Needs. Working paper, October 1999.

Position paper on "Credit and Noncredit Certificates and Other Noncredit Programs," for University College, December 1998.

LARES: Liberal Arts Research Newsletter, College of Liberal Arts, University of Minnesota, bimonthly, January 1987-December 1992, editor.

Toward a Coherent Curriculum: Papers from the 1987 Institute on Humanities Scholarship for Nontraditional Students, 1988, editor.

State Humanities Councils and the NEH Budget: FY 1980 to FY 1985, National Federation of State Humanities Councils (N.F.S.H.C.) Publication No. 1-85.

Lobbying by Nonprofit Organizations: A Summary of the Regulations, N.F.S.H.C. Publication No. 4-85.

Dimensions of Cooperation and Collaboration: State Humanities Councils and State Government, N.F.S.H.C. Publication No. 5-85.

Government and Public Affairs Update Memos (bi-weekly), National Federation of State Humanities Councils, 1983-1985, editor.

Policy Presentations and Testimony

"Creating a Higher Education Accountability System: the Texas Experience," for OECD conference on Outcomes of Higher Education, September 2008 (forthcoming; invited).

"The Future of Higher Education: What Do We – and Should We – Want?" Luncheon keynote address, Association of Governing Boards Annual Meeting, April 12, 2008.

"The Future of Higher Education: What Do We – and Should We – Want?" Lakeway Viewpoints Series speech (Austin), Jan. 20, 2008.

"Accountability, Learning Assessment, and the Future of Higher Education," keynote speech, Texas A&M annual Assessment Conference, Feb. 23, 2007.

"Accountability, Assessment, and the Future of Higher Education," January, 2007, for the Educational Testing Service.

"Creating a Higher Education Accountability System: The Texas Experience," oral testimony and discussion at the Secretary of Education's Commission on the Future of Higher Education, December 2005.

"Radical Makeovers Texas-Style: Accountability, Strategic Planning, and Organizational Change," Society for College and University Planning, Southern Region Conference, November 2005.

"The University of Texas Compact Process," American Strategic Management Institute College and University Performance Summit, April 2005.

"Accountability and Leadership: The Board Role in Implementing Accountability Systems for Higher Education," Association of Governing Boards Roundtable, March 2005.

"Accountability in Higher Education Today," Senate Ladies, Bauer House, March 2, 2005.

"The UT System Accountability and Performance Report," testimony prepared for the Texas Senate Subcommittee on Higher Education/Senate Finance Committee," July 13, 2004.

"The University of Texas Accountability Framework," TASCUBO, July 5, 2004.

"The UT System Accountability and Performance Report," testimony before the Joint Interim Select Committee on Higher Education, March 22, 2004.

"Accountability, Higher Education, and Texas," keynote address for Texas Association of Institutional Research, February 26, 2004.

"The Two Faces of Accountability," American Association of Colleges and Universities, January 2004.

"Institutional Compacts: Managing for Accountability and Institutional Improvement," American Strategic Management Institute College and University Performance Summit, November 2004.

"The University of Texas System Accountability Framework," testimony presented to the Texas Senate Committee on Higher Education, March 2003.

"Legislative Accountability," Committee on Institutional Cooperation Academic Leadership Program, April 2002.

SELECTED ACADEMIC RESEARCH PUBLICATIONS AND CONFERENCE PAPERS

Academic Research Publications

"Two Buddhist Female Images at Ellora," in forthcoming volume in honor of University of Leipzig Professor Dieter Schlingloff, 2009 (invited).

"Thakur, Laxman S. Buddhism in the Western Himalaya: A Study of the Tabo Monastery." Review for Journal of Religion, fall 2002.

"The Mandala at Ellora/Ellora in the Mandala: Buddhism in the 'World System' of Eighth and Ninth Century Asia." Special issue of The Journal of the International Association of Buddhist Studies, Vol. 19, no. 2 (1996), pp. 181-207 (peer reviewed).

"Sculpture of Maharashtra, 1st - 18th centuries," 6,000-word article commissioned for MacMillan Encyclopedia of World Art (London and New York: 1996) (invited).

Unfolding a Mandala: The Buddhist Cave Temples at Ellora (Albany: SUNY Press, 1993) (refereed).

"The Great Temple at Bodhgaya," in J. Leoshko, ed., Bodhgaya, Site of Enlightenment (Bombay: Marg, 1988), pp. 10-28 (invited).

Articles on Ajanta, Amaravati, Aryavarta, Bhuvaneshwar, Rashtrakutas, Ellora, Nagarjunakonda, Sanchi, Sarnath, and Ujjain, commissioned for The Encyclopedia of Asian History, Ainslee T. Embree, editor-in-chief, (New York: Charles Scribner's Sons, 1988) Vol. I, pp. 36-37, 52, 92, 158, 439; Vol. III, pp. 75, 330, 379, 386; Vol. IV, p. 164 (invited).

"Mandalas at Ellora," Ars Orientalis, Vol. 15 (1985), pp. 67-94 (refereed).

"Bhrkuti at Ellora," Journal of the Indian Society of Oriental Art, Vol. 12 (1983), pp. 31-40 (refereed).

"The Date of the Ajanta Cave 27 Inscription," Wiener Zeitschrift für die Kunde Sudasiens, Vol. 26 (1982), pp. 37-46 (refereed).

"Mara's Army: Text and Image in Early Indian Art," East and West, N.S. Vol. 31 (1981), pp. 121-130 (refereed).

"Transitional Style in the Siva Types on Kusana Gold Coins," American Numismatic Society Museum Notes; 26 (1981), pp. 195-202 (refereed).

"Sumerian: An Experiment in Computer-Assisted Instructional Language Learning [demonstrating graphical and educational capability of Control Data's Plato program]," with William Brookman, in Peter C. Patton and Renee A. Holoien, eds., Computing in the Humanities, Lexington, Mass.: Heath & Co., 1981, pp. 235-252.

Academic Research Conference Papers

"Avalokiteśvara in the Western Cave Temples of India," invited paper for international symposium on "The Ambiguity of Avalokiteshvara and Bodhisattvas in Buddhist Traditions," University of Texas, Austin, October, 1996.

"The Mandala at Ellora/Ellora in the Mandala: Buddhism in the 'World System' of Eighth and Ninth Century Asia." Invited keynote address for conference, "Mandalas on the Move," Institute for the Advanced Study of Religion, Divinity School University of Chicago, April 21-22, 1995.

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"The Centrality of the Margin: Early Medieval Buddhism at Ellora." Invited paper for South Asia Center Seminar Series, University of Texas, Austin, October, 1994.

"Ajanta to Ellora: Does It Work?" Refereed paper for Association of Asian Studies panel, April 1990 (supported by CLA McMillan Travel Grant).

"The Creation of a Past for Ajanta and Ellora." Refereed invitation, international symposium on "Perceptions of India's Past," December 1989, Banaras (supported by American Institute of Indian Studies Conference Grant).

"Buddhist Heartland and Buddhist Periphery: A Reverse Approach to Late Classical-Early Medieval Buddhist Art." Refereed paper presented at the 1988 American Committee on South Asian Art Symposium, Richmond, Virginia.

"Ajanta to Ellora: Back Again!" Invited lecture for international symposium on Ajanta, Baroda, India, Winter 1988 (supported by CLA travel grant).

CONTINUING PROFESSIONAL EDUCATION, GRANTS, AND FELLOWSHIPS

National

Leadership Texas, Fellow, Class of 2004.

Committee on Institutional Cooperation, Academic Leadership Program, Fellow, 1997-1998.

University of Minnesota, Seminar Series for New Department Heads, 1997-1998.

Harvard Graduate School of Education, Institute for Management of Lifelong Education, June 1994.

Kellogg National Fellowship Finalist, 1990.

American Institute of Indian Studies, Short-Term Postdoctoral Research Grant, Buddhist Sites of Central and South India, 1989.

Smithsonian Institution Foreign Currency Program, Travel Grant to participate in an international seminar at Maharaja Sayajirao University, Baroda, Gujarat, India (January-February, 1988).

American Council of Learned Societies, Grant for Travel to International Conference, 1987 (declined to accept above grant).

National Endowment for the Humanities, Division of Education Programs, Summer Institute on Humanities Scholarship and Instruction for Nontraditional Learners (\$122,616, NEH-EG-20045-86), October 1986-September 1987

American Institute of Indian Studies, Junior Fellowship for "The Buddhist Caves at Ellora," 1981-1982.

U.S. Department of Education NDFL Title VI Foreign Language Fellowship (Marathi), University of Minnesota, 1978-1979, 1979-1980.

American Numismatic Society Summer Graduate Research Fellowship, 1976.

Internal/Institutional

University of Minnesota, paid single-quarter leave to complete book manuscript, 1990.

University of Minnesota College of Liberal Arts McMillan Travel Grants, 1987, 1988, 1990.

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University of Minnesota, Office of International Education Development Grant for research on Buddhist caves in India, 1987.

University of Minnesota, Graduate School Dissertation Fellowship, 1980-1981; Bush Foundation Graduate School Fellowship, University of Minnesota, 1974-1975, 1975-1976, 1976-1977.

PROFESSIONAL AND VOLUNTARY SERVICE

Inspire Integrity Awards, National Society of Collegiate Scholars, Regional reviewer, 2008.

Secretary of Education's Summit on Higher Education – "A Test of Leadership: Committing to Advance Postsecondary Education for all Americans," Chair, Accreditation Work Group and Presenter, March 21-22, 2007.

U.S. Department of Education Accreditation negotiated rulemaking, Nonfederal negotiator, February-May, 2007.

NASULGC Voluntary System of Accountability task force on core learning outcomes, member, February-August, 2007.

U.S. Department of Education, National Advisory Committee on Institutional Quality and Integrity (NACIQI), Vice-Chair, October 2006-present; Member, NACIQI, January 2006–September 2007.

U. S. Secretary of Education's Commission on the Future of Higher Education, accountability advisor, 2005-2006.

Girl Scouts – Lone Star Council, member, Board of Directors, October 2004-2005.

Society for College and University Planning, Southern Region, Conference Proposal Review Committee, 2004-2006.

Higher Learning Commission of the North Central Association, Consultant-Evaluator Corps Member, 2001-2002.

Committee on Institutional Cooperation Accreditation Network, Chair, June 2002-Aug. 2002.

NEH Collaborative Projects, reviewer, December 1994.

U.S. Department of Education Title VI center reviewer, University of Wisconsin South Asia Center, 1993.

American Committee for South Asian Art, President, June 1990-May 1993; Vice President, 1987-1989; Publications Director, 1984-1985.

Independent Scholars of South Asia, Financial Officer and Founding Board Member, 1987-1991.

System level – The University of Texas System

Economic Impact Study Advisory Group, coordinator, present - .

Board of Regents Strategic Planning Task Force, coordinator and member, 2005-2006.

Economic Impact Study Advisory Group, member, 2005.

Task Force on Capital Planning, staff participant, 2004-2005.

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University/System level – University of Minnesota

Campus and University Surveys Advisory Group, chair, 2002.
Workforce Development Working Group (advisory to Provost), member, Fall 2000.
Faculty Senate Committee on Education Policy (ex officio), September 2000-2002.
Metropolitan Education Strategy Task Force, working group member, 1997; 1999-2002.
College International Education Officer (representing University College), 1997-1999.
University Technology Transfer Faculty Advisory Council, member, 1994.
Academic Staff Advisory Committee, (system-wide), member, 1991-1994; Chair, Professional Development Subcommittee, 1991-1992.
Office of International Education Research and Development Coordinator Search Committee, chair, 1990.
University Committee on Effectiveness of Managerial Search Process, member, 1989-1990.
University Commission on Women, member, 1988-1993; member, University Commission on Women Task Force on Professional Development, Orientation, and Mentoring, 1989-1991.
Office of Research and Technology Transfer Administration, Advisory Council member, 1987-1992.

College level – University of Minnesota

Strategic Planning Group, University College (UC), member, 1998-1999.
External Client Relationships Planning Team, UC, chair, 1997.
Program Development and Management Planning Team, UC, co-chair, 1997.
Reengineering Implementation and Structure Teams, UC, member, 1996-1997.
Program Reengineering Team, UC/Continuing Education and Extension (CEE), co-team leader, 1995-96.
Educational Policies Committee, Continuing Education and Extension, chair, 1995-1996.
Task force on Noncredit Business and Management Program Redesign, CEE, co-chair, 1995-1996.
Planning Committee, CEE, Member, 1994-1996.
Honors and Recognition Committee, CEE, chair, 1994-1995.
Associate Development Officer Search Committee, College of Liberal Arts, chair, 1992.
Dean Search Committee, College of Liberal Arts, member, 1990.
Independent Study Associate Director Search Committee, member, Fall 1989.
Alumni Relations and Annual Fund Coordinator Search Committee, College of Liberal Arts, chair, Spring 1989.

OVERSEAS EXPERIENCE

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| 2001 | Coordinator, Sequential Accreditation Visit by the North Central Association to University of Minnesota executive masters' programs in Vienna, Austria, and Olsztyn and Warsaw, Poland |
| 1998 | Adult, Continuing, and Professional Educators Asia Tour to Tokyo, Seoul, Kuala Lumpur, and Singapore, representing University of Minnesota University College to higher education, government, corporate leaders, and students |
| 1989 | 6 weeks field research and lectures in India |
| 1988 | Baroda, Gujarat – presentation at conference on Ajanta cave temple |
| 1981-82 | Field work at Ellora and related cave sites; residence in Pune, Maharashtra; Japan |
| 1973 | 4 months travel and study of Indian music; Bombay and Kathmandu |

5.2008