

## **Susan Henson Frost**

*[www.susanfrostconsulting.com](http://www.susanfrostconsulting.com)*

### **Education**

1995	Harvard University, Graduate School of Education, Management Development Program
1990	The University of Georgia, Post Doctoral Fellow, under the direction of Dr. Ron Simpson
1989	The University of Georgia, Ed. D., Higher Education.
1984	North Georgia College, M. Ed., Chemistry
1970	Agnes Scott College, B.A., Chemistry, related hours in mathematics

### **Current appointments**

2004 to present	Susan Frost Consulting, principal (see the web address above for a description of projects). Clients include Bates College, Colgate University, Colorado College, Denison University, Georgetown University, Reed College, Swarthmore College, Wake Forest University, Whitman College, Wofford College, Yale University Institute of Sacred Music, and the Associated Colleges of the South.
2003 to 2015	Senior Fellow, Institute of Higher Education, The University of Georgia

### **Administrative Appointments**

2001 to 2003	Vice President for Strategic Development, Emory University
1995 to 2001	Vice Provost for Institutional Planning and Research, Emory University
1991 to 1995	Director of Institutional Planning and Research, Emory University
1988 to 1991	Director of Institutional Research, Brenau College
1986 to 1988	Director of Act I, a credit-bearing seminar for freshmen. Brenau College

### **Previous Academic Appointments**

2003 to 2007	Professor, visiting, Graduate Institute of the Liberal Arts, Emory University
2000 to 2003	Professor of Educational Studies, adjunct, Emory College, Emory University
1995 to 2000	Associate Professor of Educational Studies, adjunct, Emory College, Emory University
1991 to 1995	Assistant Professor of Educational Studies, adjunct, Emory College, Emory University
1986 to 1991	Assistant Professor of Mathematics, Brenau College, 1986-1991

### *Selected academic and administrative projects*

- 2001 to 2004      Research at Emory was a two-year faculty commission established to guide Emory's research mission. With Professor Claire Sterk, the faculty chair, designed and led the project. The report, *Research at Emory*, was released in Fall 2003.
- 2001                With President William Chace, organized Emory's first Office of Strategic Development to aid the Emory president in shaping Emory's future.
- 1998 to 2001      Provost Rebecca Chopp, designed and implemented a new process to shape the academic agenda, which we based on our research findings and on Emory's specific needs. The Center for Applied Research in Philadelphia was consultant to the project.
- 1995 to 2003      Formal research provides one important information base for Emory's development. Major studies have investigated the effects on intellectual achievement and exchange of the ten-year Luce Seminar Series; the origins and development of intellectual initiatives, centers and institutes; faculty scholarship in Atlanta and Georgia; scholarly interest in religion; and need at the career points of entering the university, achieving tenure, appointment to professor, and retirement.
- 1998 to 2003      Specific efforts to strengthen intellectual ties help form the cultural base of Emory's development. Examples of projects designed and executed include *The Academic Exchange*, a scholarly newsletter for Emory faculty, the *In Celebration of Scholarship* series of scholarly events for Emory faculty, the Advisory Council on Teaching, and the president's and an annual series of structured conversations for faculty with the president or the provost.
- 1995 to 2001      Held executive responsibility for planning, administrative leadership and management support of a two-year faculty planning commission to strengthen Emory's teaching mission. Professor Rebecca Chopp was faculty chair. The report *Teaching at Emory* was released Fall 1998 and the permanent Advisory Council on Teaching was charged to implement the recommendations.
- 1994                Administrative lead and principal staff for a planning project which resulted in the report, *Choices & Responsibility: Shaping Emory's Future* and in "The Emory Symposium: Choices and Responsibilities in a Changing University." The principles set forth have guided Emory's development for a decade.
- 1991                Organized and led the university's first central effort for institutional planning and research.

### ***Search committees (selected)***

2002	Executive Vice President for Finance and Administration, Emory University
2000	Senior Vice President for Campus Life, Emory University
1998	Director, Association of American Universities, AAU Project on University Data Profiles.
1996	Associate Vice President for Public Affairs, Emory University

### ***Courses taught***

2005	The American University: Intellect, Authority, and Patterns of Change (graduate)
2000, 2001	Planning for Higher Education (graduate).
1995, 1996, 1998	Policy Analysis in Higher Education (graduate)
1992 to 1994	Issues in American Education (undergraduate).

### ***Dissertation committees***

2006	Paul M. Jean, Ph.D. candidate in sociology
2002	Vincent Carter, Ph.D. in sociology
1999	Theresa Wicklin Gillespie, Ph.D. in educational studies

### **Publications**

#### ***Books***

Frost, S.H., *Using Teams in Higher Education: Cultural Foundations for Productive Change* (1998) New Directions for Institutional Research series, (volume editor). San Francisco: Jossey-Bass.

Simpson, R.D. and Frost, S.H., *Inside College: The Future of Undergraduate Education* (1993). New York: Insight Books.

Frost, S.H., *Academic Advising for Student Success: A System of Shared Responsibility* (1991). ASHE-ERIC Higher Education Reports No. 3. San Francisco: Jossey-Bass.

#### ***Articles (refereed)***

Frost, S.H. and Olsen, D. "Virtual Liberal Arts Classrooms and Technology and Learning, (2006)," *Peer Review*, 8(4), 20-22.

Frost, S.H. and Chopp, R.S. "The University as Global City: A New Way of Seeing Today's Academy," March/April 2004. *Change*, 44-51.

Frost, S.H., Chopp, R, and Pozorski, A. "Advancing Universities: The Global City as Guide for Change" (2004). *Tertiary Education and Management* (TEAM), 10, 73-86.

Frost, S.H., Jean, P., Teodorescu, D. and Brown, A. "Research at the Crossroads: How Intellectual Initiatives across Disciplines Evolve" (2004). *Review of Higher Education* 27(4), 461-479.

Frost, S.H. and Jean, P. "Bridging the Disciplines: Interdisciplinary Discourse and Faculty Scholarship" (2001). *The Journal of Higher Education*, Mar/Apr, 74 (1), 119-149.

Chopp, R.S., Frost, S.H. and Jean, P. "What's Old is New Again: Alternative Strategies for Supporting Faculty" (2001). *Change*, Nov/Dec, 43-46.

Frost, S.H. and Teodorescu, D. "Teaching Excellence: How Faculty Guided Change at a Research University" (2001). *Review of Higher Education*, 24(4), 397-415.

Frost, S.H. and Jean, P. "Making More of Faculty Culture: An Experiment in Building Intellectual Community," (2000). *Tertiary Education and Management*, 6(3), 227-243.

Frost, S.H. and Teodorescu, D. Review of "Designing State Higher Education Systems for a New Century" by R.C. Richardson, K.R. Bracco, P.M. Callan, and J.E. Finney (2000). *Journal of Higher Education*, 71(5), 615-623.

Frost, S.H., "Using Scholarship: Lessons for Practice at One University" (1998). *Research in Higher Education* 39(2), 219-233.

Frost, S.H., Hearn, J.C. and Marine, G. "State Policy and the Public Research University: A Case Study of Manifest and Latent Tensions" (1997). *Journal of Higher Education* 68(4), 363-397.

Frost, S.H., "Advising Alliances: Sharing Responsibility for Student Success" (1994), *NACADA Journal*, 14(2), 54-58.

Frost, S.H., "Developmental Advising: Practices and Attitudes of Faculty Advisors" (1993). *NACADA Journal*, 13(2), 15-20.

Frost, S.H., "Strategies to Help Freshmen Succeed" (1993). *Planning for Higher Education*, 21(4), 21-26.

Frost, S.H., "Effective Methods for Institutional Research: How Important is Institutional Type?" (1993). *Innovative Higher Education*, 17, 271-283.

Frost, S.H., "Enhancing the Critical Thinking of College Women through Academic Advising and Faculty Contact" (1991). *Journal of College Student Development*, 32, 359-366.

Frost, S.H., "A Comparison of Developmental Advising at Two Small Colleges" (1990). *NACADA Journal*, 10(2), 9-13.

Frost, S.H., "Academic Responsibility: Can It Be Taught?" (1989). *NACADA Journal*, 9(2), 17-24.

### **Chapters in books**

Frost, S.H. and Brown-Wheeler, K., "Evolution and Examination: Philosophical and Cultural Foundations for Faculty Advising" (2003). In Gary Kramer (ed.), *Strengthening and Reaffirming the Role of Faculty Advising: Key Issues, The National Data, and Strategies That Work*. Boston: Anker Press.

Frost, S.H. and Jean, P., "Comments on MIT and ETH Zurich: Structures and Cultures Juxtaposed," (2002). In MIT and ETH Zurich: Structures and Cultures Juxtaposed, by M. Herbst, L. Snover, and U. Hugentobler (pp. 117-120). Bern, Switzerland: Center for Science and Technology Studies Publication

Frost, S.H., "Historical and Philosophical Foundations for Academic Advising" (2000). In Virginia Gordon and Wesley Habley (eds.), *Academic Advising: A Comprehensive Handbook*, (pp. 3-17). San Francisco, Jossey-Bass.

Frost, S.H. and Gillespie, T., "Organizations, Culture, and Teams: Links toward Genuine Change" (1998). In Susan H. Frost (ed.), *Using Teams in Higher Education: Cultural Foundations for Productive Change* (pp. 5-15). New Directions for Institutional Research series, No. 100. San Francisco: Jossey-Bass.

Frost, S.H., "Advising Alliances: Faculty and First-Year Students Team Up for Success" (1995). In M. Lee Upcraft & Gary L. Kramer (eds.), *First-Year Academic Advising: Patterns in the Present, Pathways to the Future* (pp. 53-62), National Resource Center for The Freshman Year Experience and Students in Transition, University of South Carolina, Monograph Series Number 18.

Frost, S.H., "Designing and Implementing a Faculty-based Advising Program" (1995). In Gary L. Kramer (ed.), *Reaffirming the Role of Faculty in Academic Advising* (pp. 27-32), NACADA Monograph Series, Number 1.

Frost, S.H. and Creamer, E., "Academic Advising, Institutional Research, and Outcomes Assessment" (1995). In R.E. Glennen and F. N. Vowell (eds), *Academic Advising as a Comprehensive Campus Process* (pp. 23-26), NACADA Monograph Series, Number 2.

Simpson, R.D. and Frost, S.H., "Quality on Two Fronts: Undergraduate Education for the Future" (1993). In *Defining and Assessing Quality: Papers Presented at an Invitational Seminar*, Cameron Fincher, editor. Athens, GA: The University of Georgia Institute of Higher Education.

### ***Interviews and Other Publications (selected)***

Frost, S.H. and Pozorski, A., June 2006, “*Chaos and the New Academy*,” posted at [www.susanfrostconsulting.com](http://www.susanfrostconsulting.com).

Kelly, Robert, March 2005, “Overcoming Obstacles to Interdisciplinary Research,” based on an interview with Susan Frost, lead article in *Academic Leader: A Newsletter for Academic Deans and Department Chairs*, 21(5).

Kelly, Robert, September 2005, “Matching Donor Interest with Current Academic Programs,” based on an interview with Susan Frost and Larry Hirschhorn, lead article in *Academic Leader: A Newsletter for Academic Deans and Department Chairs*, 21(9).

Frost, S.H., Jean, P., Sterk, C., and Sweeney, K. “Preparing Students for Institution-Building: Lessons from One University,” invited for the invited AIR/EAIR *Workforce Development and Higher Education* seminar, Amsterdam, June 13-14, 2003.

Frost, S.H. and King, H., “A Year of Reflection” (1994). In Billy E. Frye, *Choices & Responsibility: Shaping Emory's Future*. Emory University, Atlanta, GA 30322. Available on microfiche as ERIC No. ED 380 020.

Frost, S.H., “Advising Alliances: Sharing Responsibility for Student Success.” In *An Invitational Conference Commemorating the 30th Anniversary*, Institute of Higher Education, The University of Georgia, July 1, 1964-June 30, 1994.

Frost, S.H., “Quality University Office of Institutional Planning and Research: Year One Annual Report and Planning Document” (1991). Prototype planning document and initial annual report of a university office of institutional planning and research. Available on microfiche as ERIC No. ED 380 021.

Frost, S.H., “The Effects of Academic Advising and the Frequency of Faculty Contact on the Cognitive Development of College Freshmen” (Doctoral Dissertation, The University of Georgia, 1989). Dissertations Abstracts International, DA 9007667.

### **Presentations at academic conferences (selected)**

Frost, S.H., Chopp, R. and Pozorski, A., "Geography and the New Academy: Blurred Boundaries and Strategic Sites." The European Association of Institutional Research (EAIR) Aug. 31-Sept 03, 2005, Riga, Latvia.

Frost, S.H., Chopp, R. and Pozorski, A., "Geography and the New Academy: Blurred Boundaries and Strategic Sites." Annual Meeting of the Association of American Colleges & Universities, San Francisco, January 2005

Frost, S.H., Chopp, R. and Pozorski, A., "The Liberal Arts of Leadership." Annual meeting of the Association of American Colleges & Universities, February 2004, Washington, DC.

Frost, S.H., Chopp, R. and Kelman, D., "Leading Universities: A Pragmatic Framework for Guiding Change." The European Association of Institutional Research (EAIR) Aug. 24-27, 2003, Limerick, Ireland.

Frost, S.H. and Jean, P., "Looking In, Looking Out: Emory's Approach to Strategic Development." The Society for College and University Planning (SCUP) Annual Meeting, July 19-23, 2003, Miami.

Frost, S.H., Chopp, R. and Pozorski, A., "Advancing Universities: The Global City as Guide for Change." The European Association for Institutional Research Forum, Prague, Sept 2002.

Frost, S.H., Teodorescu, D. and Jean, P., "Intellectual Initiatives at a Research University: Origins, Evolutions, and Challenges." The Association for the Study of Higher Education, Richmond, VA, Nov 2001.

Frost, S.H., "Investigating Faculty Work: A Scholarship of Research," The Higher Education Data Sharing Consortium, Colorado Springs, CO, June 2001.

Frost, S.H. and Sporn, B., "Building Institutional Profiles in Times of Change." The 22<sup>nd</sup> Annual European Association for Institutional Research, Berlin, September 2000.

Frost, S.H. and Teodorescu, D., "Perceptions of the Academic Work Environment at a Major Research University: Professional Schools versus Arts and Sciences Faculty." The Association for Institutional Research Forum, Cincinnati, May 2000.

Frost, S.H. and Jean, P., "Distances between Disciplines: Influences of Interdisciplinary Discourse on Faculty Scholarship and Interaction at One University." The Association for the Study of Higher Education, San Antonio, November 1999.

Frost, S.H. and Jean, P., "Intellectual Community across Disciplines: Structural Support for Faculty Culture." The 21<sup>st</sup> Annual European Association for Institutional Research, Lund, Sweden, August, 1999.

Frost, S.H., Teodorescu, D, and Snover, L., “Faculty Views on Support for Teaching: Using Qualitative Data Analysis Software to Investigate Focus Group Discussion.” The 1998 European Association of Institutional Research, San Sebastian, Spain, September 1998. ED 429 497.

Frost, S.H., “Advising Alliances: Sharing Responsibility for Student Success.” The 20th National Conference, National Academic Advising Association, Washington, October 1996.

Frost, S.H., Drake, D., Hackman, J. and Stiles, J., “Private Research Universities Plan for Change,” with. The Association for Institutional Research Forum, Albuquerque, May 1996.

Frost, S.H., Terenzini, P. and Sanford, T., “Research Universities and their Publics: Emerging Tensions, Painful Choices.” The Association for Institutional Research Forum, Albuquerque, May 1996.

Frost, S.H., Hearn, J. and Marine, G., “Painful Choices: Emerging Tensions between Universities and their Publics.” The Twentieth Annual Meeting of the Association for the Study of Higher Education, Orlando, November 1995.

Frost, S.H., “Choices and Responsibility: Planning for Cultural Change in Universities.” Presentation at the Association for Institutional Research Forum, Boston, May 1995.

Frost, S.H., “From Start Up to the First Annual Report: How to Begin or Restructure an IR Office.” Pre-conference Workshop, Association for Institutional Research Forum, Chicago, May 1993; New Orleans, May 1994.

Frost, S.H., “Strategies for Information Architects: Relating External Issues, Internal Variables, and Institutional Needs.” The Association for Institutional Research Forum, New Orleans, April 1994.

Frost, S.H., Ackerman, H., Froh, R. and Wolf, D., “Managing Evolving Assessment Processes to Ensure Academic Quality: An International Perspective.”. Presentation at the Association for Institutional Research Forum, New Orleans, April 1994.

Frost, S.H., Schorr, J. and Winstead, P., “Diversity and Undergraduate Quality: Do Students Take Advantage of Living and Learning with Peers?” Higher Education Data Sharing Consortium Winter Conference, Santa Fe, 1994.

Frost, S.H., Habley, W., Kramer, G. and Wilbur, F., “Fulfilling the Promise of Academic Advising: Key Concepts in Designing and Planning Successful Programs.” Presentation at the American Association for Higher Education 1994 National Conference, Chicago, 1994.

Frost, S.H., “Year One of Centralized Institutional Research: Organizing, Managing, and Evaluating a New Office,” Presentation at the Association for Institutional Research Forum, Chicago, May 1993.



Frost, S.H., "Diversity in the College Classroom: Learning Needs and Contributions of Today's Student Populations." Paper presented at the Sixteenth Annual Meeting of the Association for the Study of Higher Education, Boston, October 1991. Available on microfiche as ERIC No. ED 339 305.

Frost, S.H., "Decentralized and Integrated Institutional Research: A Contradiction in Terms That Works." Paper presented at the Association for Institutional Research Forum, San Francisco, May 1991. Available on microfiche as ERIC No. ED 336 041.

Frost, S.H., "Keys to Freshman Success: What Contributes to College 'Fit'?" The Freshman Year Experience 10th Anniversary Celebration Meeting, pp. 21-22. Columbia, S.C., February 1991.

Frost, S.H., "Educational Improvement through Academic Advising." Paper presented at the 1990 Conference, Information for Educational Improvement, Southern Association for Institutional Research, Ft. Lauderdale, Fla., October 1990. Available on microfiche as ERIC No. ED 327 076.

Frost, S.H., "Academic Advising and Cognitive Development: Is There A Link?" (1989). Paper presented at the Thirteenth National Conference of the National Academic Advising Association, Houston, Texas. Available on microfiche as ERIC No. ED 317 113.

### **Other seminars and addresses**

*"Collaborative Chaos and Unruly Passions: New Directions for Real World Engagement,"* EIGER Distinguished Lecture, Virginia Tech University, October 2007.

"Advancing Academic Programs and Faculty Work: Lessons from the Field." Track plenary address invited by the Association of Institutional Research, Tampa, May 2003.

"The Evolving University: From Village to Global City" Annual Facilities Conference, The University of Georgia, Athens, GA May 2002.

"Academic Advising at Athens Tech: Exploring Issues, Shaping Support," Athens Tech Seminar, The University of Georgia, Athens, GA, March 2002.

"Advancing a University: A Tale of a Global City," Institute of Higher Education Campus Conversation Series, The University of Georgia, Athens, GA, Jan 2002.

"Challenges and Choices in University Planning," An invitational seminar presented by the Institute of Higher Education, The University of Georgia, January, 1997.

American Council on Education and National Center for Education Statistics panel on data issues, Washington, May 1994.

### **Funded Projects, Training and Consultancies before 2004 (selected)**

Principal investigator, The Mellon Foundation and the Associated Colleges of the South (ACS), a three-year project to evaluate the ACS Virtual Classics Department (formed by 13 member colleges) and to develop a model for the evaluation of similar collaborative academic departments, 2002-2005.

American Council on Education, "Supporting Faculty Careers," a session of the workshop series *Chairing the Academic Department*, February 2003 and ongoing.

University of Georgia, design of the institutional effectiveness function, October 2002

George Washington University, evaluation and restructuring of the Office of Institutional Planning & Research, March 2000.

The University of Georgia Lilly Teaching Fellows Year-end Conference, Sapelo Island, Special Invited Facilitator for the Conference, May 1995.

Georgia Institute of Technology Teaching Fellows on the occasion of their anniversary celebration, March 1995.

The University of Toledo, Department Chair's Academy, "Fostering Teaching and Learning through Academic Advising: The Chair's Role, July 9-10, 1992.

Consultancies in academic advising at over 20 institutions including Yale, Georgia Tech, UC Santa Cruz, Valencia Community College (for five years) and Athens Technical School.

### **Boards, Panels, and National Committees**

1997 to 2003	Council of the Association of American Universities Data Exchange, chair 1998-1999.
1998 to 2002	New Georgia Encyclopedia Advisory Council.
1993 to 2004	Manuscript reviewer, <i>Journal of Higher Education</i>
1997 to 2004	Manuscript reviewer, <i>Review of Higher Education</i> .
1995 to 2002	Advisory Board, ASHE-ERIC Higher Education Reports Series.
1990 to 2001	Editorial Board, <i>Innovative Higher Education</i> .
1994 to 2000	Publications Committee, Association for Institutional Research,
1995 to 1998	National Association of Independent Colleges and Universities Commission on Campus Concerns.
1995 to 1996	Advisory Board, American Council on Education <i>Campus Trends</i> .

1993 to 1998            Research Advisory Committee, Higher Education Data Sharing Consortium.  
1994 to 1995            National Association of Independent Colleges and Universities Panel on  
the Higher Education Act, 1993.  
1990 to 1993            Editorial Board, *NACADA Journal*.

### **Professional recognition and affiliation**

1996                      Emory University Campus Life award for superior contribution.  
1998                      Faculty Development in Georgia Fellowship, The University of Georgia.  
1988                      National Academic Advising Association Student Research Award.  
1986                      Brenau Fellowship Association Teacher of the Year.  
1989                      Phi Kappa Phi Scholastic Honorary.  
1989                      Kappa Delta Pi Education Honorary.  
1987                      Phi Delta Kappa, National Honorary in Education

Association of American Colleges & Universities  
Association for Institutional Research  
Association for the Study of Higher Education  
National Academic Advising Association  
Society for College and University Planning