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ACADEMIC LEADERSHIP AND ADMINISTRATIVE ACCOMPLISHMENTS

Administrative experience and recognition

- Nineteen years' experience as chair of two civil engineering departments, and one year of experience as interim dean of engineering. In these positions, I have
 - led the development of new and expanded degree program offerings,
 - managed and directed office staff,
 - conducted regularly scheduled, effective meetings on college level and of department faculty,
 - performed annual evaluations of large numbers of faculty and staff
 - led school-wide committees,
 - expanded and coordinated online course offerings,
 - executed a variety of administrative and academic functions, and
 - developed, streamlined, and managed budgets, resulting in increased budget stability.
- Currently serving as Assistant Chair for Distance Ed and Remote Programs, Civil, Architectural, and Environmental Engineering Department.
 - Updated Ft. Wood recruiting materials and presentation
 - Streamlined advising meetings and processes for Ft. Wood students
 - Developed promotional materials for department's distance ed programs, including ads for KC and STL ASCE section newsletters and promotional flyers
 - Coordinated funds distribution for faculty teaching distance ed courses
 - Working with faculty to identify certificate program coordinators
 - Served as advisor and/or inquiry point-of-contact for 103 distance ed students

Strategic Planning

- Worked with faculty, staff, alumni, business leaders, and students to develop plans, initiatives, and goals that to set us apart from our competitor, as well as comparator, institutions.
- At current and previous institutions, led faculty and staff to write departments' first Five-Year Strategic Plans, including mission and vision statements, strategic goals, action items and metrics.
- Recently completed new department-level strategic planning initiative that will set a course for our programs, faculty, and students through the year 2020 and beyond.
 - Faculty and alumni have a cohesive sense of purpose regarding the future of the department and its education, research, and technology transfer programs.
- Followed through on Strategic Plan development with annual progress reports to all major constituents.

- As interim dean, participated in national “Dean’s Day on Capitol Hill”, met with key representatives from Missouri, and worked with Advisory Council on directions, initiatives, and business trends.

Working with the entire University community

- Continually explored new methods of instruction to meet needs of both traditional and non-traditional students.
- Cooperation, unified sense of purpose, collaborative teaching and research activities now permeate the department.
 - Faculty and staff operate in a working and learning environment in which all are motivated to work towards achieving their full potential.
 - Alumni motivated to contribute their time, talents, and resources to support the department’s programs and initiatives.
 - Staff members in other parts of campus routinely seek employment opportunities in my department.
- Successfully engaged with colleagues and programs across campus.
 - Major supporter of the Missouri S&T Film Series as well as the newly established Hispanic Film Program on campus.
 - Faculty from English and Psychology departments frequent guest lecturers.
 - Primary contributor to saving Missouri S&T’s Freshman Orientation Week Reading Program.
 - Thanks in great part to my leadership, the program was fully reinstated and should continue to operate in the years ahead.

The department is now a more integral part of the university community while still maintaining its leadership position on campus.
- Contributed to regional and national economic development by leading the restructuring of department curricula to render them more appropriate for the training of future engineering professionals.
- Increased the access of working professionals to our courses and degree programs using internet-based courses.
 - Developed an income-sharing arrangement with faculty and university that has resulted in a new income stream for the department.

Undergraduate students and programs

- Number of scholarships available to department students has more than doubled since my arrival at Missouri S&T, giving the department an enhanced ability to recruit exceptional undergraduate students.
- As interim dean, conducted a study regarding the feasibility of offering a biomedical engineering degree program at Missouri S&T.
- Have led program accreditation activities since the beginning of my professional academic career (fourteen on-site visits and successful program reviews to date, including three in 2014), including
 - writing self-study documents,
 - development of continuing improvement processes and assessment tools, and
 - convening alumni and industry panels to review and assess objectives.

- Led the development and accreditation of new and expanded inter-disciplinary degree program offerings at Missouri S&T to meet local industry and student needs, including
 - online distance-ed based MS and graduate certificate programs,
 - two new autonomous ABET-accredited undergraduate degree programs (architectural engineering and environmental engineering), and
 - one ABET-accredited undergraduate degree program at a satellite location in civil engineering.
- Certified and active ABET Program Evaluator (civil engineering and architectural).
 - This provides me with an excellent perspective of pedagogical innovations and curricular content improvements, which is very helpful at time of home program re-accreditation visits.
- Facilitated comprehensive curriculum reform in current department, focusing on increased flexibility to meet individual student needs.
- Worked to increase student participation in Study Abroad and co-op work programs.
 - Developing plans for required experiential learning curriculum component in accordance with Strategic Plan.
 - Active member of campus Study Abroad Advisory Committee.
- Missouri S&T undergraduate civil engineering program was ranked 24th nationally by the U.S. News and World Report in 2004, five years after my arrival.
 - This was the first time that any undergraduate engineering program in the State of Missouri had been nationally ranked.
 - As such, a very significant milestone in the growth of the department and its programs had been reached!

I am very pleased to have been able to lead the department to this national recognition.

Graduate students and programs

- Led growth in the number of graduate student fellowships from two in 1999 to ten in 2014.
- Worked with faculty to develop distance education based courses and professional development seminars to increase the access of working professionals to our courses.
 - This has also created new income streams for the department.
- Worked with faculty to implement a revenue sharing program for tuition proceeds from distance ed courses.
- Engaged with the Engineer School at Ft. Leonard Wood to facilitate the delivery of graduate-level courses to Army personnel as part of its Engineer Captain's Career Course program.
- Developed MOUs with numerous international institutions (e.g. Ecole Centrale Nantes, University of Naples, University College of the Cayman Islands) to facilitate exchange of faculty and graduate students in several targeted areas of instruction and/or scholarship.

Faculty recruitment, retention, shared governance, and development

- Created an environment that fostered a four-fold increase in annual research awards in the department (from ~\$1.2M in 1999 to over \$5.4M in 2014).
 - Most growth came from multi- and inter-disciplinary activities involving faculty from several STEM and non-STEM departments across campus.
 - Faculty and their research programs more productive and more visible than ever before on national and international levels.

- Developed sustainable methods for providing start-up funds to new faculty, and for providing funding for faculty in support of professional development activities.
- As interim dean developed formal nomination and selection processes for faculty awards recognizing teaching excellence and innovation.
- Successful in increasing the number of full-time faculty by 50% in current department (from 16 in 1999 to 25 in 2014); have also worked diligently to increase faculty diversity (see below).
- Regularly engaged faculty task forces to address key department-wide issues as they arise, including the development of a new
 - comprehensive promotion and tenure policy,
 - faculty workload policy that rewards high levels of scholarly productivity as well as teaching excellence,
 - faculty sabbatical leave policy,
 - graduate student handbook,
 - department-wide lab safety manual,
 - policy governing department support of graduate students of newly hired as well as recently departed faculty members,
 - graduate teaching assistant workload policy, and a new
 - post-tenure review policy as required by state law.
- Led the implementation of a new donor-supported Faculty Excellence Program to help reward and retain high-achieving junior faculty.
- Instrumental in securing alumni funding for three new endowed chaired professor positions.
- Successfully led the promotion and tenure process for five faculty in the department.
- Have been closely engaged in the hiring of senior as well as junior faculty in targeted strategic areas in the department.

Faculty mentoring activities

- Initiated departments' first formal mentoring activities and processes for new and junior faculty at previous and present institutions.
- Supported faculty trips to NSF and other funding agencies headquarters to meet with program directors and project managers.
- Personally review and edit proposal drafts for junior faculty when requested
- Partnered with senior faculty on proposals for graduate student support and laboratory equipment acquisitions.
- Valued and rewarded teaching excellence; nominate outstanding faculty for teaching awards.
- Nominated and supported faculty for prestigious national and international awards, programs and honoraria, including Fulbright Fellowship (three awarded so far), CAREER, Jefferson Science Fellowship, and Erskine Fellowship.
 - First to showcase faculty achievements through prominent plaque displays.

Communication and interpersonal skills

- Skilled in making presentations to a variety of audiences, including advisory boards, senior university administrators, industry partners, department alumni, congressional delegations, potential donors, and at open houses.
- Frequently asked to represent the university at variety of formal and informal community and

industry-oriented events.

- Directed and led building/facilities tours for congressional delegations and admissions office personnel and their guests.
- Have mediated conflicts that have arisen between faculty or between faculty and staff.
- Have counseled faculty on career paths and growth opportunities.

Commitment to diversity

- Worked to ensure a campus environment that is supportive of all under-represented groups.
- Active mentor for students and junior colleagues from under-represented groups on various topics and professional issues, including
 - Developing professional contacts
 - Resume, job application review
 - Award nominations
 - Career path options
- Member of the Missouri S&T Coordinated Community Response Team, OVW Grant.
- Co-Chair of the Missouri S&T Title IX Curricular Development/Implementation Committee.
- Facilitated development of several efforts to help the campus achieve greater diversity.
- Served on Chancellor's Advisory Council on African American Recruitment & Retention.
- Developed a course on professionalism and ethics that I am now sharing with other departments on campus and with other University of Missouri System institutions.
- Participated in workshops and training programs aimed at enhancing skills at facilitating diversity among faculty, staff, and students.
- Worked closely with search committees to increase diversity of faculty, staff, and students.
- Completed the Safe Space/Ally training program offered at Missouri S&T.
- Hired four female tenure-track faculty (two at Missouri S&T and two at UAHuntsville).
 - Mentored two of them through promotion & tenure processes; the third is well on the way to same; the fourth opted to pursue career with U.S. Army Corps of Engineers.
- Hired three Hispanic faculty (one tenure-track, one with tenure, one lecturer).
 - Mentored a fourth Hispanic faculty through the tenure and promotion process.
 - Promoted two Hispanic faculty to leadership positions in department administration.
- Helped fund Society of Women Engineers' activities and trips.
- Sponsored new campus-wide Hispanic Film Program.
- Invited participant for Black Man's Think Tank workshop on academics and learning.
- Have hired female lecturers and adjunct faculty (ten so far at Missouri S&T) to teach graduate and undergraduate courses.
- Sponsored table for students to attend Minority in Engineering Program 40th anniversary dinner celebration.

Fundraising and marketing initiatives and achievements

- Facilitated a 400% increase in annual giving donations by the department's alumni (from ~\$30K 1999 to over \$120K in 2014).
 - This has increased stability in department's budget and annual expenditures; department operations not as susceptible to yearly budget fluctuations.
- Worked closely with University Advancement to update and follow through on my department's Fundraising Plan to reflect changing needs and priorities.

- Regularly met and worked with alumni and industry constituents to explore and capitalize on new partnership opportunities.
- Showcased alumni support through permanent plaque displays
 - *Bridges to the Future* – individual plaque displays for contributions of \$500,000+
 - *Hall of Fame* – plaque displays for alumni and industry sponsored scholarships; also listed are names of student scholarship or fellowship recipients.
- Worked with industry to secure nearly \$10M to support a planned laboratory expansion.
- Worked with administration, faculty, staff, students, and construction personnel to oversee \$23M renovation of civil engineering building at current institution.
 - Approx. 20% of the building renovation budget was provided by grants and gifts from industry and other corporations.
- Hired a communications / marketing communications specialist for my department.
 - We are the only academic unit on campus with an embedded communications specialist.
 - Marketing materials, communications, and public relations activities are outstanding and are very well received by all constituent groups.
 - Great variety of full-color publications mailed nation-wide to alumni, other department chairs, and engineering deans; publications include
 - *The Bridge* – our department’s semi-annual newsletter
 - *Common Ground* – a new publication showcasing accomplishments of student groups and alumni support
 - *Faculty Scholarly Productivity* – a new publication highlighting faculty research and scholarly accomplishments
 - *New Faces* – a new brochure introducing new department faculty to the academic community
 - *Vision 2020* – the department’s Strategic Plan
 - *By The Numbers* – a new flyer succinctly highlighting new and/or exciting departmental characteristics)

This has helped the department improve its ability to better inform alumni, constituents, and colleagues of the exciting activities and accomplishments of its faculty, students, and alumni.