

RESUME
MERRY MORASH
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Michigan State University, East Lansing, Michigan 48824-1118

CURRENT RESEARCH ON PROBATION AND PAROLE
<http://cj.msu.edu/community/epps/epps.html>

EDUCATION

Ph.D., 1978 Institute of Criminal Justice and Criminology
University of Maryland
Major: Criminal Justice and Criminology
Minors: Policy Analysis, Department of Political Science
Research Methods and Statistics, Department of Educational Statistics and Measurement

M.S.W., 1970 School of Social Work and Community Planning, University of Maryland
Major: Community Organization and Planning

B.A., 1968 Mount Holyoke College
Major: English

ADMINISTRATIVE EXPERIENCE

1990-2000 Director, School of Criminal Justice, Michigan State University

HONORS

2023 Michigan State University, University Distinguished Professor

2019 Michigan State University, William J. Beal Outstanding Faculty Award

2019 American Society of Criminology, Division on Women and Crime, Lifetime Achievement Award

2018 American Society of Criminology, Division on People of Color and Crime, Lifetime Achievement Award

2017 American Society of Criminology Award for Mentoring

2015 Academy of Criminal Justice Sciences Outstanding Mentor Award

2008 Fellow of the American Society of Criminology

2007 Recipient of the Distinguished Scholar Award, Division on Women and Crime, American Society of Criminology

TEACHING EXPERIENCE

1980-Present Assistant to Full Professor, School of Criminal Justice, Michigan State University

March-June 1994 Visiting Professor, Chungnam National University. Taejon, South Korea

Leader for one-month seminar, Quantitative Analysis of Criminal Justice Data, for 10 scholars from around the country. The seminar involved coordinating approximately five instructors each year who work on special topics with the group, and providing exposure to the major federally supported data sets. Institute for Social Research, University of Michigan, summers from 1987 through 1992.

1979-1980 Instructor, University of Maryland Overseas Division

1976-1980

Lecturer for the University of Maryland at College Park and for The American University

DISSERTATIONS CHAIRED

Mohammad V. Ali. Assistant Professor and Chairperson, Sociology, Forman Christian College, Lahore, Pakistan.

Dissertation: Analysis of the Labeling Discourse between the Jamaat Ud Dawa and its Critics Seen through the Pakistani Print Media. (2012). **Award:** Gill-Chin Lim Award for Outstanding Doctoral Dissertation in Global Studies, Michigan State University.

Joanne Belknap, Professor– Dept. of Ethnic Studies, University of Colorado – Boulder (retired)

Dissertation: The Effects of Poverty, Income Inequality, and Unemployment on Crime Rates (1986)

Hoan Bui, Associate Professor (retired) – Sociology, University of Tennessee

Dissertation: Intimate Violence and the Criminal Justice System: The Experience of Vietnamese-American Women (2001)

Somvadee Chaiyavej, Colonel, Social Sciences Section, Social Sciences and General Studies Group, Academic Division, Royal Thai Police Cadet Academy

Dissertation: Reactions to Sexual Harassment: A Comparison of Policewomen in Thailand and the United States (2003)

Nobuhle R. Nxumalo Chonco, Control Agent at Eulen America, New York

Dissertation: Mentally Ill Female Inmate: Do Labels Matter Behind Bars? (1991)

Florence Ferguson, Dean - Criminal Justice, American InterContinental University

Dissertation: Race, Urbanism, and Court Bureaucratization: An Empirical Examination of Conflict-Weberian Theories. (1996)

Margaret A. Fischer, Police Inspector, Dept. of Police and Public Safety, Michigan State U.(retired)

Dissertation: The Police Organization, Stress, and the Intersection of Gender, Race and Sexual Orientation (2013)

Marva V. Goodson-Miller, Assistant Professor, Arizona State University

Dissertation: Criminal Offenders, Access to Resources, and Recidivism, (2019).

Awards: NSF Dissertation Award (2017)

Robin Haarr, Consultant

Dissertation: Race, Gender, Patterns of Interaction, Organizational Commitment and Attitudes Towards Occupational Deviance in a Midwest Police Department (1994)

Kristy Holtfreter, Professor, School of Criminology and criminal Justice, Arizona State University

Dissertation: Responses to Occupational Fraud: A Study in the Behavior of Law (2004)

Kayla Hoskins, Postdoctoral Fellow, Yale University.

Dissertation: Trust and Trauma Disclosure: A Mixed-Method Analysis of Men and Women's Decisions to Disclose Trauma to Probation and parole Agents (2023).

Barbara Koons-Witt, Associate Professor, Dept. of Criminology and Criminal Justice, University of South Carolina

Dissertation: Gender and Justice in Sentencing Decisions: An Analysis of the Impact of Traditional Gender Expectations on Sentencing Outcomes for Felony Female Offenders in the State of Minnesota (2000)

Chang-Hun Lee, Associate Professor, Dept. of Police Administration, Hannam University, Daejeon, South Korea

Dissertation: An Ecological Prediction Model of Bullying Behaviors among South Korean Middle School Students, 2007.

Yoon Ho Lee, Chair and Professor, Department of Police Administration, Dungguk University, Seoul, Korea

Dissertation: Integrated Causal Path Models of Delinquency: The Case of Selected Korean High School Boys (1987)

Miriam Northcutt Bohmert, Associate Professor, Department of Criminal Justice, U. Indiana – Bloomington.

Dissertation: Access to Transportation and Outcomes for Women on Probation and Parole.

Awards: NIJ Dissertation Fellowship and NSF Dissertation Enhancement Award (2014)

Suyeon Park, Associate Professor, Criminal Justice Program, SUNY- Plattsburg.

Dissertation: Domestic Violence and Help-Seeking Behavior among Vietnamese Wives in Korea (2011)

Ariel Roddy, Assistant Professor, Sociology, University of Utah

Dissertation: Structural and Agentic Contributors to Justice- And Substance-Involved Women's Employment: A Feminist Analysis (2022)

Lila Rucker, Associate Professor, Criminal Justice, University of South Dakota (retired)

Dissertation: Creating Nonviolent Niches within a Medium Security Prison for Women, 1991

Pamela Schram, Professor and Associate Dean, Criminal Justice, California State University, San Bernardino

Dissertation: The Link between Stereotype Attitudes and Behavioral Intentions among Female Inmates, Correctional Officers, and Program Staff (1996)

Juyoung Song, Associate Professor, Dept. of Administration of Justice, Pennsylvania State U. at Schuylkill

Dissertation: Pathways to Underage Prostitution among Female Youth in South Korea (2012)

Tia Stevens, Associate Professor, Department of Criminology and Criminal Justice, U. of South Carolina

Dissertation: Effects of County and State Economic, Social, and political Contexts on Racial/ethnic and Gender Differences in Youth's Penetration into the Justice System, 2013. **Award:** National Institute of Justice Dissertation Fellowship.

Serkan Tasgin, Turkish National Police.

Dissertation: Assessing an Age-graded theory of Informal Social Control: A Qualitative Study Exploring Pathways to Youth Incarceration in Turkey (2012)

Rebecca Stone, Associate Professor, Criminal Justice, Suffolk University, Boston, Massachusetts

Dissertation: A Narrative Inquiry of Women's Substance Use in Pregnancy and Motherhood (2014)

Julie Yingling, Assistant Professor, Lycoming College, Williamsport, Pennsylvania

Dissertation: Qualitative Study of Pathways to Involvement and Law Enforcement Avoidance Strategies in Methamphetamine Markets (2013)

Yan Zhang, Professor, College of Criminal Justice, Sam Houston University

Dissertation: Explaining Drug Use and Delinquency by Race and Ethnicity: A Test of Differential Association, Social Bonds, and Self-Control (2004)

Phyllis Zold-Kilbourne, Management Analyst III, Specialty Courts, Michigan Supreme Court, State Court Administrative Office

Dissertation: Evaluating Residential Probation for Drug Involved Felony Offenders, (1999).

REFEREED JOURNAL ARTICLES

* Indicates student at the time the article was written.

*Sanders, Kaelyn, *Kayla Hoskins, and Merry Morash. (2023). A First Step in Understanding Influences on System-Involved Women's Changes in Financial Need. *Feminist Criminology*. 18(3), 225-249.

*Hoskins, Kayla and Merry Morash. (online first, 2021) How Women on Probation and Parole Incorporate Trauma into their

Identities. *Journal of Interpersonal Violence*, 36, 36(23-24), NP12807-NP12830.

*Roddy, Ariel L. Merry Morash, and Miriam Northcutt Bohmert (2022). Spatial mismatch, race and ethnicity, and unemployment: Implications for interventions with women on probation and parole. *Crime and Delinquency* 68, 2175-2199.

Morash, Merry and Deborah A. Kashy (2022). The relevance of women's economic marginalization to recidivism. *Criminal Justice and Behavior*, 49, 330-349.

Kashy, Deborah A. and Merry Morash (2022). Predictors of generativity and satisfaction with life in a sample of women offenders. *Psychology, Crime and Law*, 28, 587-607.

Moon, Byongook, Merry Morash, and John McCluskey. (2021) Student Violence Directed Against Teachers: Victimized Teachers' Reports to School Officials and Satisfaction with School Responses. *Journal of Interpersonal Violence*, 36, NP7264-NP7283.

*Roddy, Ariel L., Merry Morash, and *Kayla Hoskins. (2021). An exploration of employment-related personal projects undertaken by women on probation and parole. *Feminist Criminology*, 16, 3-25.

Smith, Sandi W., Merry Morash, *Brandon Walling, and *Elizabeth A. Adams. (2020). Precursors to Probation and Parole Agent Communication Style with Female Clients. *Communication Studies*, 71, 203-205.

Morash, Merry, Rebecca Stone, *Kayla Hoskins, Deborah A. Kashy, and Jennifer E. Cobbina. (2020) Narrative Identity Development and Desistance from Illegal Behavior among Substance-Using Female Criminal Offenders: Implications for Narrative Therapy and Creating Opportunity. *Sex Roles*, 83, 64-84.

*Goodson, Marva V., Merry Morash and Deborah A. Kashy. (2020). The Moderating Effect of Substance Abuse Treatment Engagement on the Connection between Support from Program Participants and Substance-related Recidivism. *International Journal of Offender Therapy and Comparative Criminology*, 64, 1217-1235.

Roddy, Ariel L.* and Merry Morash. (2020). The Connections of Parole and Probation Agent Communication Patterns with Female Offenders' Job-seeking Self-efficacy. *International Journal of Offender Therapy and Comparative Criminology*, 64, 774-790.

Chaudhuri, Soma and Merry Morash. (2019). Monitoring Team Interviews during Fieldwork: Some Lessons from India. *International Journal of Sociology*, 49, 389-399.

Chaudhuri, Soma and Merry Morash. (2019) Analyzing the Importance of Funding for Gender Focused Empowerment Programs. *Gender and Practice: Insights from the Field. Advances in Gender Research*, 27, 167-181.

Moon, Byongook, John McClusky, and Merry Morash. (2019) Aggression against Middle and high School Teachers: Duration of Victimization and its Negative Impacts. *Aggressive Behavior*, 45(5), 517-526.

Smith, Sandi W., Merry Morash, *Elizabeth A. Adams, *Brandon Walling and Amanda J. Holmstrom. (2019) Precursors to Probation and Parole Agent Intent to Send Informational, Emotional, and Esteem Social Support Messages to Female Clients. *Journal of Applied Communication Research*, 47(3), 344-363.

*Roddy, Ariel L., Merry Morash, *Elizabeth A. Adams, Amanda J. Holmstrom, Sandi W. Smith and Jennifer E. Cobbina. (2019). The Nature and Effects of Messages that Women Receive from Probation and Parole Agents in Conversations about Employment. *Criminal Justice and Behavior*, 46(4), 550-567.

Northcutt Bohmert, Miriam, *Kayla M. Hoskins, and Merry Morash. (2019). Tracking Methods and Retention for a Longitudinal Sample of Alcohol and Drug-Involved Women on Probation and Parole. *Journal of Community Psychology* 47: 1064-1077.

- Chaudhuri, Soma and Merry Morash. (2019). Building Empowerment, Resisting Patriarchy: Understanding Intervention Against Domestic Violence Among Grassroots Women in Gujarat, India. *Sociology of Development*. Vol. 3(5), 360-380.
- Morash, Merry, Deborah A. Kashy, Sandi W. Smith, and Jennifer E. Cobbina. (2019). Technical Violations, Treatment and Punishment Responses, and Subsequent Recidivism of Women on Probation and Parole. *Criminal Justice Policy Review*, 30, 788-810.
- Stone, Rebecca, Merry Morash, *Marva Goodson, Jennifer E. Cobbina, and Sandi W. Smith (2018). Women on Parole, Identity Processes, and Primary Desistance. *Feminist Criminology*, 13, 382-403.
- Morash, Merry, Deborah A. Kashy, Jennifer E. Cobbina, and Sandi W. Smith. (2018) Characteristics and Context of Women Probationers and Parolees who Engage in Violence. *Criminal Justice and Behavior*, 45, 381-401.
- Morash, Merry, Deborah A. Kashy, Sandi W. Smith, and Jennifer E. Cobbina. (2018) Is the Nature of Communication Relevant to the Supportiveness of Women's Relationships with Probation and Parole Agents? *International Journal of Offender Therapy and Comparative Criminology*, 62, 1629-1647
- *Adams, Elizabeth A., Merry Morash, Sandi W. Smith, and Jennifer E. Cobbina. (2017). Women's Experience of Motherhood, Violations of Supervision Requirements and Arrests. *British Journal of Criminology*, 57, 1420-1441..
- Holmstron, Amanda J., *Elizabeth A. Adams, Merry Morash, Sandi W. Smith, & Jennifer E. Cobbina. (2017) Supportive Messages Female Offenders Receive from Probation and Parole Officers about Substance Avoidance: Message Perceptions and Effects. *Criminal Justice and Behavior*, 44, 1496-1517.
- *Goodson, Marva and Merry Morash (2017). Court-Involved Girls' Perceptions of the Attainability of a Desired Possible Self and its Connection to Past Adversity and Current Behavior. *Feminist Criminology*, 12, 384-404.
- Moon, Byongook and Merry Morash (2017). A Test of General Strain Theory in South Korea: A Focus on Objective/Subjective Strains, Negative Emotions, and Composite Conditioning Factors. *Crime and Delinquency*, 63, 731-756..
- Moon, Byongook and Merry Morash (2017). Gender and General Strain Theory: A Comparison of Strains, Mediating, and Moderating Effects Explaining Three Types of Delinquency. *Youth & Society*, 49, 484-504.
- Morash, Merry, Deborah A Kashy, Miriam Northcutt Bohmert, Jennifer E. Cobbina, and Sandi W. Smith (2017). Women at the Nexus of Correctional and Social Policies: Implications for Recidivism Risk. *British Journal of Criminology*, 57 (2): 441-462. .
- Park, Suyeun and Merry Morash (2017). An Exploratory Study of Influences on Vulnerabilities to Family Violence among Vietnamese Wives who Marry South Korean Men. *Critical Criminology*, 25 (1), 1-19 .
- Morash, Merry (2016). The Nature of Co-Occurring Exposure to Violence and of Court Responses for Girls in the Juvenile Justice System. *Violence Against Women*, 22 (8): 923-942.
- Morash, Merry, Deborah A. Kashy, Jennifer E. Cobbina, and Sandi W. Smith (2016). The Connection of Probation/Parole Officer Actions to Women Offenders' Recidivism. *Criminal Justice and Behavior* 43(4): 506-524.
- Song, Juyoung and Merry Morash (2016). Materialistic Desires or Childhood Adversities as Explanations for Girls' Trading Sex for Benefits. *International Journal of Offender Therapy and Comparative Criminology* 60(1): 62-81.

- *Cornacchione, Jennifer, Sandi W. Smith, Merry Morash, *Miriam Northcutt Bohmert, Jennifer E. Cobbina, and Deborah A. Kashy (2016). An Exploration of Female Offenders' Memorable Messages from Probation and Parole Officers on the Self-Assessment of Behavior from a Control Theory Perspective. *Journal of Applied Communication Research*, 44(1): 60-77.
- Smith, S. W., Jennifer J. Cornacchione, Merry Morash, Deborah A. Kashy, and Jennifer E. Cobbina (2016). Communication Style as an Antecedent to Self-Efficacy, and Restoration of Freedom for Drug- and Alcohol-Involved Women on Probation and Parole. *Journal of Health Communication*, 21(5): 504-511.
- Moon, Byongook, Merry Morash, and SeokJin Jeong (2016). Gender Differences in the Routine Activities Associated with Risks for Larceny in South Korea. *International Journal of Offender Therapy and Comparative Criminology*, 60(11): 1327-1343.
- Tasgin, Serkan and Merry Morash (2016). Social Context, Family Process, and Turkish Boys' Pathway to Incarceration: An Application of the Age-graded Theory of Informal Social Control. *International Journal of Comparative and Applied Criminal Justice*, 40 (4): 315-331.
- Morash, Merry, Deborah A. Kashy, Sandi W. Smith, and Jennifer E. Cobbina (2015). The Effects of Probation or Parole Agent Relationship Style and Women Offenders' Criminogenic Needs on Offenders' Responses to Supervision Interactions. *Criminal Justice and Behavior* 42: 412-434.
- *Yingling, Julie, Merry Morash, and *Juyoung Song (2015). Outcomes Associated with Common and Immigrant-Group Specific Responses to Intimate Terrorism. *Violence Against Women* 21 (2): 206-228.
- *Stevens, Tia and Merry Morash (2015). Race, Ethnicity, and Change in Boys' Penetration into the Justice System: Probability of Arrest and Court Actions in 1980 and 2000. *Youth Violence and Juvenile Justice* 13(1): 77-95.
- Moon, Byongook, Merry Morash, June Oh Jang, and Seokjin Jeong (2015). Violence against Teachers in South Korea: Negative Consequences and Factors Leading to Emotional Distress. *Violence and Victims* 30 (2): 279-292.
- Morash, Merry, *Tia Stevens, and *Julie Yingling (2014). Focus on the Family: Juvenile Court Responses to Girls and their Caretakers. *Feminist Criminology*, 9: 298-322.
- Cobbina, Jennifer. E., Merry Morash, Deborah A Kashy, and Sandi W Smith (2014). Race, Neighborhood Context, and Strategies to avoid Victimization among Female Probationers and Parolees. *Race and Justice* 4 (4): 358-380.
- Cobbina, Jennifer E., Merry Morash, Deborah A. Kashey, and Sandi W. Smith (2014). Race, Neighborhood Danger, and Coping Strategies among Female Probationers and Parolees. *Race and Justice* 4 (1): 3-28.
- Chaudhuri, Soma, Merry Morash and *Julie Yingling (2014). Marriage Migration, Patriarchal Bargains, and Wife Abuse: A Study of South Asian Women. *Violence Against Women* 20 (2): 1-21.
- *Stone, Rebecca J. and Merry Morash. (2014). Influences on Substance Use Cessation during Pregnancy: An Exploratory Study of Women on Probation and Parole. *Criminal Justice Studies* 27: 96-113.
- Haarr, Robin and Merry Morash (2013). The Effect of Rank on Police Women Coping with Discrimination and Harassment. *Police Quarterly* 16: 395-419. **Reprinted in:** Women, Gender, and Crime: A Text/Reader. 3rd edition. Sage Publications.
- Moon, Byongook and Merry Morash (2013). General Strain Theory as the Basis for the Design of School Interventions. *Crime and Delinquency* 59 (6): 886-909.
- Chesney-Lind, Meda and Merry Morash (2013). Transformative Feminist Criminology: A Critical Re-thinking of a Discipline. *Critical Criminology* 21 (3): 287-304. **Reprinted in:** Routledge Major Works – Critical Concepts in Criminology. Eds. W. DeKeseredy and Molly Dragiewicz (2014)

Morash, Merry, *Seokjin Jeong, *Miriam Northcutt Bohmert and *Daniel Bush (2012). Men's Vulnerability to Prisoner-on-Prisoner Sexual Violence: A State Correctional Case Study. *The Prison Journal* 92: 290-311.

Morash, Merry and Robin N. Haarr (2012). Doing, Redoing, and Undoing Gender: Variations in Gender Identities of Women Working as Police Officers. *Feminist Criminology* 7: 3-23.

Moon, Byongook, Merry Morash and John McCluskey (2012). General Strain Theory and School Bullying: An Empirical Test in South Korea. *Crime and Delinquency* 58: 827-855.

*Stevens, Tia, Merry Morash, and *Suyeon Park (2011). Late-Adolescent Delinquency: Risks and Resilience for Girls Differing in Risk at the Start of Adolescence. *Youth and Society* 43:1433-1458.

Morash, Merry, *Seok Jin Jeong, Robin Haarr, and Vincent Hoffman (2011). The Connection of Police Strategies for Coping with Workplace Problems to Stress in Two Countries, *International Journal of Comparative and Applied Criminal Justice* 35: 89-103.

*Stevens, Tia, Merry Morash, and Meda Chesney-Lind (2011). Are Girls Getting Tougher, Or Are We Tougher on Girls? Probability of Arrest and Juvenile Court Oversight in 1980 and 2000. *Justice Quarterly* 28: 719-744.

*Park, Suyeon, Merry Morash, and *Tia Stevens (2010). Gender Differences in Predictors of Assaultive Behavior in Late Adolescence. *Youth Violence and Juvenile Justice* 8(4): 314-331. **Reprinted in:** J. Goodwin, Ed. (2012) *Sage Secondary Data Analysis, Volume Two: Quantitative Approaches to Secondary Analysis*. Thousand Oaks, CA: Sage. [Electronic Resource]

Morash, Merry, *Seok Jin Jeong, and Nancy L. Zang (2010). An Exploratory Study of the Men Known to Commit Prisoner-on-prisoner Sexual Violence. *The Prison Journal* 90: 161-178.

Bui, Hoan and Merry Morash (2010). The Impact of Network Relationships, Prison Experiences, and Internal Transformation on Women's Success after Prison Release. *Journal of Offender Rehabilitation* 49: 1-22.

Moon, Byongook., Merry Morash, Cynthia P. McCluskey, and Hye-Won Hwang (2009). A Comprehensive Test of General Strain Theory: Key Strains, Situational- and Trait-based Negative Emotions, Conditioning Factors, and Delinquency. *Journal of Research in Crime and Delinquency* 46: 182 - 212.

Chaiyavej, Somvadee and Merry Morash (2009). Reasons for Policewomen's Assertive and Passive Reactions to Sexual Harassment. *Police Quarterly* 12: 63-85.

Morash, Merry (2009). A Great Debate over Using the Level of Service Inventory-Revised (LSI-R) with Women Offenders. *Criminology and Public Policy* 8: 173-181. (Invited editor for a series of articles and a piece to put them in context).

Morash, Merry and Hoan Bui (2008). The Connection of U.S. Best Practices to Outcomes for Vietnamese-American Women Abused by Intimate Partners. *International Journal of Comparative and Applied Criminal Justice* 32: 221-242.

Morash, Merry, Hoan Bui, Yan Zhang, and *Tia Stevens (2008). Getting Out of Harm's Way: One Year Outcomes for Abused Women in a Vietnamese Immigrant Enclave. *Violence Against Women* 14: 1413-1429.

*Chaiyavej, Somvadee, and Merry Morash (2008). Dynamics of Sexual Harassment for Policewomen. *Policing: An International Journal of Police Strategies and Management* 31: 485-498.

Bui, Hoan and Merry Morash (2008). Immigration, Masculinity, and Intimate-Partner Violence from the Standpoint of Domestic Violence Service Providers and Vietnamese-Origin Women. *Feminist Criminology* 3: 191-215.

- Morash, Merry, *Dae Hoon Kwak, Vincent Hoffman, *Chang Hun Lee, Sun Ho Cho, and *Byongook Moon (2008). Stressors, Coping Resources and Strategies, and Police Stress in South Korea. *Journal of Criminal Justice* 36: 231-239.
- Chesney-Lind, Meda, Merry Morash, and *Tia Stevens (2008). Girls' Troubles, Girls' Delinquency, and Gender Responsive Programming: A Review. *The Australian and New Zealand Journal of Criminology* 41: 162-189.
- * Bui, Hoan and Merry Morash (2007). Social Capital, Human Capital, and Reaching Out for Help with Domestic Violence. A Case Study of Women in a Vietnamese American Community. *Criminal Justice Studies: Critical Journal of Crime, Law, and Policy* 20: 375-390.
- Morash, Merry, *Hoan Bui, *Yan Zhang, and *Kristy Holtfreter (2007). Risk Factors for Abusive Relationships: A Study of Vietnamese-American Immigrant Women. *Violence Against Women* 13: 653-675.
- Morash, Merry and *Byongook Moon (2007). Gender Differences in the Effects of Strain on the Delinquency of South Korean Youth. *Youth and Society* 38: 300-321.
- Chesney-Lind, Meda, Merry Morash, and Katherine Irwin (2007). Policing Girlhood: Relational Aggression and Violence Prevention. *Youth Violence and Juvenile Justice* 5: 328-345. **Reprinted in:** Meda Chesney-Lind and Nikki Jones (Eds.), *Fighting for Girls*. Albany, NY: SUNY Press, 2010.
- Morash, Merry, *Chang-Hun Lee, Vincent Hoffman, Sun Ho Cho, and Robin N Haarr (2006). Predictors of Social and Defensive Coping to Address Workplace Stressors: A Comparison of Police in South Korea and the United States. *International Journal of Comparative and Applied Criminal Justice* 30: 149-175.
- Morash, Merry, Robin N. Haarr, and *Dae Hoon Kwak (2006). Multilevel Influences on Police Stress. *Journal of Contemporary Criminal Justice* 22: 26-43.
- Morash, Merry, *Seok Jin Jeong, Sun Ho Cho, and Vincent Hoffman (2006). Workplace Problems and Coping Strategies for Police in South Korea and the United States. *Asian Policing. The Official Journal of Asian Association of Police Studies* 4: 65-97.
- Reisig, Michael D., *Kristy Holtfreter, and Merry Morash (2006). Assessing Recidivism Risk across Female Pathways to Crime. *Justice Quarterly* 23: 384-405.
- Morash, Merry, *Dae Hoon Kwak, and Robin N. Haarr (2006). Gender Differences in the Predictors of Police Stress. *Policing: An International Journal of Police Strategies and Management* 29: 541-563.
- Moon, Byongook and Merry Morash (2004). Reformulation of Theory for Alternative Cultural Contexts: Agnew's General Strain Theory in South Korea. *Journal of International and Comparative Criminal Justice* 28: 77-104
- Haarr, Robin N. and Merry Morash (2004). Police Workplace Problems, Coping Strategies and Stress: Changes from 1990 to 2003 for Women and Racial Minorities. *Law Enforcement Executive Forum* 4: 165-185.
- Schram, Pamela, Barbara Koons-Witt, and Merry Morash (2004). Management Strategies when Working with Female Prisoners. *Women and Criminal Justice* 15: 25-50.
- *Holtfreter, Kristy, Michael D. Reisig, and Merry Morash (2004). The Effects of Economic Marginalization on Recidivism among Women Offenders. *Criminology and Public Policy* 3: 185-208.
- *Holtfreter Kristy and Morash, Merry (2003). Criminogenic Needs among Women Offenders: Implications for Correctional Programming. *Women and Criminal Justice* 14: 137-160.
- Morash, Merry and. *Amanda L. Robinson (2002). Correctional Administrators' Perspectives on Gender Arrangements and

Family-Related Programming for Women Offenders.” *Marriage and the Family Review* 32: 83-109.

Reprinted in: Pamela J. Schram and Barbara Koons-Witt (eds.), *Gendered (In)justice: Theory and Practice in Feminist Criminology*, pp. 318-340. Long Grove, IL: Waveland Press, Inc.

*Schram, Pamela J. and Merry Morash (2002). Evaluation of a Life Skills Program for Women Inmates in Michigan. *Journal of Offender Rehabilitation* 34: 47-70.

Nalla, Mahesh and Merry Morash (2002). Assessing the Scope of Corporate Security: Common Practices and Relationships with other Business Functions. *Security Journal* 15: 7-19.

Reisig, Michael D., *Kristy Holtfreter, and Merry Morash (2002). Social Capital among Women Offenders: Examining the Distribution of Social Networks and Resources. *Journal of Contemporary Criminal Justice* 18: 167-187.

Morash, Merry, *Hoan Bui, and Anna Santiago (2000). Gender Specific Ideology of Domestic Violence in Mexican Origin Families. *International Review of Victimology* 1-3: 67-91.

*Robinson, Amanda and Merry Morash (2000). Use of the Social Capital Framework for Assessment of a Training and Education Program for People Working with Crime Victims. 2000. *The Justice Professional* 13: 307-341.

*Bui, Hoan and Merry Morash (1999). Domestic Violence in the Vietnamese American Community. *Violence Against Women* 5: 769-795.

Reisig, Michael D., Merry Morash, and Yoon Ho Lee (1999). Powerlessness, Isolation, and Future Expectations: A Gender-Based Analysis of Korean Inmates. *International Journal of Comparative and Applied Criminal Justice* 23: 215-226.

Morash, Merry, Vincent Hoffman, Yoon Ho Lee, and Young Hee Shim (1999). Wife Abuse in South Korea. Pp. 47-86 in Rosalyn Muraskin, ed., *Women and the Law: A Comparative Analysis*, Gordon and Breach: Amsterdam.

Haarr, Robin N. and Merry Morash (1999). Gender, Race, and Strategies of Coping with Occupational Stress in Policing. *Justice Quarterly* 16: 303-336.

*Koons, Barbara, *John D. Burrow, Merry Morash, and Timothy S. Bynum (1997). Expert and Offender Perceptions of Program Elements Linked to Successful Outcomes for Incarcerated Women. *Crime and Delinquency* 43: 512-532.

Nalla, Mahesh K., Kenneth E Christian, Merry Morash, and *Pamela J. Schram (1996). Security Practitioners' Perceptions of Undergraduate Curriculum. *Journal of Criminal Justice Education* 7: 79-97.

Nalla, Mahesh K. Merry Morash, Barbara Vitoratos, and Tracy O'Connell (1996). Benchmarking Study of Workplace Violence Prevention and Response: Forty-two Components from Leading-edge Programs. *Security Journal* 7: 89-99.

Morash, Merry and *Robin N. Haarr (1995). Gender, Workplace Problems, and Stress in Policing. *Justice Quarterly* 12: 113-140.

Nalla, Mahesh K., Kenneth E Christian, Merry Morash, and *Pamela J. Schram (1995). Executive Training Needs: A National Survey of Security Professionals. *Journal of Security Administration*. 18: 18-28.

Nalla, Mahesh K. Kenneth E. Christian, Merry Morash, and Pamela J. Schram (1995). Hiring Preferences of Security Professionals. *Journal of Security Administration*. 18: 29-38.

Nalla, Mahesh K. Kenneth E Christian, Merry Morash, and Pamela J. Schram (1995). Practitioners' Perceptions of Graduate Curriculum in Security Education. *Security Journal*. 6: 93-99.

Santiago, Anna and Merry Morash (1994). Patterns of Service Utilization in Latino Communities: The Case of Latina

Battered Women. *Urban Affairs Annual Review*: 219-235.

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Morash, M. A Feminist Perspective on the Etiology of Delinquency: Implications for Public Policy. A Paper Presented at the Annual Meeting of the American Society of Criminology, November, 1987, Montreal.

Morash, M. The Feminization of Poverty, Early Childbearing, and Delinquency Causation. A Paper Presented at the Annual Meeting of the American Society of Criminology, October, 1986, Atlanta.

Belknap, J., Morash, M. and Trojanowicz, R. C. Implementing a Community Policing Model: The Flint Neighborhood Foot Patrol Program. A Paper Presented at the Annual Meetings of the Society for the Study of Social Problems, August, 1986, Washington, D.C.

Morash, M. and Belknap, J. Issues in the Study of Women in Policing. A paper presented at the Annual Meetings of the American Society of Criminology, November, 1985, San Diego.

PROFESSIONAL ASSOCIATIONS

American Society of Criminology Committees and Offices

Mentor Selection Committee, 2020
Fellows Selection Committee, 1991, 2016
Sutherland Award Selection Committee, 2008
Book Award Committee, 2004
Vice President, 1995
Chair, Editorial Committee, 1995
Finance Committee: 1990, 1991 and 1988 member, 1987 chair, 1989 chair
Division on Women and Crime, Executive Counsel, 1988-1989
Division on Women and Crime Program Committee, member 1983
American Association of Doctoral Programs in Criminal Justice and Criminology

Society for the Study of Social Problems

Reviewer for the Annual Division on Crime and Delinquency Book Award, 1986
Ex Officio Board Member, 1990-1993

Chair or discussant for numerous conference panels for the American Society of Criminology Annual Meetings

EDITORIAL WORK

Senior editor for a lead article and two responses in *Criminology and Public Policy*. A Great Debate over Using the Level of Service Inventory-Revised (LSI-R) with Women Offenders. *Criminology and Public Policy* 8: 173-181. 2007.

Editorial Boards, *International Journal of Comparative and Applied Criminal Justice*, 1998-present; *Women and Criminal Justice*, 2008-present; *Feminist Criminology*, 2019 to-present; *Social Problems*, 1985-1990; *Policy Studies Review*, 1987-1989.

Editor, *Social Problems*, 3-year term beginning Spring, 1990, publication committee 1993-1995.

Associate Editor. (For "Punishment" in the section, Punishment and Treatment). *Encyclopedia of Women and Crime*. Phoenix, AZ: Oryx Press. November, 2000.

Occasional Review Work for journals that include *Feminist Criminology*, *Criminal Justice and Behavior*, *Criminology*, *Justice Quarterly*, *Journal of Interpersonal Violence*, *Violence Against Women*, and others.

ARCHIVED DATA

Morash, Merry; Kashy, Deborah. Women on Probation and Parole Followup
<https://www.openicpsr.org/openicpsr/project/131861/version/V1/view;jsessionid=8293FD7CC569E3BC71A09DD2DC219F0C> [2021]

Morash, Merry; Smith, Sandi W.; Kashy, Deborah A.; Cobbina, Jennifer E. Probation/Parole officer Interactions with Women Offenders: Do Relationship Style and Communication Pattern Predict Outcomes?
<http://doi.org/10.3886/E100410V1>. Data are also selected and placed in a queue for professional curation.

Morash, Merry. A Study of Wife Abuse among Vietnamese Immigrants to the US, 2000-2001. ICPSR35247-v1. Ann Arbor, MI: Interuniversity Consortium for Political and Social Research [distributor], 2015-02-09.
<http://doi.org/10.3886/ICPSR35247.v1>

Morash, Merry; Bynum, Timothy. National Study of Innovative and Promising Programs for Women Offenders, 1994-1995. ICPSR 2788. Interuniversity Consortium for Political and Social Research [distributor]. Ann Arbor, MI:
<http://doi.org/10.3886/ICPSR02788.v1>

FUNDING OBTAINED

BOOK FINALIZATION AND DISTRIBUTION GRANT

2023

Internal MSU HARP grant to finalize the book, *In a Box: Gender Responsive Reform in the Age of Mass Community Supervision and Neoliberal Policies* (University of California Press, June 2024), and distribute it to national and state policy makers and influencers

RESEARCH FUNDING

2019

PI: Morash, M., Co-PIs: Kashy, D., Holmstrom, A., and Smith, S. W. Communication between Probation and Parole Agents and their Clients: Gender Differences, Client Psychological Responses, and Behavioral Outcomes. National Science Foundation. \$352,129.

2019

Subcontract for Morash, M. and Kashy, D. Research partnership to evaluate Getting it Right, a reentry program sponsored by the Detroit Rescue Mission Ministries, funded by the Bureau of Justice Assistance. \$116,092.

2017

Morash, M. and Marva V. Goodson. Criminal Offenders, Access to Resources, and Recidivism. NSF Dissertation Enhancement Award for Marva V. Goodson Doctoral Dissertation Research. \$31,000.

2014

PI: Morash, M., Co-PI: Cobbina, J., Kashy, D., and Smith, S. and The Effect of Identity Development on Women's Recidivism. National Science Foundation. \$349,962.

2013

Morash, M. and Northcutt Bohmert, M. Access to Transportation and Outcomes for Women on Probation and Parole. NIJ Dissertation Fellowship for Miriam Northcutt Bohmert. \$29,440.

Morash, M. and Northcutt Bohmert, M. NSF Dissertation Enhancement Award for Miriam Northcutt Bohmert. Doctoral Dissertation Research: Access to Transportation and Outcomes for Women on Probation and Parole. \$29,197.

2012

Morash, M. and Stevens, T. Effects of County and State Economic, Social, and Political Contexts on Racial/Ethnic and Gender Differences in Youth's Penetration into the Justice System. NIJ dissertation Fellowship for Tia Stevens. \$25,000.

2011

PI: Morash, M. The Role of School Characteristics in Explaining Delinquency. American Sociological Association/Bureau of Justice Statistics. \$30,745.

PI: Morash, M. Co-PIs: Smith, S., Cobbina, J. and Kashy, D. Probation/Parole Officer Relationship Style and Communication Patterns as Influences on Outcomes for Women Offenders. National Science Foundation. \$328,000. AND Michigan State University Foundation, \$350,000 AND Michigan State U. College of Social Science, \$30,000

Morash, M. Subcontract with Michigan State Police SMART Policing. Bureau of Justice Assistance, \$123,700. Total Grant to Michigan State Police: \$400,000.

2009

Morash, M. and Luster, T. Internal MSU Families and Children Together grant for qualitative study of girls in the

juvenile justice system.

2007-2009

Morash, M. \$20,000 a year to support graduate student on Stop Prison Rape Project, 2 years

2001

Morash, M. Crime Victimization Among Asian Americans, American Statistical Association/Bureau of Justice Statistics Program Small Grant Program. (\$18,300)

1999

PI: Morash, M. Wife Battering Among Vietnamese Americans. National Science Foundation (\$175,400 + 15,000 supplement)

1999

Morash, M. Assessment of County Level Needs for Technical Assistance and Training Relevant to School Safety. Internal University Funding (\$30,000)

1996

PI: Morash, M. Co-PI: Bynum, T. S. Evaluation of Gender Specific Programs for Women. National Institute of Justice (\$230,000 plus supplement of \$82,114).

1995

Morash, M. Evaluation of Children's Visitation Program. Michigan Council on Crime and Delinquency (\$25,000).

Morash, M. Spatial Analysis of Domestic Violence Victims, Research Outreach Methodology and Faculty Research Initiative Grants. Michigan State University (\$15,000).

Morash, M. Battering Among Koreans and Korean Americans. Research Initiative Grant. Michigan State University (\$15,000).

1994

Morash, M. Evaluation of Life Skills Program for Women. Michigan Department of Corrections (\$45,000).

Morash, M. Multidimensional Excellence Leadership Grant, Michigan State University. Outreach Initiation Grant. Matching University Resources to Domestic Violence Shelter Needs, Michigan State University (\$5,000).

1993

PI: Morash, M. Co-PI: Bynum, T. S. Identifying Effective Strategies of Managing Female Offenders. National Institute of Justice (\$200,000).

1992

Santiago, A. and Morash, M. Domestic Violence in the Detroit Latino Population. Social Science Research Council.

1986

Morash, M. Mott Foundation funding, research on the relationship of early family circumstances to delinquency. Analysis of four data sets.

1984

Morash, M. All University Research Initiation Grant, Michigan State University. Funding for the initial collection of data from the Chicago Crime Commission. Data documents the involvement of organized crime in the Chicago trucking industry during different periods.

1978

Through Blackstone Institute. Office of Juvenile Justice and Delinquency Prevention Grant. Funding was to interview 600 youths in Boston in a study of their delinquency, their involvement in the juvenile justice system, and their contact and experiences with a broad range of community agencies, including schools.

OUTREACH FUNDING

Multi-Year Grants

Victim Assistance Academy. Office for Victims of Crime initially, then Michigan Crime Victim Compensation Board (**1998**: \$68,782, **1999**: \$51,170; **2000**: \$59,120; **2001**: 84,520; **2002**: 81,394; continued Funding through 2011 at \$50,000 annually).

Michigan Regional Community Policing Institute. Community Oriented Policing [COPS] (**1996**: \$921,992; **1998**: \$998,155; **1999**: \$749,791; **2000**: \$899,749; **2002**: \$500,000; **2003**: \$350,000; additional grants through the present)

Conference on the nexus of community policing and domestic violence: **1998**: \$99,952.

Training on the nexus of community policing and domestic violence: **2000**: \$459,633.

Ethics: **2001**: \$399,938

Ethics: **2003**: \$350,000

Training Problem Oriented Police: 2005:

Training and Technology Partners Education for School Age Youth. Office of Drug Control Policy, Michigan Department of Community Health. **1998**: \$510,556; **1999**: 459,633 **2000**: \$320,000; **2001**: \$266,667; **2002**: \$66,667

Fixed Period Grants

2009

Flint Police Department Development Grant. CS Mott Foundation. \$350,000.

1994

Multidimensional Excellence Leadership Grant, Michigan State University.

Outreach Initiation Grant. Matching University Resources to Domestic Violence Shelter Needs, Michigan State University (\$5,000).

1987

Department of Social Services contract to develop sex education programs in training schools.

SELECTED PROFESSIONAL AND PUBLIC SERVICE

National Service

Member, American Society of Criminology Fellows Award Committee, 2022-2023.

Chair, American Society of Criminology Mentor Award Committee, 2021-2022.

Thematic Session Organizer and Moderator: Harm and Help for Justice-Involved Women. American Society of Criminology, Atlanta, November 2023

Thematic Session Organizer and Moderator: Women Managing in Networks and Systems after Breaking the Law. American Society of Criminology, Chicago, November 2021.

Thematic Session Organizer and Moderator: Identity Transformation and Resource Availability for Women Offenders. American Society of Criminology, Atlanta, November 2018.

Thematic Session Organizer and Moderator: The Experience of Motherhood for Women Who Break the Law: Alternative Perspectives. American Society of Criminology, Atlanta, November 2018.

Recent Research findings on Probation and Parole Agent Strategies to Support Women's Desistance. A workshop for the 2016 meeting of the International community Corrections Association, Toronto.

Research on 97 Women on Parole. An invited presentation plus participation at the NSF-Rutgers Workshop on prisoner reentry and reintegration: Improving data collection and methodology to advance theory and knowledge, Newark, NJ, April, 2016.

Smart Supervision of Women Offenders – A Research Team Partnership with the Michigan Dept. of Corrections. A presentation at the BJS funded Smart Suite Research Practitioner Fellows Academy, E. Lansing, MI, July, 2016.

Organized and chaired the Am. Society of Criminology complete thematic panel: Just and Effective Correctional Responses to Women Offenders. New Orleans, November, 2016.

What Works (and Doesn't Work) for Women on Probation and Parole? Workshop at the International Community Corrections Association Annual Meetings, Cleveland, Ohio. Sept. 17, 2014.

National Institute of Corrections/National Council on Crime and Delinquency. Gender-informed Research on Justice-Involved Women. Convening of Experts. May 7-9, 2014.

Workshop: Supervision for Women Offenders. What Works? What Misses the Mark? International Community Corrections Association, Louisville, KY. November 1, 2010.

Member, Girls Study Group. Research Triangle Institute. 2004-2007.

Invited Participant. Expert Roundtable to Advise the Brennan Law Center, New York University, on programming for advocacy for women offenders. February, 2002.

Speaker, Bureau of Justice Assistance Policy Briefings for State Administrative Agency Directors and Policy Board Members. Recommended Practices for Responding to Women Offenders. July 28, 2000. Providence, Rhode Island.

National Workshop on Assessing the Effectiveness of Corrections Programs, Office of Justice Programs. Presentation on Gender Specific Programs. Feb. 10-12, 1998, Chicago, Illinois.

Planning Group Member and Presenter, National Symposium on Women Offenders, December 13-15, 1999, Washington, DC. Presentation Title: "What Works for Women Offenders?"

Participant, National Institute of Justice Workshop on Effective Criminal Justice Policy and NIJ Program Plan. Feb. 14-15, 1996, Washington, DC.

Commissioned participant, "Gangs and Violence," in the National Panel on Violence, National Science Foundation, 1990.

Testimony before the Subcommittee on Oversight of Government Management, U.S. Senate, "The Idea of Using the Military Model of Boot Camp in Corrections," February 23, 1990, and numerous related radio, newspaper, and TV interviews.

State and Local

2022-current Pro-bono assistance to Michigan Department of Corrections on a plan and strategy to evaluate a mentoring program for people released from prison. Technical assistance on carrying out the evaluation.

2017-current Assistance to the Detroit Rescue Mission Ministries to develop the program plan and evaluate a mentoring program for people on parole returning to Wayne County.

Presentation to the Michigan Dept. of Corrections Leadership on Effective Communication with Women Offenders: Research Findings. May 17, 2016.

Member, Michigan Council on Crime and Delinquency Task Force on Indigenous Defense. 2002 to 2005.

Technical Assistance to the State of Michigan, Family Independence Agency, evaluation of interventions to reduce the use of constraint of youth in institutions. (4 days between Dec. 2003 and November 2004).

Speaker at Michigan Legislative Leadership Forum. Research Relevant to Indigent Defense. October 15, 2003.

Consultation to State of Michigan, Family Independence Agency. Assessment of the Michigan FIA Juvenile Justice Assignment Unit. September 21, 2003

Member, Governor's Task force on Intimate Partner Homicides. 2000/2001.

Advisory Board, Michigan Judicial Institute, *Crime Victims Rights Manual*. 2000/2001.

Revision and update of the Michigan Department of Corrections Curriculum on Women and Prison for Correctional Officers. Sections: "5: Gender and Crime Patterns in the US," "6: Women and Crime: Facts And Figures – A Profile of the Female Offender," and "7: Women's Corrections: A Brief History of the Treatment of Female Offenders in the United States."

Task Force on Community Corrections. Bi-partisan Michigan Legislative Committee. 1995-96

Matching University Resources to Domestic Violence Shelter Needs, Outreach Grant, Michigan State University, 1994.

Research and consultation on vocational needs of Michigan Women in Prison, 1993.

Board Member and Founder of Children's Visitation Program, Huron Valley Women's Facility, Michigan, 1986-1990 and Chair of Subcommittee on Institutional Design, 1987-1989.

SELECTED SERVICE IN UNIVERSITY

2022 Chair, University Level Misconduct Inquiry Panel

2022 Chair, School of CJ Theory Prelim Committee

2019-present School of Criminal Justice Prelim Committee, Theory

2020 College of Social Science, Budget Review Committee.

2017-2019 School of Criminal Justice Promotion and Tenure Committee

2015-2017 Chair of College Promotion and Tenure Committee.

2010-2016 Member of School of Criminal Justice Graduate Program Committee

2007-2009 term: At-Large elected member, Executive Council of Academic Council at Michigan State U.; this includes membership on Faculty and Academic Councils.

Member of University Task Force on Faculty Governance, 2005/2006

Member of the Task Force on College Reorganization, 2004

Chair (appointed) of the subcommittee on interdisciplinary collaboration in education and research

Member, MSU Search Committee, VP for Research and Graduate Education, 2004

College Faculty Advisory Committee (appointed), 2002/3, 2003/4, 2004/2005, 2005-2006 academic years, 2013/2014.

Chair (elected): 2002/2003, 2005/2006.

Graduate Research Council Member (elected), 2001/2, 2002/3, 2003/4, 2004/5.

Chair (elected): 2004/2005.

Criminal Justice Faculty Advisory Committee (elected), 2003/4.

College of Social Science Dean Search Committee: 1999, 1989 (chair)

Participant in the Summit on Innovation and Improvement. Jan. 1998, Michigan.

Consultation on Development of the Leadership Workshop for Chairs and Directors, MSU, 1993.

Group Facilitator, University Workshop on Sexual Harassment, 1993.

Lilly Teaching Mentor 1992/1993.

Panel for Diversity Workshop for New Chairs and Academic Administrators. "How Can Chairs Demonstrate Leadership to Advance Diversity," April 29, 1992.

Group Facilitator for Diversity Workshop for New Chairs and Administrators, April 29, 30, 1993.

MSU Representative at the ACE Conference for University Presidents on the New Agenda for Women, May 1991

Chair of The Women's Advisory Committee to the Provost (2-year term ending Spring, 1991), Member 1 year

Chair of Dean Search Committee, College of Social Science, 1987-1988

Prior member of Anti-Discrimination Judicial Board (2-year term)

Member, College Research Committee (4 years)

Member, Women's Studies Coordinating Committee (two 2-year terms)

Member, University Task Force on Human Resources for the Council to Review Research and Graduate Education, 1989-1990

WORK EXPERIENCE OUTSIDE THE UNIVERSITY

Director, Community Center and Delinquency Program, East Boston Social Centers, East Boston, Massachusetts, 1971-1973

Social Work Consultant, Special Court Diagnostic Program, Department of Juvenile Services, Annapolis, Maryland, 1970-1971

Community Program Coordinator, Prison Aftercare Program, Alexandria, Virginia, 1973

Resource Consultant, Department of Juvenile Services, Annapolis, Maryland, 1970-1971

Director, Summer Settlement House Program for Children, East Boston Social Centers, East Boston, Massachusetts, summers of 1968 and 1969

SELECTED ACCOMPLISHMENTS AS DIRECTOR OF SCHOOL OF CRIMINAL JUSTICE, MICHIGAN STATE UNIVERSITY

Increased resources to hire faculty and to support graduate programs, both through participating in strategic initiatives in the University and through increasing streams of revenue for the School.

Built and supported strong faculty processes for recruiting, selecting, hiring, and mentoring faculty.

Supported faculty in working within and across the unit so as to accomplish their goals and to enhance the unit.

Developed and supported faculty leadership within the unit.

Worked collaboratively with individuals and units within the university to identify and achieve goals.

Did necessary work that enhanced the unit and protected faculty research and teaching time.

Represented and advocated for the unit both inside and outside the university.

Worked with faculty to identify and then worked to implement new curricular initiatives. Most important, the Ph.D. program was redesigned.