

Jenny McNulty

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H&S Dean Search Committee  
University of Montana  
32 Campus Drive  
Missoula, MT 59812

Dear Members of the Search Committee,

Please accept my application for the position of Dean of the College of Humanities and Sciences (H&S) at the University of Montana (UM). I am excited to apply for the permanent position after serving as Interim Dean since August, 2018 and Associate Dean from 2010-2018. I have the experience, knowledge and ability to successfully lead the largest college at UM.

Why am I interested in the position of H&S Dean at UM? First, UM is a well-respected University with a long tradition of providing a quality liberal arts education. I am interested in working at an institution that offers a first-rate education as well as promotes high-quality research. I enjoy working at the University of Montana. I find the size of UM ideal for both faculty and students; it is large enough to support a wide variety of disciplines, yet small enough to offer a personalized experience to students and a collegial atmosphere for faculty. Second, the people at UM are amazing, dedicated individuals. UM faculty, staff and students are engaged, they have pride in the University and go out of their way to ensure its success. Third, H&S is a broad-reaching and diverse College that serves a central role in providing the core liberal arts and science curriculum. Fourth, the job itself is both challenging and rewarding. It is challenging to learn the culture, values and needs of over 20 very different units, but it is also rewarding to work with faculty with different academic backgrounds as they have such different perspectives and ideas. Lastly, the location of UM is also attractive. I love living in Montana with its abundant recreational opportunities and proximity to the outdoors. Living in such beautiful surroundings is a joy that I try to appreciate every day.

I will briefly outline how my experiences meet the qualifications you seek for this position.

- **Demonstrated commitment to student success, recruitment, retention, and program completion**
  - In 2018, I oversaw the creation of the H&S Academic Advising Center with 10 full time advisors and a Director. Prior to 2018, we had two full-time advisors and a Director; most students had a faculty advisor who also served as a mentor. We

were able to create these additional advising positions by restructuring our administrative staff. This was a challenging and difficult endeavor, but it resulted in an advising structure that allows us to provide every student with a professional advisor and a faculty mentor. Each student has access to high quality advising by a full-time advisor who is well-trained and knowledgeable with regard to course offerings, general education and major requirements, as well as campus resources. The Advising Center has drop in hours every day, so students have easy and immediate access to advising. This leaves time for faculty mentors to discuss more in-depth academic issues with students such as content of upper division courses, trends in the field, current opportunities such as undergraduate research and career options.

- The College, under my leadership, recently received philanthropic funds (.5M) to expand the services of the Advising Center. I am in the process of hiring a Director of Internship and Community Outreach to establish additional internship opportunities for students, to better connect alumni to our college, and to help prepare students for successful careers.
- In 2018, I created the “Take a Student to Lunch” program in which faculty were asked to invite two or three students to go to lunch with them. The goal of this program is to increase the sense of belonging and connectedness of students and thus increase retention. Faculty have reported that students appreciated being asked to participate and that knowing that their professor was interested in their success seemed to motivate and better engage them. We will formally assess this program in the future.
- In 2017, I created a bridge program called “Success in Science” to better prepare incoming students for a major in the sciences by introducing proven methods of learning and developing a strong cohort. In 2018, I received a grant from the MT Space Grant Consortium for scholarships for this program. Despite the success of this program, I discontinued it in 2019, as the new student orientation was modeled on this program and accomplished similar goals.
- I have served as the mentor coordinator of a National Science Foundation (NSF) grant since 2014. The grant provides scholarships with the goal of increasing diversity of math majors. I match students with mentors as well as meet with the students periodically to insure they are on track in their program of study.
- Currently, I am working on a mentoring program with the Osher Lifelong Learning Institute at UM (MOLLI) to aid in student retention. The program will pair MOLLI members with “at-risk” students who could benefit from a conversation with a community member to discuss how to succeed in College, the value of a liberal arts degree, career tips, or just a friendly conversation. MOLLI members will have the opportunity to reflect on their experiences, share their professional skills and serve as a role models.
- I also helped to create the Returning and Community Scholars program in 2015 to better connect alumni with students by bringing alumni into the classroom. These visits provide students with first-hand information on career paths and the skills needed in the work force. It also gives students examples of people working

in the field and possible networking connections. I plan to expand this program with the establishment of the Director of Internships and Community Outreach.

- **An appreciation of and ability to support the University's mission, which includes providing a high-quality and accessible education**
  - As Interim Dean, I have worked to increase scholarship opportunities for students in the College. For example, this fall, I worked with two different donors to endow scholarships in areas that they were passionate about. These scholarships will, for example, allow a student to travel to Washington DC with a Political Science class or travel to Argentina with a Spanish class for a study abroad experience.
  - As Associate Dean and as Interim Dean, I have worked with many departments to revamp their curricula to better engage students. This includes converting a face-to-face courses to online offerings, incorporating appropriate technology in courses as well as developing new courses to meet student demand while using faculty expertise. For example, this fall, I visited Stone Child College with the chair of Anthropology to sign a 2+2 MOU for the new online Anthropology degree.
  - This fall, I asked my Associate Dean to lead college efforts on a proposal with the Provost's office to establish a new multidisciplinary degree that will assist transfer students in obtaining a BA at UM as well as give UM students more flexibility. During the next semester, we will work on tracks for this degree to give some guidance and suggestions to both students and advisors and we will develop a plan to put some of these tracks online.
  
- **Demonstrated expertise in the areas of teaching, research/scholarship, and service/outreach**
  - As a Full Professor in the Mathematical Sciences, I have a proven record of teaching, research and service. I have continued being involved in these activities while serving full-time as the Associate Dean and then Interim Dean of the College.
  - In 2012, I published a mathematics textbook on matroid theory with a colleague. The book is written for undergraduates and takes a field that was inaccessible to undergraduates and makes it easy to understand. The Amazon book review states "This book provides the first comprehensive introduction to the field which will appeal to undergraduate students and to any mathematician interested in the geometric approach to matroids. Written in a friendly, fun-to-read style and developed from the authors' own undergraduate courses, the book is ideal for students." It is not every day that a math book is described as fun; we worked hard on this aspect of the text.
  - I have taught a variety of courses to wide-ranging audiences using many different modalities. I have taught at the graduate, undergraduate and the high school levels. At UM, I have taught a Global Leadership Initiative (GLI) first year seminar, a Schwanke Institute course, mathematics courses for math and computer science majors, and general education courses. I also have experience designing

curriculum and delivery to better meet students needs. In 2010, I taught an online course for mathematics teachers. In the 90's, I was involved in the creation of M105, Contemporary Mathematics, creating a pathway for students in non-technical fields. Last year, I received a Fulbright specialist award in math education to teach active learning to math faculty abroad.

- I have supervised undergraduate research, obtaining a grant in 2010 to provide a year-long research stipend and conference travel for four students. I have also supervised graduate students, including four M.A. students while I was an Associate Dean.
  - In 2010, I received a grant to establish a program for high school students interested in mathematics to come to UM for a day of activities. This program, called Math Day, is very successful and brings approximate 250 students to UM each fall. During the day, we provide hand-on experiences in mathematics and show how much fun math can be as well as showcase opportunities at UM in the sciences. From 2010-2014, I also co-organized an after-school enrichment opportunity for high school students, called Missoula Math Circle, which was built on the ideas of Math Day.
- **Progressive record of success as a leader and manager of diverse, complex organization/s**
    - I have held progressive leadership roles in my professional organization, the Mathematics Association of America (MAA), starting as Chair of our local section and progressing to a term as an elected Board Member of the national MAA.
    - I am currently serving as the Interim Dean of the College of Humanities and Sciences at the University of Montana. Previously, I have served as the Associate Dean from 2010-2018. During this period, I served as Acting Dean, at the request of the Dean and Provost, while the Dean completed a four-month sabbatical. I have almost a decade of experience serving as a leader of a diverse and complex College with over 20 academic units, a budget on the order of 20M and over 400 faculty/staff.
  - **Expertise in the management of multi-faceted budget/s in limited resource environments and the ability to strategically allocate resources in ways that are fair and transparent**
    - Since August, 2018, I have managed a large and complex budget in a limited resource environment. My goal in allocating our limited resources is to best serve our students. In this tight budget climate, we have been fortunate to be able to initiate and complete several projects this year that help with student retention using philanthropic funds. This academic year, we are conducting 11 tenure track searches in key areas in which we need to replace the faculty due to many retirements. We are also hiring in several new areas that are strategic investments, including a Neuroscience hire and a new position of Cobell Director.

- In the Fall 2018, I oversaw the College's development of the instructional staffing plans (ISP) for the next three years. I worked closely with departments to come up with creative ways to meet budget targets. This was a difficult task as it included large reductions for some units. Through a combination of factors, the College was able to meet our goal in the aggregate though not on a department by department basis. I was open and transparent with department chairs about how I was handling this. I also worked with departments to see opportunities, Anthropology has created an online degree, World Languages and Cultures has streamlined their curriculum, and the English department is re-imagining their future as they hire several new faculty over the next few years.
- In Spring 2016, while I was serving as Acting Dean, the University of Montana was struggling financially due to enrollment declines and consequently the President mandated cuts of faculty, teaching assistants and staff. I had the task of negotiating the cuts for the College with the Provost as well as communicating these decisions to the faculty, department chairs and affected individuals. To help inform my decisions, I convened a faculty advisory board, consisting of members from across the College, and sought their opinion and counsel. I also held an all College faculty open forum in which I outlined the decisions, presented data and answered questions. During this time, I also worked with Vice President for Research/Dean of the Graduate school to decrease the number of teaching assistant (TA) positions at the University to a previous year's level. This represented a substantial reduction. I was able to use data and policy changes to show that the apparent increase in teaching assistants was primarily due to an accounting change, thus the decrease in TA positions was not as severe as originally indicated.
- **Demonstrated vision for and commitment to liberal arts and the ability to advocate for the value of a liberal arts education to diverse stakeholders internal and external to the university**
  - In my roles in H&S, I have learned much about the departments and programs in the College and appreciate the differences, similarities, needs and goals of each. For example, I have enjoyed working with the Physics and Astronomy Department to install a new telescope on the top of a building as well as the Native American Studies Department to have a Blackfoot Language course approved for the general education requirements. This summer I attended a workshop with creative writing students to better understand their craft. While H&S departments are quite different, one similarity that binds us all is that we teach the majority of the general education courses at UM. I firmly believe that a liberal arts education is vital to our future. We cannot even imagine what the jobs of the future will be, but we do know through the historic success of liberal arts programs, we will need innovative thinkers, good communicators and exceptional problem solvers.
  - I have met with many UM alumni, from both the sciences and the humanities. Without exception, they describe how important the training that they received

at UM was to their careers. One 2019 distinguished alumni award recipient said it well: “the broader your education, the broader your opportunities.” I plan to use the new Director of Internships and Community Outreach to provide opportunities for alumni to share their stories with our students.

- As a double major in Chemistry and Mathematics, my undergraduate degree falls squarely in the STEM category. However, my undergraduate education included a strong core in the liberal arts. For example, I was required to take a 20-credit course entitled “The Development of Western Civilization”. This team-taught interdisciplinary course incorporated history, fine arts, philosophy, religion, politics, and literature in a comprehensive way that opened my mind to new ideas and changed the way that I think about the world. It is my liberal arts training that has prepared me for the challenges and opportunities in my life. Thus, I am a strong advocate of having a strong liberal arts curriculum as a complement to every major. A degree from UM, with a strong foundation in the liberal arts core, will prepare all UM graduates for the future.
  - Currently, I am working with my faculty advisory board to discuss creating structures that allow us to better articulate what a liberal arts and sciences education is and why it is important. We have been talking about micro-credentials and interdisciplinary certificates as a more concrete way to explain the value of a liberal arts education to students, parents and employers. We have also been discussing the creation of a curriculum that would enable a student to be a scholar of the College of Humanities and Sciences.
  - In 2011, I was a member of a small team that developed the mission statement, strategic plan and diversity plan for the College. From this I learned the importance and difficulty in crafting an inclusive yet specific plan that encapsulates the college’s values.
- **Outstanding oral, written, and interpersonal communication skills**
    - Direct, open and clear communication is important to me, as is being accessible to faculty, staff and students. I have instituted several practices intended to promote effective communication. This fall, I instituted a policy of communicating once a week with all department chairs rather than sending announcements, requests, information, etc. as they arise. My office staff compile all our communication to send once a week which we send to department chairs, who are asked to share with faculty and staff. Chairs report that this organized method of communication is helpful. I also have regular meetings with department chairs as well as periodic all-College meetings for faculty and staff.
    - Since I began my role as Interim Dean, I have tried to be accessible to faculty, staff and students. I have devoted an hour a week to “coffee and conversation,” a time in which anyone can stop by to chat. This is not meant to be office hours (which I also have), but to promote informal conversation. Faculty who have attended have told me they appreciated the time for conversation, whereas those who have not attended have told me they appreciate knowing that the opportunity exists.

- In 2019, I began sending a regular electronic newsletter to alumni, friends, faculty and staff called the Dean's Dispatch. These newsletters are intended to proudly tell the UM story and each issue has focused on one of the priorities for action.
  - As Associate Dean, I oversaw the course scheduling of the College. I made sure we were offering the correct set of courses – opening new sections if needed and closing sections that did not meet the course minimums. This management required using current data and past enrollment trends; but it also involved a great deal of communication (in this case with department chairs) and adaptation to the situation.
  - I routinely represent the College at events – giving introductory remarks, talking one on one with individuals (from parents and perspective students to state legislators) and presenting information about the College. I have met with donors, alumni, and friends. In all my experiences, I love discussing the innovative research and activities the faculty and students are involved with and making connections with new people.
- **Experience with interdisciplinary work and the ability to foster collaboration and teamwork across disciplines and constituencies**
    - I am currently a co-facilitator of the Community of Excellence in Environment and Sustainability. Together with Forestry Dean Tom DeLuca, we have worked on creating an atmosphere that fosters collaboration on both the research as well as academic levels. We have held six meetings of this group over the past year as well as employed flash teams of volunteers to work on an issue and report back to the group. We are working on the development of an intake major in the general area of environment and sustainability, as well ways to engage students in our community.
    - As Associate Dean, one of my duties included the oversight of Information Technology (IT) needs in the College. At the time, there were eight IT personnel in the College with three reporting to the Dean's office and the other five to their respective department chairs. Despite this difference in reporting mechanisms, I was able to establish a collaborative group. We began by discussing the advantages with the department chairs and getting their buy-in to such a group. The partnership was successful in promoting collaboration as opposed to competition. This change was very beneficial and resulted in a strong team of IT support staff for the College. Over the years, as IT staff have left UM, we have replaced them with IT positions that report centrally to our IT Director but have offices and assignments in various departments. This has resulted in more flexibility and better service for faculty and staff, and came about because of the existence of the collaborative H&S IT group.
    - A few years ago, I co-taught a freshman course as part of the GLI. The course was on social justice and fairness; we looked at social issues through the lens of mathematics. A theme was how to use data to analyze issues and make logical

- arguments. It was a great opportunity to teach engaged students as well as to learn more about the research of colleagues in the social sciences.
- The University of Montana holds a research conference each year for graduate students, now called GradCon. I was one of the original planners of this conference and was engaged in organizing it for many years. The original goals of the conferences were to have graduate students make their work accessible to a general audience and to educate faculty and students as to what constitutes scholarship in other disciplines. I learned a lot from my colleagues in this regard as I think did the faculty judges who were asked to observe presentations from a variety of disciplines.
  - In 2015, I organized the Social Science Spring Seminar Series which met biweekly and consisted of short presentations by three faculty who presented an overview of their research with a discussion following. The series was designed for all to learn about on-going research in the social sciences on campus, to spur collaboration and to position UM for future funding opportunities.
- **Expertise in fundraising, innovation, and creative, entrepreneurial approaches to securing internal and external resources to support the organization's mission**
    - As Associate Dean, I was included as part of the advancement team in the College. I met with potential donors, strategized over priorities and helped set fundraising goals. I represented the College at alumni events in Phoenix and Anchorage. These events included a short lecture by one of our dynamic faculty members and enabled the College to reconnect with our alumni in the area as well as engage perspective students.
    - During the past year, I worked with donors during and the advancement team to raise approximately 2M. I was able to build on the relationships that I had made as Associate Dean to make progress on the College's fundraising goals, which I revamped slightly to include a Student Success component. The majority of these funds went to scholarships, MT AIMS, Student Success and the Clinical Psychology program expansion.
    - During the past several years, I was involved in several construction projects that were the result of philanthropy. One project involved a multi-phased remodel of the Liberal Arts building which started as a small 2-classroom remodel and greatly expanded due to the generosity of our donor, who acknowledges that we were good stewards of his funds. During the last phase of the remodel, I worked with the donor to change the scope of the project to include a remodel of our Advising Center.
    - My CV shows the grants I have obtained during my career; I highlight a few recent ones here. I am currently a co-PI on an NSF grant that awards scholarships and supports students. I recently received a grant from Montana Space Grant Consortium to support Montana students to attend a summer bridge program.

- **Demonstrated commitment to diversity, internationalization, and equal opportunity**
  - In 2015, I had the opportunity to travel to China and Ethiopia to further the collaborations that UM has with our partner institutions. Both trips were amazing experiences for me personally and I have worked to increase the opportunities for students and faculty to have an international experience. I have also co-hosted several visitors from U Gondar at UM.
  - In 2018, I traveled back to the University of Gondar in Ethiopia as a Fulbright Specialist. I gave a three-week workshop for faculty on using active learning in discrete mathematics, observed undergraduate courses, discussed curriculum, gave a presentation at the local high school, and introduced the idea of Math Circles (enrichment opportunities for high school students). I also gave a presentation on mentoring during a professional development workshop for women faculty. Together with a colleague at U Gondar, we created a mentoring program for women, the Gondar-Montana Mentoring (GMM) program, pairing 30 women faculty at U Gondar with women at UM. My work in Ethiopia is a featured alumni [story](#) on the Fulbright website. I recently was selected to give a talk on the GMM program at the National Diversity Conference on Women in Leadership.
  - In 2018, under the direction of Dr. Aaron Thomas, a team of individuals from Montana were selected to attend an NSF-sponsored dissemination conference in Anchorage, AK. The conference allowed us to learn more about the Alaska Natives in Science and Engineering Program (ANSEP). We were able to build on the success of this program to raise philanthropic funds to start the Montana version of this program (MT- AIMS) in 2019.
  - I am currently co-PI on an NSF S-STEM grant designed to increase the number of under-represented groups at both the undergraduate and graduate level in mathematics. A target of the program is to mimic the population of the state of Montana in the mathematics students at UM. Thus, we seek to increase the number of Native American students at the undergraduate level, as well as the number of women in the graduate program. My primary role in this program is to serve as the mentor coordinator; we feel mentoring is a vital part of the retention of our students. Related to this grant, I have participated in a workshop on “Recruiting and Retaining Diverse Graduate Students” at the AIMS Center for Math and Science Education, traveled to the SACNAS and Field of Dreams Conferences to recruit students, and participated in an Indigenous Mentoring Program as part of an NSF AGEP-T: Pacific Northwest Circle of Success: Mentoring Opportunities in STEM grant. I also was an invited participant at the IAS Park City Math Institute (PCMI) Workshop on Increasing Minority Participation in Undergraduate Mathematics. One outcome of this workshop was the publication of an opinion piece on diversity written by the workshop participants that appeared in the American Mathematics Society monthly publication.
  - Diversity in hiring is an important part of promoting a diverse and inclusive environment. I have participated in several NSF Advance Workshops on this topic

- and use the knowledge to educate and inform our faculty. As Associate Dean and now as Interim Dean, I have met with every faculty hiring committee and discussed both the procedures of doing a search as well as the importance of doing the search correctly; for example, we talk about implicit biases and how to avoid them when reviewing applications.
- I serve as an advisor for the University of Montana's Women's Leadership Initiative (WLI). In 2015, I was asked to be part of the program's video on leadership as well as asked to organize one of the monthly gatherings for the cohort of women leaders. I used fictitious case studies of various work scenarios and asked the group to analyze them and decide what they would suggest for promoting a more inclusive environment. Earlier this year, I organized a conversation on diversity and inclusion for all UM members. The speaker was a member of my external advisory board and works in this area of human resources for a large international company. She talked about the concept of allies, which is something the WLI plans to investigate this year.
- **A terminal degree and the ability to earn tenure in one of the disciplines represented in or closely associated with H&S**
    - I hold a Ph.D., awarded in 1993, from the University of North Carolina and am currently a tenured Full Professor of Mathematical Sciences at the University of Montana.
  - **Senior academic administrative experience at a research university at the level of department chair or higher**
    - I have over nine years combined experience in the roles of Associate Dean, Acting Dean and Interim Dean of the College of Humanities and Sciences at UM. I have served as the Interim Dean of H&S since August, 2018.
  - **Experience in program development in response to higher education trends and institutional/community needs**
    - I have experience creating programs – from mentoring programs like GMM, to support programs like the Academic Advising Center or the Take a Student to Lunch program, to academic programs such as the Success in Science program or the multidisciplinary BA degree to outreach programs like the Returning and Community Scholars program or Math Day.
    - For nineteen years, I served as the Director of a faculty development program for math faculty in the Pacific Northwest region. I organized a workshop each year that focused on new ideas, trends and ideas in education.
    - In 2011, I helped create the position of grant support specialist for the Social Sciences and Humanities in the College and served as the supervisor of this position for many years. The goal in creating this position was to better support

- faculty in these areas in obtaining and managing external grants and fellowships. Also, in 2011, I served as the coordinator for the Social and Behavioral Science Proposal Development Group, a group of junior faculty selected by the Vice President for Research. The goal of the program was to educate and support this cohort of young researchers as they applied for their first NSF or NIH grant. In 2014, I organized a seminar series for social scientists. Each seminar was focused on a topic (e.g. Global Development) and three faculty members gave a short overview of their research on the topic followed by a group discussion. The goal of this series was to foster and strengthen interdisciplinary collaborations.
- I created an orientation program for TAs in the College to acquaint them with the policies, procedures and practices at the University. This is something I did on my own as I thought it was important and necessary. It has been a successful program that has now been extended to an orientation program for all TAs at the University.

I have included my CV and a list of references. I look forward to discussing this position in further detail.

Thank you for your consideration.

A handwritten signature in cursive script that reads "Jenny McNulty".

Jenny McNulty  
Interim Dean, College of Humanities & Sciences  
Professor, Department of Mathematical Sciences

## Curriculum Vitae Jenny McNulty

32 Campus Drive  
University of Montana  
Missoula, MT 59812—1032

### Employment

- College of Humanities and Sciences, University of Montana, Interim Dean, August 2018-present; Associate Dean, 2010-2018; Acting Dean, December 2015-March 2016
- Department of Mathematical Sciences, University of Montana, Associate Chair - Graduate Program, 2006-2008; Full Professor, 2004-present; Associate Professor, 1997-2004; Assistant Professor, 1993-1997
- Summer High School Programs, Schwanke Institute, University of Montana, 2009, 2012, 2014, 2016; Young Scholars Program, Rutgers University, 1994, 2000-2005, 2009

### Education

- Ph.D., Mathematics, University of North Carolina at Chapel Hill, 1993
- M.A., Mathematics, State University of New York at Stony Brook, 1987
- B.A., Chemistry and Mathematics, Providence College, 1985

### Responsibilities as Interim Dean

The Dean of the College of Humanities and Sciences is the chief academic and administrative officer for the College. The Dean reports to the Executive Vice President and Provost and is a member of the leadership team of academic officers. The Dean has direct oversight of over 20 departments and programs with over 400 faculty/staff and 3000 students. The Dean's Office staff consists of 2 part-time Associate Deans and 9 additional staff members who work collaboratively with the Dean to oversee the student support, IT, development, research, financial, personnel, curricular and communication needs of the College.

- Personnel – Set hiring priorities for the College, oversee all staff and faculty recruitment and retention, promote best practices in hiring, decide on tenure and promotion, recommend merit raises, review sabbatical applications, supervise over 20 direct reports, promote an atmosphere of collaboration and mutual respect, develop and implement a workload policy.
- Budget – Work with the H&S fiscal officer to oversee a complex budget on the order of 20M (including state funds, research and gift accounts), develop and implement a summer budget model.
- Philanthropy – Work with development officers to steward donors, seek funding for College priorities and cultivate new friends of the College.

- Academics – Oversee all curricular changes in the College, collaborate with departments on their program review and accreditation reports, oversee academic offerings, manage course schedules and enrollments, oversee summer offerings, promote excellence in teaching as well as restructuring of courses and programs to meet needs of students.
- Student Support - oversee student services for the College - including professional advising, faculty mentoring, scholarship awards and internships, oversee retention of current students, participate in outreach and communication to perspective students, manage the ambassador program.
- Other Duties: lead, represent and promote the College, represent the College at events, maintain advisory boards – staff, faculty and external, communicate effectively with constituents, maintain a positive and professional atmosphere, hold regular chair meetings, host all-College meetings, attend and participate in academic leadership meetings, promote a liberal arts and science education, insure proper mentoring for new faculty and new chairs, manage IT support services, oversee external funding requests, manage communication for the College, organize the College’s annual event.

### **Accomplishments as Interim Dean**

- Established the new position of Director of Internships and Community Outreach to create more opportunities for students – in progress.
- Established a new H&S Advising Center with 10 full time advisors and a Director giving every student a professional advisor and a faculty mentor.
- Re-organization of H&S Staff with a shared services model giving each department access to an administrative assistant, a budget analyst and an academic advisor.
- Raised approximately 2M in philanthropic funds for the College.
- Supported the start of the MT-AIMS (American Indians into Math and Science) program for middle school students.
- Oversaw the completion of 3-year instructional staffing plans for all H&S departments which included a substantial reduction of the H&S budget.
- Created the H&S Student Ambassador program.
- Created the Take a Student to Lunch program to encourage faculty to connect with students in an informal setting.
- Partnered with MOLLI to create a mentoring program for H&S students – in progress.
- Oversight of the last phase of Eck Hall remodel, including the renovation of the Advising Center and establishment of the Heart and Soul Café.
- Co-facilitator of the Community of Excellence in Environment and Sustainability.

### **Responsibilities as Associate Dean**

The Associate Dean of the College of Humanities and Sciences assists the Dean in managing the College. The Associate works in collaboration with department Chairs and other units on and off campus in the following areas:

- Budgeting and Personnel: allocate College resources for adjuncts and summer teaching, manage teaching assistant support, review and approve personnel contracts for the

College, assist in the annual evaluation of faculty, promote best-practices in hiring and recruiting;

- Research: review all College grant proposals, support faculty research and collaboration, co-ordinate NEH summer stipend nominations for the University, oversight of the grant support specialist for the College;
- Curriculum: review enrollment data to manage course offerings, approve College course schedules and curriculum changes, oversee College teaching awards;
- IT: oversee college-wide IT services and staff of computer support and web design, coordinate the student instructional equipment fund;
- Recruitment and Retention: organize calling campaigns of perspective students, oversee College scholarships, oversee advising staff and perform advising functions for College, organize College open house for UM days;
- Other Duties: manage building projects in the College, review and revise College policies and procedures, oversee the day to day operation of the Dean's Office, represent the College at various functions and events, represent the College internationally in China and Ethiopia, serve as the College representative for student academic misconduct issues, assist the College's communication officer in the production of College newsletters and other communications, oversight of College scholarships, attend College advisory board meetings and assist with College development.

### **Accomplishments as Associate Dean**

- Created the bridge program Success in Science
- Developed the Returning and Community Scholar program
- Performed a qualitative and quantitative analysis of College TAs
- Created an orientation program for new TAs
- Developed the position of grant support specialist for the social sciences and humanities
- Assisted in the development of a teaching award for non-tenure track faculty in H&S
- Served as main advisor for the College for six months due to a staff vacancy.

### **Honors and Awards**

- MT Space Grant Consortium Education Enhancement Grant PI *Student Support for Success in Science*, \$18,085, 2018-2019
- Fulbright Specialist in Mathematics Education, U. Gondar, Ethiopia, 2018
- National Science Foundation (NSF) Scholarships in STEM Co-PI *Montana Supports the Mathematicians of Tomorrow*, \$610,000, 2014-2020
- Mathematics Association of America (MAA) Certificate for Meritorious Service - Pacific Northwest Section, 2011
- MAA Dolciani Enrichment Grants \$6,000, 2010; \$6,000, 2011; \$6,000, 2013
- Center for Undergraduate Research in Mathematics Grant *UG Research in Matroid Theory*, \$20,000, 2010-2011
- The University of Montana Outstanding Faculty Advising Award, 2005
- NSF Grant *The Big Sky Conference on Discrete Mathematics*, \$37,355 total, 1998–2004

- MT NSF-EPSCoR Conference Grants, Big Sky \$13,552 total, 2002-2004
- MAA Section NExT Grant, \$3060, 2000; \$1940, 2003; \$2000, 2010
- UM Faculty Development Grants, \$12,770 total, 1994–2010
- NSF/ MONTs *An Investigation of Random Matroids*, \$30,000, 1995
- MAA Project NExT (New Experiences in Teaching) Fellow, 1994-95

## Professional Activities

- Organizer, Gondar-Montana Mentorship (GMM) program for Women, 2018-present
- Co-Organizer/Lecturer/Founder, Math Day, 2010 - present
- NSF AGEP *Willow Alliance* Advisory Board Member, 2017-2021
- Participant, American Conference of Academic Deans (ACAD) Institute, 2017, 2020
- Member, MAA Polya Speaker Selection Committee, 2017-2019
- Reviewer, National Science Foundation DUE, 2014, 2016-2019
- Director, Pacific Northwest Section NExT, 2000-2018
- Invited Participant, ANSEP NSF Dissemination Conference, Anchorage, AK, 2018
- Member, MAA Committee on Early Career Mathematicians, 2012-2018
- Invited Participant, IAS Park City Math Institute (PCMI) Workshop on Increasing Minority Participation in Undergraduate Mathematics. Park City, UT, 2017
- Participant, PNW-COSMOS Indigenous Mentoring Program (NSF), 2016
- Elected Member, MAA Board of Governors, 2012-2015
- Elected Member, MAA Audit Committee, 2013-2015
- Member, MAA Project NExT Search Committee, 2014
- Member, MAA Invited Speakers for JMM 2016 Committee, 2014
- Co-Organizer/Lecturer, Missoula Math Circle, 2010-2014
- Workshop Leader, Missoula County Public School MCPS-UM Middle School Student Conference, Missoula, MT, 2012-2014
- Invited Participant, Mathematicians in Math Education Workshop, Tucson, AZ, 2013
- Invited Participant, American Institute of Mathematics (AIMMS) Workshop: Preparing and Keeping Students, Palo Alto, CA, 2012
- Invited Participant, Training to Increase Diversity, Increasing Women in Neuroscience (IWIn) Workshop, Irvine, CA, 2012
- Member, MAA Committee on Sections, 2005-2011
- Member, MAA Committee on MAA/Dept. Liaisons, 2004-2010
- Co-organizer, UM Graduate Student and Faculty Research Conference, 2001-2008
- Organizer, Montana Connections Conference, 2006-2007
- Invited Participant, Connections Workshop, Tucson, AZ, 2006
- Consultant, Project NExT, 2004, 2006
- Organizer, Matroids in Montana Conference, 2006
- Member, PNW MAA Service Award Nomination Committee, 2005
- Organizer, The Big Sky Conference on Discrete Mathematics, 1995-2004
- MAA Panel Discussion Organizer: Successful Activities for a Math Club, AMS-MAA Joint Meeting, Phoenix, AZ, 2004

- Selected Participant, Association for Women in Mathematics Leadership Workshop, College Park, MD, 2004
- Special Session Organizer: Matroid Theory, AMS-MAA Western Regional Meeting, Portland, OR, 2002
- Elected Chair, MAA Pacific Northwest Section, 1998-2002
- Associate Director, NSF Math Modeling Workshop, 1998-1999
- Invited Participant, To Augment the Teaching of Linear Algebra through the Use of Software Tools (ATLAST) Developers Workshop, 1995, 1996
- Invited Participant, NSF/CBMS Conference, "Probability, Algorithms, and Combinatorial Optimization," Houghton, MI, 1995
- Invited Participant, AMS-IMS-SIAM Summer Research Conference, "Matroid Theory," Seattle, WA, 1995
- Reviewer of Research Proposals, National Science Foundation DMS
- Reviewer of Journal Articles: Discrete Mathematics, Ars Combinatoria, Computers and Mathematics with Application
- Reviewer of Textbooks, Prentice Hall, W.H. Freeman, Franklin Beedle, Addison-Wesley

### **University Service Activities**

- Advisor, UM Women Leadership Initiative, 2015, 2019
- Member, UM Alumni Association Community Lecture Series Committee 2018-present
- UM's Community Giving Campaign, Chair 2017, Member 2014-2018
- Representative, University International Travel: Ethiopia 2015, 2018; China 2015
- Organizer, New Graduate Student Teaching Assistant Orientation, 2012-2016
- Coordinator, NEH Summer Stipend University Nominee Selection Committee, 2011-2016
- Organizer, College Diversity Training, 2011-2013
- University Representative, SACNAS, Seattle, WA 2012
- Co-organizer, College Research Faculty Development Series, 2010-2012
- Coordinator, Social and Behavioral Sciences Research Group, 2011-2012
- Faculty Senator, 2002-2009
- General Studies Advisor, 1997-2009
- Faculty Advisor, UM Women's Hockey Club, 2000-2009
- Member, Center for Teaching Excellence Advisory Board, 2005-2008
- Faculty Advisor, UM Math Club, 2002-2006
- Chair of Various College Committees including Student Scholarships, Faculty Awards, Technology
- Member of Various Department Committees including Hiring, Graduate, Policy
- Chair of Various University Committees including Hiring for the Senior International Officer, Hiring for Director of the Rural Institute; Chair of the Registrar Operations Oversight Committee
- Member of Various University Committees including Summer Planning Committee, Co-req Task Force, Professional Education Council, Academic Alignment, Strategic Budget

Planning, Research, Graduate Council, Student Computer Fee, Task Force on Advising, Hiring for Vice President of Research, Hiring for Provost, Hiring for CIO

## Community Activities

- Volunteer, Math Counts Chapter Competition, Speed Round Announcer, 2005-present
- Outreach to local K-12 schools 2002-2014, 2019
- Outreach to Ethiopian high schools 2015, 2018
- Presenter, "Expanding Your Horizons" Career Conference, 1994, 1995, 1997, 1999
- Judge, Montana State Science Fair, 1994, 2012
- Referee, Junior Academy of Sciences, 1994

## Publications

- Alvarez, et. al, The PCMI Workshop for Mentors: A Weeklong Workshop on Diversity? (Opinion Piece), *AMS Notices*, **65** (2018), no. 5, 585-591
- G. Gordon, J. McNulty, N. Neudauer, Fixing Numbers for Matroids, *Graphs and Combinatorics*, **32** (2016), no. 1, 133--146
- T. Lewis, J. McNulty, N. Neudauer, T. Reid, L. Sheppardson, Bicircular matroid designs, *Ars Combinatoria*, **110** (2013), 513-523
- G. Gordon, J. McNulty, **Matroids: A Geometric Introduction**, Cambridge University Press, (2012)
- G. Gordon, J. McNulty, Thomas H. Brylawski (1944-2007), *European Journal of Combinatorics*, **32** (2011), 712-721
- P.M. Kayll, J. McNulty, J. Mihalisin, Magic squares and antimagic graphs, *Bulletin of the ICS*, **58** (2010), 83-93
- J. McNulty, N. Neudauer, On cocircuit covers of bicircular matroids, *Discrete Math*, **308** (2008), no 17, 4008-4012
- F. Lutscher, J. McNulty, J. Morris, K. Seyffarth, Stitching images back together, *Congresses Numerantium*, **165** (2003), 161-168
- J. McNulty et. al., Stitching IC Images, *Proceedings of the Sixth Annual PIMS Industrial Problem-Solving Workshop*, (2002)
- M. Edmonds, J. McNulty, On the circular flow number of rank 3 orientable matroids, preprint
- T. Al-Hawary, J. McNulty, On closure matroids, *Congresses Numerantium*, **148** (2001), 93-95
- J. Corp, J. McNulty, On a characterization of balanced matroids, *Ars Combinatoria*, **58** (2001), 111-112
- J. McNulty, H. Wu, Connected hyperplanes in binary matroids, *Journal of Combinatorial Theory, Series B*, **79** (2000), 87-97
- J. Corp, J. McNulty, On amalgams and density of uniform matroids, *Congressus Numerantium*, **136** (1999), 193-199
- J. Bonin, J. McNulty, T.J. Reid, The ramsey number  $n(6,6)$ , *Combinatorics, Probability, and Computing*, **8** (1999), 229-235

- J. McNulty, Two new classes of non-orientable matroids, preprint.
- J. McNulty, Generalized affine matroids, *Congressus Numerantium*, **101** (1994), 243-254
- J. McNulty, *Hyperplane Arrangements and Oriented Matroids*, Ph.D. Dissertation, The University of North Carolina, 1993
- J. McNulty, Ports and oriented matroids, *Congressus Numerantium* **96** (1993), 11-20

## **Selected Presentations**

### **Mentoring, Diversity, Education**

- Selected Speaker, "Reaching Out: The International Gondar-Montana-Mentoring Program for Women", National Diversity Conference on Women in Leadership, Cambridge, MA, 2019
- Invited Panelist, Transforming Post-Secondary Education in Mathematics, (TPSE MATH), University of Southern California, Los Angeles, CA 2019
- Invited Speaker, Professional Development Workshop on Mentoring, University of Gondar, Gondar, Ethiopia, 2018
- Fulbright Specialist Workshop, "Using Active Learning in Discrete Mathematics Courses", University of Gondar, Gondar, Ethiopia, 2018

### **General Matroids**

- Invited Lecture, "Matroids", University of Gondar, Gondar, Ethiopia, 2015
- Co-presenter, MAA Mini-course, "Introducing Matroids to Undergraduates", Joint Mathematics Meetings, San Antonio, TX, 2015
- Invited Speaker, Matroid Cryptomorphisms, MAA Short Course: "What is a matroid? Theory and Applications, from the ground up", Joint Mathematics Meetings, New Orleans, LA, 2011
- Introductory Session on Matroids, Montana Matroids Workshop, The University of Montana, Missoula, MT, 2006
- Instructional Seminar, Simon Fraser University, Vancouver, BC, 2001
- Colloquium, The University of Calgary, Calgary, AB, 2000
- Colloquium, The University of Idaho, Moscow, ID, 2000

### **Fixing and Distinguishing Numbers**

- Invited Speaker, Association for Women in Mathematics (AWM) Anniversary Conference ICERM, Providence, RI, 2011
- Colloquium Speaker, Providence College, Providence, RI, 2011
- Invited Speaker, Special Session on Matroids, American Mathematical Society Section Meeting, Lexington, KY, 2010
- Colloquium, University of Montana, Missoula, MT, 2009
- Invited Speaker, Special Session on Matroids, Mathfest, Mathematics Association of America, Portland, OR, 2009
- Colloquium Speaker, Lehigh University, Bethlehem, PA, 2009
- Invited Speaker, Brylawski Memorial Conference, University of North Carolina, Chapel Hill, NC, 2008

### **Teaching Linear Algebra**

- Mini-course "Teaching Linear Algebra with Technology", PNW MAA meeting, University of Puget Sound, Tacoma, WA, 2005
- Invited Workshop Leader, Project NExT, Albuquerque, NM, 2005
- Invited Workshop Leader, Project NExT, Boulder, CO, 2003
- Contributed Lecture, AMS-MAA Joint Meetings, San Diego, CA, 1997
- Invited Lecture, Conference on Improving Undergraduate Education, Bozeman, MT, 1997
- Colloquium Talk, The University of Montana, Missoula, MT, 1996

### **Magic and Antimagic Graphs**

- Invited Lecture, Lafayette College, Easton, PA, 2007
- Invited Lecture, 2004 Prairie Conference, Lethbridge, AB, 2004

### **Oriented Flow Number**

- Contributed Lecture, 2003 Big Sky Conference, Missoula, MT, 2003
- Contributed Lecture Graph Theory of Brian Alspach, Vancouver, BC, 2003

### **Stitching Images**

- Contributed Lecture, 2002 Big Sky Conference, Missoula, MT, 2002
- Invited Lecture, Pacific University, Forest Grove, OR, 2002

### **Bicircular Matroids**

- Invited Lecture, AMS-MAA Western Regional Meeting, Portland, OR, 2002
- Invited Lecture, AMS-MAA SE Regional Meeting, Atlanta, GA, 2002

### **Million Dollar Math**

- Invited Lecture, The University of Montana, Missoula, MT, 2002
- Invited Lecture, Lafayette College, Easton, PA, 2001
- Invited Lecture, Pacific Lutheran University, Tacoma, WA, 2001
- Invited Lecture, Davidson College, Davidson, NC, 2001
- Invited Lecture, Carroll College, Helena, MT, 2000

### **Connected Hyperplanes in Binary Matroids**

- Invited Lecture, 1998 Big Sky Conference on Discrete Mathematics, Missoula, MT, 1998
- Contributed Lecture, International Congress of Mathematicians, Berlin, Germany, 1998
- Invited Lecture, Mini-symposium, University of Köln, 1998

### **The Matroid Ramsey Number $n(6,6)$**

- Colloquium Talk, Washington State University, Pullman, WA, 1999
- Contributed Poster, Project NExT/Young Mathematician's Network Poster Session, AMS-MAA Joint Mathematics Meetings, Baltimore, MD, 1998
- Contributed Lecture, Big Sky Conference, Missoula, MT, 1997

### **Random Matroids**

- Contributed Lecture, 27th International Southeastern Conference on Combinatorics, Graph Theory, and Computing, Baton Rouge, LA, 1996

### **Classifying Symmetry**

- On The Rocks Seminar, UM - Western Montana College, Dillon, MT, 1999
- Math Awareness Colloquium Talk, The University of Montana, Missoula, MT, 1995

- Colloquium Talk, Eastern Washington University, Cheney, WA, 1995
- Colloquium Talk, Eastern Oregon State College, LaGrange, OR, 1996

#### **Nonorientable Matroids**

- Invited Talk, Canadian Mathematics Society Meeting, Vancouver, BC, 2003
- Colloquium Talk, Southern University, Baton Rouge, LA, 1996
- Colloquium Talk, The University of Mississippi, Oxford, MS, 1996
- Invited Lecture, Cumberland Conference, Oxford, MS, 1996
- Invited Lecture, Conference on Combinatorics, Optimization and Geometry, Missoula, MT, 1995
- Colloquium Talk, The University of Montana, Missoula, MT, 1994
- Contributed Lecture, SIAM Conference on Discrete Math, Albuquerque, NM, 1994

#### **Non-separating Vertices and Cocircuits**

- Contributed Lecture, Big Sky Conference, Missoula, MT, 1996

#### **Generalized Affine Matroids**

- Contributed Lecture, 25th International Southeastern Conference on Combinatorics, Graph Theory and Computing, Boca Raton, FL, 1994
- Contributed Lecture, The Montana Academy of Sciences 54th Meeting, Butte, MT, 1994

#### **Ports and Oriented Matroids**

- Contributed Lecture, 24th International Southeastern Conference on Combinatorics, Graph Theory and Computing, Boca Raton, FL, 1993

#### **Professional Society Memberships**

- Association for Women in Mathematics
- Mathematical Association of America

#### **Graduate Students**

- Roger MadPlume, M.A., 2016, "*Examining Matroids with Unique Addresses*"
- Scott Davis, M.A., 2016, "*Tic-Tac-Toe and Combinatorial Configurations*"
- Gerald Todd, M.A., 2016, "*Properties of Dowling Geometries*"
- Mary Riegel, Ph.D., 2012, "*Nontraditional Positional Games: New methods and boards for playing Tic-Tac-Toe*"
- Joe Oldenberg, M.A., 2009, "*Hyperplane Arrangements and Matroid Invariants*"
- Joseph Mousel, M.A. 2008, "*Selected Problems in Matroid Theory*"
- Chris Clouse, Ph.D. , 2004, "*Greedoid invariants and the greedoid Tutte polynomial*"
- Matthew Edmonds, M.A., 2003, "*Oriented flow of rank 3 matroids*"
- Hillary VanSpronsen, M.A., 2003, "*Grid graphs and maximum leaf spanning trees*"
- Robert Barlow, M.A., 2003, "*Course scheduling solution*"
- Scott Jones, M.A., 2002, "*Operations on graphs and matroids*"
- John McGowan, M.A., 2002, "*Orientability of matroids*"
- Talal Al-Hawary , Ph.D., 1997, "*Toward an Elementary Axiomatic Theory of the Category of Loopless Pointed Matroids and Pointed Strong Maps*", co-advisor
- Jenifer Corp, M.A., 1996, "*Balanced Graphs and Balanced Matroids*"