

# Visiting Team

## Team Chair:

William E. Kirwan, Chancellor

University System of Maryland

Dr. Kirwan served as president of Ohio State University for four years (1998-2002), and as president of the University of Maryland, College Park for 10 years (1988-1998). Prior to his presidency, he was a member of the University of Maryland faculty for 34 years. He is also a nationally recognized authority on critical issues shaping the higher education landscape. He is a sought after speaker on a wide range of topics, including diversity, access and affordability, cost containment, accountability, economic impact, gender equity, financial aid, partnerships, and innovation.

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## Assistant Team Chair:

William Ladusaw, Vice Provost and Dean of Undergraduate Education

UC Santa Cruz

Bill Ladusaw is Professor of Linguistics at UC Santa Cruz, where he serves as Vice Provost and Dean of Undergraduate Education. In that role he oversees the academic operations of UCSC's residential colleges, undergraduate academic advising and honors, international education, the Center for Teaching and Learning, and summer session. He previously served as chair of Linguistics, the Provost of Cowell College, and the college provosts' representative to the Academic Senate's Committee on Educational Policy. His research area is semantics, the study of linguistic meaning and its relation to language structure and use.

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Kelly Funk, Director, Academic Assessment, Program Review, and Accreditation

Michigan State University

Dr. Funk has a doctorate in educational policy and leadership from Ohio State University. Her interests are in organizational structures of higher education, particularly organizational behavior and change. She serves as a peer reviewer for the Higher Learning Commission of the North Central Association of Colleges and Schools.

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Susan Metros, Associate Vice Provost; Deputy CIO, Technology-Enhanced Learning

University of Southern California

Susan E. Metros is Associate Vice Provost for Technology Enhanced Learning and Deputy Chief Information Officer at the University of Southern California in Los Angeles. She also holds professorships in visual design and clinical education. In her executive role, she leads the academic community in integrating new and emerging educational technologies into teaching, learning and research. In her role as educator and designer, she teaches courses in multimedia and new literacies and has served as principal designer on several international award winning multimedia projects. She has published and presented widely on leadership, knowledge management, visual literacy, and the role of technology in transforming education to be learner-centered.

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Lester Monts, Senior Vice Provost for Academic Affairs

University of Michigan

Dr. Monts has served on the music faculties of Edinboro University of PA, University of Minnesota, Case Western Reserve University and the University of California at Santa Barbara. From 1988 to 1993, he served as dean of undergraduate affairs in the College of Letters and Science, where he directed Santa Barbara's undergraduate honors program.

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**WASC Staff:**

Ralph Wolff, President and Executive Director

Dr. Wolff has led the development of a new framework for accreditation through new models of self-study and team visits. The changes have influenced accrediting processes in several other regions of the country. He has placed the Commission at the forefront of regional and national discussions about educational quality, and methods to develop campus cultures focused on student and organizational learning.