

10 January 2015

Search Committee
Dean of the College of Liberal Arts and Sciences
University of Florida

Dear Committee:

I write to apply for the position of Dean of the College of Liberal Arts and Sciences at the University of Florida. I currently serve as the Vice Provost and Dean of Undergraduate Studies at the University of Kansas, and am University Distinguished Professor of Philosophy. I believe that I have the skills and experience to be an excellent candidate for your position, and I would like to express my interest in and enthusiasm for your position, College, and University.

I have an undergraduate degree from Swarthmore College and three graduate degrees, including a PhD, from the University of Pittsburgh, a top five graduate program in my field, and have been a full professor since 2000 at the University of Kansas, a Research I institution and member of the AAU. In 2012 I was named a University Distinguished Professor for my accomplishments in research teaching, and service. I have published five books with major publishers and over 50 single-author articles, have served as an editor of a major journal, and have made numerous research presentations around the world.

I have served in my current administrative position since August 2013. Before that I was the Associate Dean of Humanities for five years, and previous to that was the Director of the Women, Gender, and Sexuality Studies (WGSS) Program for seven years. My current post is a new position for the University of Kansas, which focuses on enriching undergraduate education through academic support services, initiatives to improve undergraduate teaching and learning, and overseeing the general education program for all undergraduate students. Administratively, my role involves directly or indirectly supervising four assistant vice provosts, directors, and staff of nine academic services units with a combined budget of approximately \$7 million, as well as working with faculty on the University Core Curriculum Committee to administer our new university-wide general education program, the KU Core.

In my previous position as Associate Dean for Humanities, I oversaw the faculty, staff, and undergraduate and graduate degree programs for 14 academic units, convening regularly with the four other divisional Associate Deans and the Dean to articulate a vision, manage, and prepare the (approximately \$103 million) annual budget for the College, make periodic assessments of budgetary requests, and recommend annual salary adjustments to all faculty, staff, and student employees of the College. Perhaps the most important aspect of the job was developing the faculty hiring plan for the College, which we did as a team, then assisting departments through the recruitment process, and developing startup packages to seal the deals. The WGSS Program comprised five joint appointed faculty when I began, but grew to eight faculty including a full tenure line by

the end of my time as Director. I oversaw the tenure and promotion cases of three of my colleagues and we hired four faculty into the program in that time.

I am considered by my colleagues to be a consultative leader, which I consider essential in any collaborative effort among individuals with different, complementary skills and perspectives, where mutual trust is necessary to get the job done well. As WGSS Director I led the unit through several such projects. In my first year leading the Program (then known as “Women’s Studies”) the regular faculty and I collaborated with the advisory board to devise the first graduate certificate program on the Lawrence campus, a proposal that I ultimately wrote and which became the model for subsequent proposals throughout the University. Later in my tenure I led the Program through a strategic planning exercise to focus on the mission and vision of the unit. This culminated in a name change to Women, Gender, and Sexuality Studies, the addition of a new minor in Human Sexuality, a new PhD program, and elevation to the status of department.

As Associate Dean for Humanities I undertook several leadership roles, including an ongoing project to expand hybrid and distance learning in the College. I served as Co-Chair for one of the 2010-11 University strategic planning committees, which produced several wide-ranging and potentially controversial recommendations for change. Chief among these was the reform of general education to devise a student learning centered, university-wide, general education curriculum, which we launched in Fall 2013. In addition to these broad, transformative institutional projects, I regularly met with chairpersons of the humanities departments to discuss matters of common concern or issues with individual units and faculty, and to envision new projects and implement potential solutions to problems. My current position involves similar listening and problem solving skills, though it involves academic staff more than faculty. Furthermore, I am now in charge of the leadership team for Undergraduate Studies.

I am deeply engaged in the scholarship of teaching as a creative, intellectual approach to student learning. I have continued to teach as an administrator, developing new courses and new methods of teaching. I participate in a grass roots collective of faculty working to “flip” their classes, and am on the steering committee of the Bay View Alliance, a consortium of AAU institutions focused on motivating faculty and departments to adopt such pedagogies. In my administrative capacity, I recruit faculty to adopt hybrid teaching and supplemental instruction by sharing the vision of interactive, engaged teaching practice and offering appropriate support.

Through my career I strive to create and support an inclusive environment for faculty, staff, and students. As a political philosopher whose research centers on the explanation and mitigation of oppression, I have studied the multiple vectors of exclusion and their many, complex, social causes. I am committed to using my abilities and position to create an inclusive environment in the classroom, the department, and the university. At KU I have served on the Advisory Board for the Office of Diversity and Equity, and in my current position I collaborate with that office on advising and support services for students of color. I am currently co-chairing, with the Vice Provost for Student Affairs, a working group to devise educational efforts to curtail alcohol abuse and sexual assault among our students. As a teacher, I infuse my classes in philosophy with writings by women and people of color, and focus at least part of most courses on issues of social exclusion. As a result of my work, the KU Center for Teaching Excellence has asked me on numerous occasions to make presentations on creating

inclusive classrooms. In 2011 I developed and co-directed a mentoring workshop for untenured women faculty in Philosophy, which included a high percentage of women of color and disabled philosophers. This workshop was funded by the American Philosophical Association, repeated in 2013, and will be held again in 2015.

My experience with fundraising includes extensive outreach to alumni and friends. I have worked to develop appealing projects, stories, and messages to attract the interest of potential donors, and more recently I have also begun meeting donors and foundation leaders. As the Director of Women, Gender, and Sexuality Studies I created and wrote an annual newsletter that resulted in annual giving that funded faculty and student travel and research, and stewarded an endowment for a lecture series. In my positions as Associate Dean and as Vice Provost and Dean I have had close contact with KU Endowment development officers to discuss the many projects and needs of my departments, as well as to give them the kinds of stories of transformed lives that are essential for reaching potential donors. I participated in the first "College Roadshow," which is designed to share faculty research with alumni and donors in cities around the country, and helped to plan our annual Mini-College event where alums return for a week of short courses.

In the past year I have had more direct contact with current and potential "major gift" donors and funders. As the Undergraduate Vice Provost and Dean, I am a crucial touch point for our Multicultural Scholars Program donors, as well as donors to the units that comprise my office and that support various schools of the University. I have shared several meals, meetings, and even a tennis workout with these individuals. Although direct donor contact is a relatively new experience for me, I find that I am energized by the opportunity to talk about the great things that our university is doing to support young people in achieving their dreams through education. I believe that my experience and intellectual engagement with a wide range of people and philosophical and political viewpoints makes me a particularly effective listener and partner for potential large donors. Having been appointed KU's liaison to the University Innovation Alliance (UIA) by Chancellor Gray-Little, I have also begun to make connections with foundations that specifically fund higher education, including the Ford, Lumina, Gates, and Kresge Foundations, as well as USA Funds. Together these foundations have provided our UIA with over \$6M in initial funding to help achieve the aim of higher graduation rates for low-income students. Finally, I have also participated in community fundraising. I founded and co-directed for 11 years a 5K running race to raise scholarships for the on-campus child-care center. I now serve on the Board of Directors of the local women's shelter, for which I work on fundraising activities and donor cultivation, and I have served on the Boards of other non-profits, including as President.

The University of Florida is a world-class university and the College of Liberal Arts and Sciences is an excellent college. But no university or college can stand still, and the next Dean must be willing and able to identify and address specific challenges facing your institution. First is the challenge of continuing to hire and retain top faculty. Although your university clearly has a top-flight faculty, it faces stiff competition from top private and public universities. Second is continuing to secure resources necessary without overpricing education in the face of multiple competitors, such as community colleges and online institutions, as well as stagnant family incomes. Liberal arts and sciences colleges within comprehensive universities face the internal challenge of

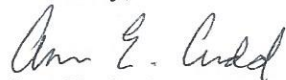
competing with schools and colleges that generate greater grant dollars yet often consume even larger overhead costs, and that can make the legitimate case that they are training students to fill immediate, technical and commercial openings. External challenges are posed by competing educational opportunities online and abroad, and declining public confidence in the value of a liberal arts education. The Dean must be prepared to raise funds privately, persuade the public of the outstanding investment that the College represents, and continue to improve upon the uniquely engaged, research-oriented, residential campus learning experience that UF offers.

I relish the prospect of leading this outstanding College in these challenging times. I am deeply committed to the liberal arts and to interdisciplinarity, and am excited about the opportunity to communicate that enthusiasm to persuade internal and external constituents of the value of pursuing and investing in the research and teaching of liberal arts and sciences. I am at home with faculty and students from all of its corners. I have degrees in all three divisions of Arts and Sciences (a BA in mathematics, an MA in economics, and a PhD in philosophy), and I have participated as the external member of numerous comprehensive exams and dissertation committees in Biology, Health, Sport, and Exercise Science, Physics, Psychology, Political Science, and Sociology, in addition to humanities fields. My own research on social and political philosophy is highly interdisciplinary, grounded in feminist theory, economics, and social psychology, as well as philosophy of science, epistemology and ethics. I am an enthusiastic, effective advocate for the liberal arts within my university as I serve on committees such as the strategic planning committee, the Deans' council, and the university core curriculum committee.

The breadth and depth of the College of Liberal Arts and Sciences, encompassing the humanities and the natural and social sciences, offers a tremendous intellectual advantage for the faculty and students who make it up, and for the alumni and broader society that support it. Only through broad-based education in the achievements and setbacks of peoples of different cultures, in the theoretical tools and empirical knowledge of the sciences, and the training that hones quantitative and communicative skills, can citizens be prepared to analyze, critique, develop, and reinvent the brilliant potential of our democracy. Although the value of liberal arts is being questioned now in many sectors, and faces many challenges from competing interests and manifest social needs, I am convinced that training citizens in the liberal arts and pursuing its diverse fields of research is as crucial now as ever to insuring a vital future for humanity.

I am honored have been invited to apply for your position, and I would be eager to learn more about the College's unique challenges and discuss how my qualifications and experience match the extraordinary opportunity to lead the College of Liberal Arts and Sciences at UF with your Search Committee. I look forward to hearing from you.

Sincerely,



Ann E. Cudd

University Distinguished Professor of Philosophy
Vice Provost and Dean

Ann E. Cudd
Curriculum Vitae
December 2014

CURRENT POSITION: Vice Provost and Dean of Undergraduate Studies and University Distinguished Professor of Philosophy, University of Kansas.

ADMINISTRATIVE POSITIONS:

Vice Provost and Dean of Undergraduate Studies, University of Kansas, (August 2013 - present)
Associate Dean for Humanities, College of Liberal Arts and Sciences, University of Kansas (July 2008 – August 2013)
Acting Chair, Department of Germanic Languages and Literature, University of Kansas (Fall 2011)
Director of Women, Gender and Sexuality Studies Program (formerly Women's Studies Program, now Department), University of Kansas (2001- 2008)
Director of Graduate Studies, Department of Philosophy, University of Kansas (1995-2001)

FACULTY POSITIONS:

University Distinguished Professor of Philosophy, University of Kansas (2012-present)
Professor of Philosophy, University of Kansas (2000-2012)
Professor of Women, Gender, and Sexuality Studies, University of Kansas (2001-2008); affiliated faculty member 2009-present.
Associate Professor of Philosophy, University of Kansas (1994-2000)
Assistant Professor of Philosophy, Occidental College (1991-1993)
Assistant Professor of Philosophy, University of Kansas (1988-1991; 1993-1994)

EDUCATION:

University of Pittsburgh:
Ph.D. Philosophy 1988
M.A. Economics 1986
M.A. Philosophy 1984.
Swarthmore College:
B.A. Mathematics and Philosophy with Distinction, 1982.

RESEARCH:

1. Areas of special interest

Social and Political Philosophy, Philosophy of Social Science, Feminist Theory, Decision Theory, Philosophy of Economics, Applied Philosophy

2. Research Grants and Awards:

University Distinguished Professorship, University of Kansas, awarded June 2012
KU Women's Hall of Fame, inducted March 2008
Byron Caldwell Smith Award, (for most outstanding academic book by a Kansas resident published in two previous years), 2007
KU Woman of Distinction, 2005-6
Hall Center for the Humanities Research Fellowship, Spring 1997
Sabbatical Leave, U. of Kansas, Fall 1996, Fall 2003, Spring 2012
General Research Fund Grant, Univ. of Kansas, FY-1991, -95, -96, -97, -98, 2001, -03, -05, -07
National Endowment for the Humanities Summer Research Stipend, 1992
National Endowment for the Humanities Summer Institute Fellowship, Summer 1991 (declined).
New Faculty General Research Fund Grant, Univ. of Kansas, 1989.

3. Books

Philosophical Perspectives on Democracy in the 21st Century, co-edited with Sally Scholz, Springer, Jan. 2014.

Capitalism For and Against: A Feminist Debate, co-authored with Nancy Holmstrom, Cambridge University Press, 2011.

Analyzing Oppression, New York: Oxford University Press, 2006.
Awarded the Byron Caldwell Smith Award for outstanding book published in 2005 or 2006 by a resident of Kansas.
Named CHOICE Outstanding Academic Title for 2007.
Subject of Symposium on Gender, Race, and Philosophy,
<http://sgrp.typepad.com/sgrp/spring-2009-symposium.html>

Feminist Theory: A Philosophical Anthology, co-edited with Robin Andreason, New York: Blackwell Publishers, 2004.

Theorizing Backlash: Philosophical Reflections on the Resistance to Feminism, co-edited with Anita Superson, Lanham, MD: Rowman and Littlefield, 2002.

4. Edited Journal Issues

Virtual Issue *Hypatia Essays on the Place of Women in Philosophy*,
<http://onlinelibrary.wiley.com/journal/10.1111/%28ISSN%291527->

2001/homepage/virtual_issue_hypatia_essays_on_the_place_of_women_in_the_profession_of_philoso.htm

Special Issue of *Hypatia* on the topic of *Analytic Feminism*, **10:3**(Summer 1995), co-edited with Virginia Klenk.

5. Published and Forthcoming Articles

“What is the Point of (Equality in) Higher Education?” in *The Equal Society*, ed. by George Hull, Columbia University Press, forthcoming 2015.

“Adaptations to Oppression: Preference, Autonomy, and Resistance,” in *Autonomy and Social Oppression*, Marina Oshana, ed., Routledge, forthcoming 2015.

“Conflicting Commitments and Corporate Responsibility: Amartya Sen on Motivations to Do Good,” in *Wealth, Commerce, and Philosophy: Foundational Thinkers and Business Ethics*, Eugene Heath and Byron Kaldis, eds., University of Chicago Press, forthcoming 2015.

“Is Capitalism Good for Women?” *Journal of Business Ethics*, published online May 2014, doi:10.1007/s10551-014-2185-9, forthcoming in print.

“Agency and Intervention: How (Not) to Fight Global Poverty,” in *Poverty, Agency, and Human Rights*, Diana Meyers, ed., Oxford University Press, 2014, pp. 197-222.

“Commitment as Motivation: Sen’s Theory of Agency and the Explanation of Behavior,” *Economics and Philosophy*, **30**(2014): 35-56.

“Philosophical Perspectives on Democracy in the 21st Century: Introduction,” with Sally Scholz, in *Philosophical Perspectives on Democracy in the 21st Century*, Springer Verlag, 2014, pp. 1-12.

“Truly Humanitarian Intervention: Examining just causes and methods in a feminist frame,” *Journal of Global Ethics*, vol. 6, no.3(2013): 359–375.
Reprinted in Eric Palmer, ed. *Gender Justice and Development: Vulnerability and Empowerment*, Volume II. Routledge, forthcoming 2015. ISBN: 978-1-138-85259-4

“A Contractarian Approach to Corporate Bailouts,” *Georgetown Journal of Law and Public Policy*, **11**(2013): 283-300.

“Human Rights and Global Equal Opportunity: Inclusion not provision,” in *Human Rights: The Hard Questions*, Cindy Holder and David Reidy, eds., New York: Cambridge University Press, 2013, pp. 193-208.

- “Wanting Freedom,” *Journal of Social Philosophy*, **43**(Winter 2012): 367–385.
- “Economic Inequality and Global Justice,” in *Economic Justice: Philosophical and Legal Perspectives*, Win-Chiat Lee and Helen Stacy, eds., Springer Verlag, 2012, pp. 159-173.
- “The Mentoring Project,” *Hypatia*, **27**(2012): 461-468.
Republished in *Virtual Issue of Hypatia Essays on the Place of Women in Philosophy*, Spring 2012.
- “Resistance is (Not) Futile: Feminism’s Contribution to Political Philosophy” in *Out from the Shadows*, edited by Anita Superson and Sharon Crasnow, Oxford University Press, 2012, pp.15-31.
- “A Feminist Defense of Capitalism,” *Si-Xiang* 15, trans. Pinfei Lu (Taipei, Taiwan: Linking Books, 2010): 1-19. Translated as: 安·卡德, 〈從女性主義立場闡明資本主義〉
- “Response to Varden, Scholz, and Tollefson,” *Symposium on Gender, Race, and Philosophy*, topic: *Analyzing Oppression*, (Spring 2009). 7 typeset pgs.
<http://sgrp.typepad.com/sgrp/spring-2009-symposium.html>.
- “When to Intervene: Atrocity, Inequality, and Oppression” in *Evil, Political Violence and Forgiveness: Essays in Honor of Claudia Card*, edited by Andrea Veltman and Katherine Norlock, Rowman and Littlefield, 2009: 97-114.
- “Rape and Enforced Pregnancy as Femicide: Comment on Claudia Card’s ‘The Paradox of Genocidal Rape Aimed at Enforced Pregnancy’,” *Southern Journal of Philosophy*, **XIV**(2008):190-199.
- “Sporting Metaphors: Competition and the Ethos of Capitalism,” *Journal of the Philosophy of Sport*, **34**(May 2007): 52-67.
- “Revolution vs. Devolution in Kansas: Teaching in a Conservative Climate,” *Teaching Philosophy*, **30**(June 2007): 173-183.
- “Missionary Positions,” *Hypatia*, **20**(2005): 164-182.
- “How to Explain Oppression,” *Philosophy of the Social Sciences*, **35**(2005), pp. 20-49.
- “The Paradox of Liberal Feminism: Choice, Rationality and Oppression,” in Amy Baehr, *Varieties of Feminist Liberalism*, Rowman and Littlefield, 2004, pp.37-61.

- “Revising Philosophy through the Wide-Angle Lens of Feminism,” *APA Newsletter on Feminism*, (Spring 2003):129-132.
- “Sexism,” (co-authored with Leslie Jones), in *Blackwell’s Guide to Applied Ethics*, Ray Frey and Christopher Wellman, eds., Blackwell Publishers, 2002, pp.102-117. Reprinted in *Feminist Theory: A Philosophical Anthology*.
- “Analyzing Backlash to Progressive Social Movements,” *Theorizing Backlash: Philosophical Reflections on the Resistance to Feminism*, Anita Superson and Ann Cudd, Rowman and Littlefield, 2002, pp.3-16.
- “When Sexual Harassment is Protected Speech: Facing the Forces of Backlash in Academe,” *Theorizing Backlash: Philosophical Reflections on the Resistance to Feminism*, Anita Superson and Ann Cudd, Rowman and Littlefield, 2002, pp.217-243.
- “Rational Choice Theory and the Lessons of Feminism,” in *A Mind of One’s Own*, 2nd ed., Louise Antony and Charlotte Witt, eds., Westview Press, 2002, pp.398-417.
- “Preference, Rational Choice, and Democratic Theory,” in *Blackwell’s Companion to Political Philosophy*, Robert Simon, ed., Blackwell Publishers, 2001, pp.106-127.
- “Objectivity and Ethno-Feminist Critiques of Science,” in *After the Science Wars: Science and the Study of Science*, Keith Ashman and Philip Baringer, eds., Routledge, 2001, pp. 80-97.
- “Non-Voluntary Social Groups,” *Groups and Group Rights*, edited by Christine Sistare, Larry May and Leslie Francis, Lawrence: University Press of Kansas, 2001, pp. 58-70.
- “Multiculturalism as a Cognitive Virtue for Scientific Practice,” *Hypatia*, **13**(1998):43-61.
Reprinted in *Decentering the Center: Philosophy for a Multicultural, Postcolonial, and Feminist World*, Sandra Harding and Uma Narayan, eds., Indiana University Press, 2000, pp. 299-317.
- “Analyzing Backlash to Progressive Social Movements,” *APA Newsletter on Feminism*, **1999**(1):42-46.
- “Psychological Explanations of Oppression,” in *Introduction to Multiculturalism*, edited by Cynthia Willett, Blackwell Publishers, 1998, pp. 187-215.
- “Strikes, Housework, and the Moral Obligation to Resist,” *Journal of Social Philosophy*,

29(Spring, 1998): 20-36.

"Is Pareto Optimality a Criterion of Justice?" *Social Theory and Practice*, **22** (Spring, 1996):1-34.

"When Sexual Harassment is Protected Speech: Hostile Environment Sexual Harassment Policy in the University," *Kansas Journal of Law and Public Policy*, **4**,1 (Fall 1994): 69-81.

"Oppression by Choice," *Journal of Social Philosophy*, **25** (June 1994): 22-44. Reprinted in *Practical Ethics*, Hugh LaFollette, ed., Basil Blackwell, 1996.

"Game Theory and the History of Ideas about Rationality," *Economics and Philosophy*, **9** (April 1993): 101-133.

"Enforced Pregnancy, Rape, and the Image of Woman," *Philosophical Studies*, **60**(1990): 47-59.

"Conventional Foundationalism and the Origin of Norms," *The Southern Journal of Philosophy*, **28**,4 (Winter 1990):485-504.

"Sensationalized Philosophy: A Reply to Marquis," *Journal of Philosophy*, **87**(May 1990): 262-4.
Reprinted in *Moral Issues in Global Perspectives*, Christina M. Koggel, Broadview Press, 1999.

"Indefinitely Repeated Games," (co-authored with Neal Becker), *Theory and Decision*, **28**(1990): 189-195.

"Taking Drugs Seriously: Liberal Paternalism and the Rationality of Preferences," *Public Affairs Quarterly*, **4**, 1(January 1990): 17-31.
Reprinted in *Practical Ethics*, Hugh LaFollette, ed., Basil Blackwell, 1996.

Work in progress

"Domestic Violence as a Justification for Asylum," (20 pp. mss)

"What is the Point of (Equality in) Higher Education?" (35 pp. mss)

"A Contractarian Argument for the Internal Legitimacy of Intervention" (27 pp. mss)

"Contractarianism and the Exclusion Problem" (18 pp. mss)

"Domestic Violence as Relational Injustice: Gendered relationships in oppressive social structures" (43 pp. mss)

Encyclopedia articles

"Oppression," *Encyclopedia of Philosophy and the Social Sciences*, Byron Kaldis, ed.,

forthcoming. (2000 words)

“Capitalism,” *Encyclopedia of Philosophy and the Social Sciences*, Byron Kaldis, ed., forthcoming. (1000 words)

“Oppression,” *International Encyclopedia of Ethics*, Hugh LaFollette, ed., Wiley, 2014. (4000 words.)

“Sexual Harassment,” *International Encyclopedia of Ethics*, Hugh LaFollette, ed., Wiley, 2014. (2000 words.)

“Contractarianism” *Stanford Encyclopedia of Philosophy*, Edward Zalta, ed., <http://plato.stanford.edu/entries/contractarianism/> (posted June, 2000; revised April 2007; revised August 2012).

“Analytic Feminism,” *The Encyclopedia of Philosophy*, 2nd Edition, 2006.

“Marilyn Frye,” *The Encyclopedia of Philosophy*, 2nd Edition, 2006.

Short articles

‘Introduction’ to Iris Marion Young, “Five Faces of Oppression” in Steven Cahn, ed., *Political Philosophy: The Essential Texts*, 3rd edition. Oxford University Press, forthcoming Nov. 2014.

“Comments on Pogge’s ‘Are We Violating the Rights of the Poor?’” *Yale Human Rights and Development Law Journal*, Vol. 17: Iss. 1 (2014), Article 7.

“Introduction: Virtual Issue of Hypatia Essays on the Place of Women in Philosophy,” Published in *Hypatia* online, Spring 2012.

“Comments on Charlotte Witt, *The Metaphysics of Gender*,” *Symposium on Gender, Race, and Philosophy*, **8**(Spring 2012): 1-7. Posted online at: <http://sgrp.typepad.com/sgrp/spring-2012-symposium-witt-on-the-metaphysics-of-gender.html>

"Analytic Feminism: A Brief Introduction," *Hypatia*, **10**(Summer 1995):1-6.

6. Book Reviews

Bottlenecks: A new theory of equal opportunity, Joseph Fishkin, Oxford University Press, 2014, for *Notre Dame Philosophical Reviews*, June 2014.

Adaptive Preferences and Women’s Empowerment, Serene Khader, Oxford University

Press, 2011, for *Notre Dame Philosophical Reviews*, Nov. 2011.

Towards a Humanist Justice, ed. by Debra Satz and Robert Reich, Oxford University Press, 2009, for *Notre Dame Philosophical Reviews*, Dec. 2009.

Feminist Interpretations of Locke, ed. by Nancy J. Hirschmann and Kirstie M. McClure, for *Perspectives on Political Science*, 2008.

Women and Citizenship, ed. by Marilyn Friedman, Oxford, 2005, for *Notre Dame Philosophical Reviews*, 2006.

A Defense of Abortion, David Boonin, Oxford 2004, *Ethics*, **116**(July 2006): 781-785.

The Subject of Liberty: Toward a Feminist Theory of Freedom, Nancy Hirschmann, Princeton, 2002, *Notre Dame Philosophical Reviews*, 2003.

Thinking About Sexual Harassment: A Guide for the Perplexed, Margaret A. Crouch, Oxford, 2000, *Philosophical Review*, **112**(Jan. 2003):121-123.

Love's Labor, by Eva Feder Kittay, *APA Newsletter on Feminism*, **00**(Spring 2000): 29-30.

Economic Analysis and Moral Philosophy, by Daniel Hausman and Michael McPherson, *Mind*, **109**(April 2000):370-373.

Feminist Morality by Virginia Held, *The Philosophical Review*, **104**(1995):611-613.

Toward a History of Game Theory, edited by E. Roy Weintraub, *History of Economic Ideas*, **2** (1994): 150-153.

Understanding Action: An Essay on Reasons by Frederic Schick, *Ethics*, April 1993.

Contractarianism and Rational Choice edited by Peter Vallentyne, *Canadian Philosophical Review*, **12**, (August 1992).

Wise Choices, Apt Feelings, by Allan Gibbard, *Auslegung*, Summer 1991.

Philosophy of Economics: On The Scope of Reason in Economic Inquiry, by Subroto Roy, *Journal of Economic History*, 1990.

Evolutionary Epistemology, by Gerard Radnitzky and W.W. Bartley, III. *Journal of Economic Behavior and Organization*, March 1989.

Book notes

Abortion and Social Responsibility: Depolarizing the Debate, Laurie Shrage, *Ethics*, Oct. 2003: 205-6.

Rationality and Coordination, Cristina Bicchieri, *Ethics*, July, 1995.

Beyond Economic Man, edited by Marianne A. Ferber and Julie A. Nelson, *History of European Ideas*, **21**(Feb. 1995): 137-138.

Artificial Morality by Peter Danielson, *Ethics*, April 1994.

Knowledge, Belief, and Strategic Interaction, edited by C. Bicchieri and M. Dalla Chiara, *Ethics*, Oct. 1994.

The Dynamics of Rational Deliberation by Brian Skyrms, *Ethics*, Oct. 1991.

7. Invited and Keynote Presentations

Keynote speaker, Central States Philosophical Association Annual Conference, title tba, University of Kentucky, Lexington, KY, Nov. 6-7, 2015.

Invited Speaker, Symposium on Democracy in an Age of Inequality, Pacific APA, Vancouver, BC, April 1-5, 2015.

“Is Capitalism Good for Women?” Radford University, March 30, 2015.

Invited speaker, title tba, UNC Chapel Hill, Philosophy, Politics, and Economics colloquium, March 26, 2015.

Invited speaker, title tba, Wake Forest University Philosophy colloquium, Feb. 12, 2015.

“Domestic Violence as Relational Injustice,” Plenary Speaker, UC Irvine Conference on Gender, Irvine, CA, Oct. 24-25, 2014.

“The Lack of Diversity in Philosophy: What needs to change?” University of Illinois, Chicago, April 21, 2014.

Plenary presentation and discussion, “The Future of Business, Capital & Wealth,” International Women’s Forum World Leadership Conference, Vancouver, BC. Oct. 17, 2013

“Agency, Autonomy, and Oppression: Adaptation and Resistance,” Workshop on the Duty to Resist Oppression, Univ. of Connecticut, Storrs, CT, Sept. 20, 2013.

- “Domestic Violence as Relational Injustice: Gendered relationships in oppressive social structures,” Workshop on Relational Injustice: Social and Global, Goethe University Centre for Advanced Studies in the Humanities, Bad Homburg, Germany. June 20-21, 2013.
- “The Contractarian Legitimacy of Intervention,” Vanderbilt Political Philosophy Workshop, Vanderbilt University, Nashville, TN, Feb. 8, 2013.
- “A Contractarian Approach to Corporate Bailouts,” Symposium on "The Ethics of Bailouts and Government Support of Corporations: Public Benefit or Crony Capitalism?" Georgetown Institute for the Study of Markets and Ethics, Georgetown University, Washington, DC, Nov. 30, 2012.
- “Agency, Autonomy, and Oppression: Adaptation and Resistance” and “Is Capitalism Good for Women,” Nov. 8 and 9, 2012, University of Northern Michigan, Marquette, MI.
- “The Contractarian Legitimacy of Intervention,” Keynote Speech, Conference on The Future of Contractualism, University of Rennes, France, May, 11 and 12, 2012.
- “Agency and Intervention: How (not) to fight global poverty,” plenary speaker, Conference on Poverty, Coercion, and Human Rights, Loyola University, Chicago, IL, April 13-15, 2012.
- “Adaptations to Oppression: Preference and Resistance”
- Institute for Law and Philosophy, University of Pennsylvania, Feb. 27, 2012.
 - Invited symposium, Central Division American Philosophical Association (APA) Meeting, Chicago, IL, Feb. 17, 2012.
- “A Feminist Defense of Capitalism,” Michigan State University Philosophy Department Colloquium, East Lansing, MI, Feb. 11, 2011.
- “Women’s Experience in the Philosophy Profession: A Frank Discussion,” Philosophy Department, Michigan State University, East Lansing, MI, Feb. 11, 2011.
- “Commitment as Motivation: Amartya Sen’s Theory of Agency,” University of Washington, Seattle, WA, Jan. 14, 2011.
- “Exploitation and Oppression” Philosophy TV debate with Matt Zwolinski, posted Oct. 28, 2010, <http://www.philostv.com/ann-cudd-and-matt-zwolinski/>
- “Choice, Commitment and Explanation: Amartya Sen’s Philosophy of Social Science,” workshop on Sen’s Philosophy, Erasmus University, Rotterdam, The Netherlands,

July 1, 2010.

“A Feminist Defense of Capitalism”

- Emporia State University, Emporia, KS, March 10, 2011
- Pacific APA invited paper, March 31, 2010, San Francisco, CA. (Cynthia Stark and Nicole Hassoun, commentators)
- Institute for Philosophy, National Tsing Hua University, Hsin Chu, Taiwan, September 24, 2009.

“Feminist Contributions to Political Philosophy,” Political Science Department, Xiamen University, Xiamen, China, September 22, 2009.

“Resistance is (Not) Futile: Feminism’s Contribution to Political Philosophy, invited symposium, Central APA, Chicago, IL Feb. 18, 2010.

“Wanting Freedom”

- University of Illinois Philosophy Dept. colloquium, Urbana, IL, Sept. 24, 2010
- McGill University Philosophy Dept. colloquium, Montreal, Canada, Feb. 6, 2010
- Butler University, Indianapolis, IN, Nov. 11, 2008
- Florida State University, Society for Women and Philosophy Keynote Address, Tallahassee, FL, Feb. 22, 2008
- Texas Tech University Humanities Lecture, April 12, 2007.

“Truly Humanitarian Intervention”

- University of Oklahoma, Norman, OK, Oct. 8, 2010
- Texas Tech University Philosophy Dept. Colloquium, Lubbock, TX, April 13, 2007.

“Social Connection, Political Responsibility, and Humanitarian Intervention: Thoughts on some recent work by Iris Marion Young,” APA Pacific Division annual meeting, memorial session for Iris Marion Young. San Francisco, CA, April 7, 2007.

Author meets Critics sessions on *Analyzing Oppression*

- APA Pacific Division annual meeting, San Francisco, CA, April 6, 2007
- Joint meeting of Eastern Society for Women in Philosophy and Society for Analytical Feminism meeting (Keynote session), Tampa, FL, Dec.1, 2006.

“Feminism and the Fetishes of Capitalism and Tradition,” 2006 Eastern Division APA, Washington, DC, invited symposium, Dec. 2006.

“How to Explain Oppression,” University of British Columbia Spring Philosophy Symposium, Vancouver, BC, March 13, 2004.

“Backlash,” Iowa State University Women’s Studies Program, Ames, Iowa, Nov. 13, 2003.

“Oppression: A Framework for Analysis” and “Material Forces of Oppression: Violence and Deprivation,” Austin and Hempel Lectures, Dalhousie University, Halifax, Nova Scotia, Sept. 18-19, 2002.

“Material Forces of Oppression: Violence and Deprivation”

- Bates College, Lewiston, ME, Sept. 22, 2002.
- University of Kentucky, Lexington, KY, Feb. 6, 2003.

“Is Globalization Bad for Women?” Univ. of Kentucky, Lexington, KY, Feb.6, 2003.

“Poverty, Wage-slavery, or Bondage: Ethical dilemmas of child labor in the context of globalization,” Bowling Green State University Philosophy Dept. colloquium, Bowling Green, Ohio, May 3, 2002.

“Philosophy Matters: Preparing for scientific and technological change,” Keynote Speech, Undergraduate Philosophy Conference, Bowling Green State University, Bowling Green, Ohio, May 4, 2002.

“The Paradox of Liberal Feminism: Preference, Rationality, and Oppression”

- University of Tennessee Philosophy Dept. colloquium, Knoxville, TN, March 9, 2001
- University of Western Ontario Women’s Studies Colloquium, London, Ontario, Dec. 1, 2000
- Swarthmore College Philosophy Dept. lecture, Swarthmore, PA, Nov. 10, 2000
- Dept. of Philosophy, Univ. of Michigan Philosophy Dept. symposium, Ann Arbor, MI, April 1, 2000.

“The Paradox of Liberal Feminism,” Keynote Speech, Midwest Undergraduate Philosophy Conference, Creighton University, Omaha, NE, April 7, 2001.

“Rational Choice Theory and the Lessons of Feminism”

- Philadelphia Area Philosophy Consortium, Haverford, PA, Nov. 11, 2000
- University of Georgia Philosophy Dept. colloquium, Athens, GA, Nov. 20, 1998
- University of Missouri Philosophy Dept. colloquium, Columbia, MO, April 17, 1998.

“Social Groups”

- Kansas State University Philosophy Dept. colloquium, Manhattan, KS, April 18, 1997

- University of Western Ontario Philosophy colloquium, London, Ontario, Dec. 1, 2000.
- “Multiculturalism as a Cognitive Virtue for Scientific Practice”, Occidental College Philosophy Dept. lecture, Los Angeles, CA, April 2, 1997.
- “Toward a Feminist Rational Choice Theory: Response to Elizabeth Anderson”, invited symposium commentary at the Eastern Division APA, Dec.30, 1996, Atlanta, GA.
- "Between Duty and Supererogation: Housework, Strikes, and the Morality of Resistance", Kansas City Area Philosophy Colloquium, Johnson County Community College, Kansas City, KS, Nov. 19, 1994.
- "Has Multiculturalism *Anything* to Offer to Epistemology?" Wichita State University Philosophy colloquium, Wichita, KS, Nov. 12, 1993.
- "Is Pareto Optimality a Criterion of Justice?" American University Philosophy Dept. lecture, Washington, DC, Jan. 23, 1991.
- "Game Theory and the History of Ideas about Rationality", Occidental College, Los Angeles, CA, Jan. 14, 1991.
- "Enforced Pregnancy, Rape, and the Image of Woman", Wichita State University, Wichita, KS, Nov. 12, 1990.
- "Common Knowledge of Possibility"
- Department of Philosophy, University of Kansas, Lawrence, KS, February 1988
 - Department of Philosophy, Northwestern University, Evanston, IL, January 1988
 - Department of Philosophy, Iowa State University, Ames, IA, January 1988
 - Department of Philosophy, University of Pittsburgh, Pittsburgh, PA, October 1987.
8. Conference Presentations
- “Domestic Violence as a Justification of Asylum,” 2014 AMINTAPHIL Conference, Chapman University, Orange, CA, Oct. 9-11, 2014.
- “What is the Point of (Equality in) Higher Education?” Conference on Social Equality, University of Cape Town, Cape Town, South Africa, Aug. 15-17, 2014.
- Comments on Thomas Pogge’s, “Are We Violating the Right of the World’s Poor?” Greg Kavka Prize Session, Pacific Division APA meeting, San Francisco, CA, March 29, 2013.

- Author meets Critics presentation on Jeffrey Reiman, *As Free and as Just as Possible: The Theory of Marxian Liberalism*, North American Society for Social Philosophy, Central APA, New Orleans, LA, Feb. 21, 2013.
- Author meets Critics presentation on Charlotte Witt, *The Metaphysics of Gender* (Oxford, 2011), Pacific APA, Seattle, WA, April 4, 2012.
- “What does it take to be a Distinguished Professor?” APA Committee on the Status of Women, Pacific APA, San Diego, CA, April 22, 2011.
- “Skepticism about the ‘Facts about Humanity’: Critical Response to Anita Superson, *The Moral Skeptic*,” Pacific APA, San Diego, CA, April 21, 2011.
- “External Reviews: A Dean’s Perspective,” National Women’s Studies Association, Denver, CO, Nov. 11, 2010.
- “Analytical Feminism: The Founding Issue(s),” Feminist Legacies, Feminist Futures Conference, Seattle, Washington, October 23, 2009.
- “The Irony of Irony: Author Meets Critics on Cynthia Willett’s *Irony in the Age of Empire*,” Society for Analytical Feminism meeting at the Pacific APA, Vancouver, BC., April 10, 2009.
- “Truly Humanitarian Intervention” XXIVth World Congress of Philosophy of Law and Social Philosophy, Beijing, China, September 18, 2009.
- “Resistance is (Not) Futile: Feminism’s Contribution to Political Philosophy,” 2nd Annual Society for Analytical Feminism Conference, Lexington, KY, April 6, 2008.
- “‘The Clinical Conceit’: Locating the Causal Antecedents of Domestic Violence,” Social Science Roundtable, Seattle, WA, March 8, 2008.
- “Revolution vs. Devolution in Kansas: Teaching in a Conservative Climate”
- 2006 APA Central Division meeting, Chicago, IL, April 2006
 - National Women’s Studies Assoc. Annual Meeting, Oakland, CA, June 2006.
- “Humanitarian Intervention through the Lens of Gender,” Institute for Women’s Policy Research Annual Conference, Washington, D.C., June 2005.
- “Missionary Positions,” Feminist Philosophy in the Analytic Tradition, University of Western Ontario, London, ON, June 5, 2004.
- “Occupation of Iraq; Occupation of Women,” Concerned Philosophers for Peace, Central

Division APA, Chicago, IL, April 24, 2004.

"How to Explain Oppression," Philosophy of Social Science Roundtable, St. Louis University, St. Louis, MO, March 20, 2004.

"Status of Women in the States Reports -- Kansas," National Women's Studies Association conference, New Orleans, LA, June 19-22, 2003.

"Is Globalization Bad for Women?" 2002 International Association for Feminist Economics Conference, July 12-14, 2002, Occidental College, Los Angeles, CA, July 13, 2002.

"Revising Philosophy through the Wide-Angle Lens of Feminism," Pacific Division APA meeting, Seattle, WA, March 29, 2002.

"Violence and Oppression," Eastern Division APA, New York City, Dec. 29, 2000.

"Resolving the Paradox of Liberal Feminism," 9th Symposium of the International Association of Women Philosophers, Zürich, Switzerland, Oct. 11-14, 2000.

"Analyzing Backlash to Progressive Social Movements"

- Society for Analytical Feminism Session, Eastern Division APA meetings, Dec. 28, 1998, Washington, D.C.
- Committee on the Status of Women Session, Central Division APA, New Orleans, LA, May 8, 1999.

"On Social Groups," APA Pacific Division Meetings, March 28, 1997, Berkeley, CA.

"Non-Voluntary Social Groups," AMINTAPHIL Conference, Nov. 1, 1996, Lexington, KY.

"Between Duty and Supererogation: Housework, Strikes, and the Morality of Resistance", Society for Analytical Feminism, Central Division APA, Chicago, IL, April, 1995.

"When Sexual Harassment is Protected Speech," Conference on Feminist Ethics and Social Policy, Nov.5-7, 1993, University of Pittsburgh, Pittsburgh, PA.

"Oppression by Choice", Society for Analytical Feminism, Central Division APA, Louisville, KY, April 23, 1992.

"Modeling Rationality", International Congress of Logic, Methodology and Philosophy of Science, Uppsala, Sweden, Aug.7-14, 1991.

"Enforced Pregnancy, Rape, and the Image of Woman", Pacific APA Conference, Los Angeles, CA, March 30, 1990.

I have presented formal comments on papers at the Spencer Foundation conference on Achieving the Aims of Higher Education, Oct. 2011, the Eastern Division APA meetings (Dec. 1998), the Central Division APA meetings (May 1994, May 1998, April 2002, April 2008), the Pacific APA meetings (April 1993, April 2000, April 2007), Central States Philosophical Association meetings (Oct.2001, Oct.2002), and the Kansas Philosophical Society (Feb. 1996, Feb. 1994, and Feb. 1990).

I organized and chaired a panel discussion for the Society for Analytical Feminism at the Eastern APA meetings in Atlanta (Dec. 1993), at the Pacific APA meetings (April 2000, April 2009), and two for the Central APA meetings (April 2007).

I have chaired sessions at numerous national meetings and conferences.

9. Local Presentations

"Justice and Freedom: A cooperative venture for mutual advantage," University Distinguished Professor Inaugural Lecture, Dec. 17, 2012.

"Matching, Marriage, and Markets: The 2012 Nobel Prize in Economics," KU Association of Women in Mathematics, Oct. 16, 2012.

"Adaptations to Oppression: Preference and Resistance," Social Psychology proseminar, Feb. 3, 2012.

"Inclusive Teaching Strategies," Scholarship of Diversity Symposium sponsored by the Office of Diversity and Equity, Univ. of Kansas, March 2011.

Byron Caldwell Smith Prize lecture: "Analyzing Oppression; Wanting Freedom," Hall Center for the Humanities, Oct. 4, 2007.

"Sporting Metaphors: Competition and the Culture of Capitalism," Hall Center Faculty Seminar on Capitalism and Culture, Sept. 2005.

"Mathematics in Feminist Political Philosophy: How Game Theory can Illuminate Oppression" Society for Women in Mathematics, KU, Sept. 12, 2005.

"Women and Occupation: Humanitarian intervention through the lens of gender," International Programs Faculty Seminar on Morals, Principles, Certitudes: Is there a Global Context?, April 15, 2005.

"This is What a Feminist Looks Like," Committee on the Status of Women panel discussion, KU, Oct. 28, 2004.

- “The Inclusive Classroom,” New GTA Conference, KU, Aug. 12, 2004; Jan. 13, 2005.
- “Teaching Graduate Seminars for the First Time,” Center for Teaching Excellence, KU, Jan. 21, 2004.
- “The Political and Cultural Impact of Globalization,” The Course of the Crisis, Center for Teaching Excellence mini-course, Nov. 27, 2001.
- “War, Crime, and Terrorism,” Philosophical Reflections: The Current Crisis, Philosophy Dept. Forum, Oct. 15, 2001.
- “Poverty, Wage-slavery, or Bondage: Ethical dilemmas of child labor in the context of globalization,” presented with Neal Becker to the Fall Faculty Seminar, Hall Center for the Humanities, Sept. 27, 2001.
- “Panel Discussion of the Events of September 11, 2001,” ECM Dialogue, September 19, 2001.
- “The Paradox of Liberal Feminism,” Hall Center for the Humanities Gender Seminar, Oct. 2000.
- “Simone de Beauvoir,” Western Civilization Program, Univ. of Kansas, May 4, 2000; presented again on May 1, 2001.
- “Reason and Faith: Separate Spheres,” KU for Lawrence, Continuing Education program on Science and Religion, Univ. of Kansas, April 22, 2000.
- “Players or actors, rules or roles? Contemporary debates in the philosophy of social science,” Univ. of Kansas School of Business, Feb. 4, 2000.
- “Feminism and Existentialism,” Western Civilization Program, Univ. of Kansas, April 26, 1999.
- “Abortion is Always Permissible: Debate with Don Marquis,” KU Medical Ethics Club, Feb. 11, 1998.
- “Feminist and Racial Critiques of Science”, Science and Its Critics Conference, University of Kansas, March 1, 1997.
- “Psychological Forces of Oppression,” Hall Center Gender Seminar, U. of Kansas, Oct. 16, 1996.
- “The Received View of Rationality,” Hall Center Faculty Seminar on Rationality and Public Policy, April 4, 1996.

"Between Duty and Supererogation: Housework, Strikes, and the Morality of Resistance", Kansas City Area Philosophy Colloquium, Johnson County Community College, Nov. 19, 1994.

"Economics Relevant to Justice", Hall Center for Humanities Research Colloquium, Oct. 19, 1990.

"Common Knowledge Requirements in Strategic Games", University of Kansas School of Business AI Seminar, Oct. 2, 1990.

"Three Argument Strategies for Abortion Rights", University of Kansas Western Civilization Program Lecture to Instructors, March 1990.

"John Stuart Mill's On Liberty: Essentialist and Utilitarian Foundations of Liberalism", University of Kansas Western Civilization Program Lecture to Instructors, March 1989.

10. Editorships and Editorial Boards

Feminist Philosophy Quarterly, editorial board, 2014-

Philosophical and Historical Perspectives on the Social Sciences, Springer, Series Editorial Board, 2013-present

Co-editor for Value Theory, *Hypatia: A Journal of Feminist Philosophy*, 2010-2013.

Hypatia, editorial board, 2007-present

SAGE Encyclopedia on Philosophy and the Social Sciences Advisory Board

Studies in the Philosophy of Sociality, Springer Verlag, Series Advisory Board

Teaching Philosophy, editorial board, 2006-2010

Feminist Studies, editorial board, 2006-2009

University Press of Kansas, editorial board, 2001-2005

11. Professional Societies

Council of Colleges of Arts and Sciences

American Philosophical Association

American Association of University Professors

Society for Women in Philosophy

Society for Analytical Feminism

International Society for Philosophy of Law and Social Philosophy

North American Society for Social Philosophy

International Association for Feminist Economics

TEACHING:

1. Teaching Grants and Awards:

Don and Pat Morrison Foundation Award for teaching in Philosophy, 2013
Mortar Board Distinguished Teaching Award, 2005
Service Learning Institute teaching grant, KU Center for Teaching Excellence,
2004-5
W. T. Kemper Distinguished Teaching Fellowship, August 2001
KU Center for East Asian Studies course enhancement grant, 2000-2001
KU Center for Teaching Excellence undergraduate teaching award, 1999-2000
Hall Center for the Humanities Fund for the Improvement of Teaching, 1995-96
Irvine Grant for the Improvement of Teaching (Occidental College), summer
1992

2. Courses Taught

University of Kansas:

Introduction to Philosophy - Honors
Introduction to Philosophy - Large class format
Introduction to Ethics
Introduction to Ethics - Honors
Introduction to Social and Political Philosophy - Large class format
Introduction to Social and Political Philosophy - Honors
What's for Sale? Markets, Freedom, and Corruption – freshman seminar
Justice and Economic Systems
Feminism and Philosophy (cross-listed with Women, Gender, and Sexuality
Studies)
Rational Choice Theory
Philosophy of Science
Philosophy of Social Science
Political Philosophy
Political Philosophy (team taught with Prof. Rex Martin)
History and Philosophy of Economics (team taught with Prof. Mohamed El
Hodiri of the Economics Dept.)
Readings in Philosophy (various topics)
Topics in Theory of Knowledge: Common Knowledge
Graduate Tutorial: Conceptions of Rationality (Spring 1996); Foundational and
Anti-foundational Epistemology (Spring, 1998); Personal Identity (Spring,
1999); Rationality, Sociality, and Obligation (Spring, 2001)
Feminist Theory, Law, and Philosophy (team taught with Prof. Kim Dayton,
School of Law)
Topics in Social and Political Philosophy: The Value of Markets (superseminar,
2014); Humanitarian Aid and Intervention (Fall 2010); Just War (spring
2006; team taught with Prof. Rex Martin and Prof. Allan Hanson of
Anthropology Dept.); Feminism and Equality (superseminar; Spring 2000)
Topics in the History of Philosophy: John Stuart Mill's Practical Philosophy
(team taught with Prof. Ben Eggleston)

Topics in the Philosophy of Social Science: Social Science/Social Philosophy
Service Learning (Women's Studies, many times)
Research Colloquium (Women's Studies graduate certificate capstone course,
Spring 2003, 2004, 2005)

Occidental College:

British Empiricism
Civil Rights and Women's Movements in 19th and 20th C. America
Introduction to Philosophy
The Nature of Science
Philosophy of Economics
20th C. Epistemology
Seminar on Conceptions of Rationality
Intermediate Logic
Independent Study (on determinism and quantum mechanics)

University of Pittsburgh:

Social Philosophy
Business Ethics
Political Philosophy
Concepts of Human Nature
Introduction to Philosophy
Introduction to Symbolic Logic

3. Philosophy Ph.D. Thesis Committees

As Advisor (year defended, title and position):

Rafael Matins Rodriguez

Seena Eftekhari

Russell Waltz (2013) "Hybrid Accounts: Uncovering the Philosophical
and Psychological Foundations of the Distortion of Information via
News Presentation"; Assistant Professor (tenure-track) Miami
Dade College

Matt Waldschlagel (2011) "Apology, Forgiveness, and Revenge";
permanent Lecturer, University of North Carolina, Wilmington

Anne Morgan (2009) "An Ethic of Freedom," Assistant Professor,
Longview Community College

Pelle Danabo (2008) "From Africa of States to United Africa: Towards
Africana Democracy," Associate Professor, University of Addis
Ababa, Ethiopia

Roksana Alavi (2008) "Race and Oppression: Philosophical Issues",
Assistant Professor, College of Liberal Studies, University of
Oklahoma.

Tamela Ice (2007) "Rethinking the Paradox of Jean-Jacques Rousseau's
Sexual Politics: From Woman's Alienation, Psychological

- Oppression and Bad Faith to Liberty”, Associate Professor with tenure, Kansas City Kansas Community College
- Pinfei Lu (2006) “Citizens and Gender Justice: Toward Equality in a Pluralistic Democracy,” adjunct lecturer, National Tsing Hua University, Taiwan (offered tenure track position but declined for family reasons).
- Stephen Ferguson (2004) “Racial Contract Theory: A Critical Introduction,” Associate Professor with tenure, North Carolina A & T State University, Greensboro.
- Xiufen Lu (2000) “A Critical Examination of the Marxist Theory of Alienation,” Senior Lecturer, Wichita State University.
- John H. McClendon, III (1999) “Consciencism: The Philosophy of Nkrumaism,” Professor with tenure, Michigan State University
- Ted Zenzinger (1994) “Rational Conflict and Rational Agreement,” Associate Professor with tenure, Regis University, Denver, CO.
- As Committee Member (year defended): Ian McDaniel; Ashley Acosta; Huei Rong Li; Meredith Trexler (2014); David Carillo (2008); Hyun Chul Kim (2008); Eric Berg (2005); Curran Douglass (2004); Olivia Ceesay (2004); Jorge Muñoz (2003); Kae Chatman (2001); Charles Richards (2000); Jeanna Moyer (1999); David Reidy (1997); Susan Daniel (1995).
- External (to KU) Committee Member: Rosa Terlazzo, Australian National University Department of Philosophy (2013); Tina Strasbourg, University of Calgary Philosophy Department (2010)
4. M.A. Thesis Advisor: Michael Stolze (2011); Pelle Danabo (2001); Stephen Ferguson (1999)
 5. B.A. Honors Thesis Advisor: Evan Harmon (2014), Eric Holte (2005), Aisha Chadhuri (2004), Almas Sayeed (2002), Peter Higgins (1999), Isa Gonzales (1999), Megan Brackney (1995), Grant DeRemer (1991).
 6. Outside Member of Ph.D. Comprehensive Committees: Pat Kenny, Physics (2011); Phia Salter, Psychology (2010); Danny Najera, Ecology and Evolutionary Biology (EEB) (2008); Molly Dingel, Sociology (2003); Heather Van Mullem, Health, Sport, and Exercise Science (2003); LeRoy Brandt, Ecology and Evolutionary Biology (2001); Zachary Falin, Ecology and Evolutionary Biology (2001); Carly Hayden-Foster, Political Science (2001); Susan Hickman, Psychology (1996); Bryan Midgley, Human Development and Family Life (HDFL) (1995); Jim Todd, HDFL (1990);
 7. Outside Member of Ph.D. Committee: Pat Kenny, Physics (2014); Danny Najera, EEB, (2009); Carly Hayden-Foster, Political Science (2005); Molly Dingel, Sociology (2005); Elizabeth Smith, EEB (2005); Heather Van Mullem, Health, Sport, and Exercise Science (2005); Zachary Falin, Ecology and Evolutionary Biology, (2003); LeRoy Brandt, EEB (2002); Susan Reneau, Psychology (2007); Susan Hickman, Psychology (1996).

SERVICE:

Professional Service Activities1. National/International Service

Association of Public and Land Grant Universities (APLU) Commission on Information, Measurement, and Analysis, Executive Committee, 2014-present

Executive Director, AMINTAPHIL, Jan. 2014-present.

Program Committee Chair, AMINTAPHIL, 2012 Meeting, Baltimore, MD, Oct. 26-8, 2012.

Co-director with Louise Antony, The Mentoring Project Workshop, June 22-24, 2011, UMass Amherst, (mentoring workshop for junior faculty women in Philosophy); repeated June 2-4, 2013; planning for June 2015.

APA Committee on Lectures, Publications, and Research, 2010- 2013

Chair: APA Book Prize Committee* (2011); Gittler Prize* (2011, 2012, 2013);

Frank Chapman Sharp Prize Committee (2012); Kavka Prize (2012).

Women in Philosophy Task Force Steering Committee, 2008-present.

Chair, 2008 Central Division APA Program Committee.

Member, Executive Committee of AMINTAPHIL, 2008- present.

Member, Eastern Division APA Advisory Committee, 2007-2010

Member, Central Division APA Program Committee, 2006-7

President, Society for Analytical Feminism, 1995-1999; Executive Committee 1991-1994, 2000-2002.

Co-Chair, Advisory Committee on the Status of Women in Kansas, Institute for Women's Policy Research, 2001-3.

Member, APA Committee on the Status of Women, 1998-2000

Member, Nominating Committee of the Central Division of the APA, 1998-99

Member, APA Committee on Computer Use, 1991-1993.

2. Reviewing/Refereeing

Proposal ad hoc reviewer, NSF Science of Science and Innovation Policy Program, 2012.

Grant Review for Social Science Research Council, Canada, 2009.

Grant Review for Austrian Science Fund (Fonds zur Förderung der wissenschaftlichen Forschung, project no.T44-SOZ), 1999.

Article Referee for *Economics and Philosophy*; *Nous*; *Canadian Journal of Philosophy*; *APA Newsletter on Feminism*; *Hypatia*; *Ethics*; *European Journal of Political Research*; *Dialogue*; *Feminist Economics*; *Feminist Studies*; *Philosophy Today*; *Social Theory and Philosophy*; *Journal of Social Philosophy*; *Teaching Philosophy*; *Philosophical Papers*; *American Journal of Political Science*; *South African Journal of Philosophy*.

Conference Referee for American Philosophical Association Central Division, Southwest Philosophical Society, Society for Analytical Feminism, Central States Philosophical Society, Kansas Philosophical Society, North American Society for Social Philosophy, Southwest Philosophical Society.

Book Manuscript Reviewer for Blackwell Publishers, Cambridge University Press,

Oxford University Press, MIT Press, Westview Press, University Press of Kansas, University of Illinois Press, Penn State University Press, Ashgate Publishing, Continuum Publishing.

3. External Promotion and Tenure Reviews

University of Massachusetts, Lowell, 2014
Oregon State University, 2014
University at Albany, SUNY, 2014
Stony Brook University, 2014
Dartmouth College, 2013
Oakland University, 2013
University at Albany, SUNY, 2012
Texas A&M University, 2012
University of Alabama, Huntsville, 2011
University of Western Ontario, 2011
University of Kentucky, 2008
Notre Dame University, 2008
Scripps College, 2008
University of Memphis, 2007
University of Utah, 2007
Scripps College, 2005
Dartmouth College, 2004
Binghamton University, 2004
Texas Tech University, 2003
St. Joseph's University, 2002

4. External Program Reviews

University of Tennessee, Department of Philosophy, Nov. 2014, Chair.
University of Nevada-Reno, Department of Philosophy, Spring 2014, Chair.
Iowa State University Department of Philosophy and Religious Studies, Fall 2012, Chair.
University of Memphis Department of Philosophy undergraduate writing assessment, 2012.
University of Oklahoma Department of Philosophy undergraduate writing assessment, 2011.
University of Tennessee, Department of Philosophy, Spring 2010.
Pomona College, Philosophy, Politics and Economics Program, Spring 2009.

University Service (*= chair)

University Liaison, University Innovations Alliance, Fall 2013-present.
Academic and Quality Assurance Committee*, KU Academic Accelerator Program, 2014
Steering Committee, Bay View Alliance. 2013-14.
HLC 2015 Accreditation Steering Committee; Sub-committee on Teaching and Learning Chair*, 2013-14.

Transfer Articulation Policy Committee*, 2013-present.
 Search Committee*, Director of Multicultural Scholars Program, 2014
 Search Committee, Vice Provost for Diversity and Equity (2013, 2014)
 NCATE Advisory Committee for School of Education Accreditation Review, 2012-13
 Associate Dean's Council, 2012-13
 Search Committee*: Director of Center for Online and Distance Learning (2011)
 KU Core Satellite Committee, Goals 4 and 5 (2011)
 Strategic Planning Committee member; Executive Committee member (2010-11)
 Energizing the Educational Environment Workgroup Co-chair* (2010-11)
 Strategic Initiative proposal "Engaging Inequalities" co-author (2011)
 Advisory Board, Office of Diversity and Equity, (2011)
 Search Committee: Associate Vice Provost for Recruitment and Enrollment, (2010)
 Search Committee: Co-director Institute for Digital Research in the Humanities, (2010)
 Hall Center for the Humanities Internal Review Committee (2009)
 Task Force on Digital Directions in the Humanities, Steering Committee (2008-2009)
 Hall Center for the Humanities Executive Committee, ex officio, (2008-present)
 Information Services Planning Council (2008-2009)
 Chancellor's Advisory Committee on Athletics (2006-2008)
 University Senate Committee on Athletics* (2007-8)
 Carnegie Foundation CASTL leadership team (2006-2009)
 Co-Director, Hall Center Workshop on Grant Applications (Spring 2006)
 Ad Hoc Committee on Joint Appointments (2004-5)*
 Kemper Distinguished Teaching Award selection committee (Spring 2005)
 Ad Hoc Committee on Recreation Services for Faculty and Staff (Spring 2003)
 TEAM (Center for Teaching Excellence Advisory Board) 2002-2010
 College of Liberal Arts and Sciences Dean Search Committee, 2009-10, 2001-02, 1995-96.
 Humanities Grant Development Office Proposal Review Bureau, 2001-present
 Vice Chancellors' Fellow, 2000-'01.
 Center for Teaching Excellence Ambassador, 1999-2002
 Executive Committee of the Graduate School, 2000-2002
 Graduate Program Assessment, 1997-'98; 2000*
 Hall Center Gender Seminar Co-Director, 1998-2001
 Honors Program Rhodes/Marshall Scholarship Mock Interviews, 1998, 1999, 2002
 Graduate School Minority Fellowship Committee, 1998-'99
 Graduate Program Review Committee, 1995-'96, '98-'99
 Humanities Lecture Series Committee, 1990-91, '97-'00
 Task Force on Teaching Evaluations, 1997
 Task Force on Doctoral Mentoring, 1996
 Commencement Marshall, 1996
 University Council, 1994-'97
 Faculty Senate Subcommittee on Tenure and Related Problems, 1995-'96
 University Scholars Steering Committee, 1994-'97
 Hall Center Faculty Seminar on Rationality and Public Policy (director), 1996

Hall Center Committee for Improvement of Teaching Grants, 1995-'96*, '99-2000
Hall Center Panel Discussions on Rationality and Public Policy (co-organizer and moderator), 1994
Faculty Senate Research Committee, 1990-91

College of Liberal Arts and Sciences

Hawk Week presentation on oppression in *The Hunger Games*, Aug. 2013
College Roadshow: CLAS Alumni Development presentation, Houston, Sept. 2012
Committee on Sabbatical Leaves, ex officio, 2011, 2012
Mid-career faculty mentoring workshop organizing, 2010-2011
Online Degree Completion Program proposal, 2011, 2013
Mini-College presentations, 2010, 2011
Task Force on Online Courses in the College, 2009-2010
Mentoring Junior Faculty study, 2009-2010
Committee on Undergraduate Studies and Advising, ex officio, 2008-2011
Dean's Executive Advisory Group, 2007-8
Search Committee for Associate Dean, Spring 2006, Spring 2010
Ad Hoc Committee on Joint Appointments in CLAS, Fall 2004
Ad Hoc Committee on Differential Tuition for CLAS, Spring 2004
Chair, Tuition Enhancement position Search Committee, Spring 2003
Ad Hoc Committee on Tuition Enhancement, Fall 2002
Ad Hoc Committee on New Humanities Distinguished Professors, 2001
Academic Misconduct Review Board, 1999-present
Evaluation of Chairpersons and Directors Committee, 1999-'00
Women's Studies Advisory Board, 1989-present
College Committee on Sabbatical Leave, 1994-'95
Referee for UGRA awards, 1994

Department of Philosophy

Organized "The Values of Markets Lecture Series" (including lectures by three prominent visitors), Spring 2014.
Director of Graduate Studies, 1995-2001
Admissions and Awards Committee, 1990-'91, '93-95, '95-'96*, '97-2001*, 2004-2010, 2012-14
Academic Program Committee, 1988-'90, '99-2000, 2004-5
Faculty Recruitment Committee, 1989-'90, '90-'91, '98-'99, 2000-'01, 2002-3, 2012-13
Faculty Interviewing Committee, 1989-'90, '90-'91, '96-'97, '98-'99, 2000-'01, 2002-3, 2004, 2005, 2006, 2012
Salary Advisory Group, 1990-'91, '93-'99, 2001, 2004, 2006
Promotion and Tenure Committee, 1994-present
Departmental Newsletter Editor, 1994-'96
Ad Hoc Committee on Peer and Student Evaluation of Teaching*, 1994-'95
Placement Committee*, 1989-'91
Applied Ethics Committee, 1989-91, '93-present

Computer Committee, 1996-2000
Supervised construction of homepage, 1995-'96
Editor of Departmental homepage, 1998-'01
Supervised construction of GTA teaching manual, 1990.

Women, Gender, and Sexuality Studies Program (now Department)

Director, 2001-2008
PhD proposal committee, 2007-8.
 Proposal approved by Kansas Board of Regents, Nov. 18, 2010.
Coordinated Strategic Plan, July 1, 2006
Graduate Certificate Proposal, approved 2002.
Women's Studies Advisory Board member, 1989-present
Undergraduate curriculum committee, 1993-'95
Library committee, 1994-'97*, '97-'98
Speaker's committee, 1990-'91

Related Community Service

Board of Directors, Willow Domestic Violence Shelter, Sept. 2013-present.
Willow Domestic Violence Shelter, court advocate volunteer, Jan. 2012-Aug. 2013.
Board of Directors, Peggy Bowman Second Chance Fund (member of National Network of Abortion Funds – grants for abortion services for indigent women and girls), 2004-2011.
Founder and Organizer, Pinckney Elementary School Science Fair Club, 2006-2009.
Basketball coach for elementary school children, Lawrence Parks and Recreation Department, Fall 2006, 2007, 2008.
Board of Directors, Hilltop Child Development Center, 1998-2006; President 2001-2.
Founder and Co-Director, Hilltop Hustle 5K race, 2000-2011.

References available upon request

References for Ann E. Cudd

Dean Danny J. Anderson
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(Dean Anderson was my supervisor when I was Associate Dean. We have been colleagues for over 25 years and worked together in a variety of contexts. He has just been named President of Trinity University in San Antonio, TX and will be leaving KU in March.)

Professor Louise Antony
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(Prof. Antony and I have been professional colleagues for many years; we have conducted mentoring workshops for women philosophers. She is the president-elect of the Eastern division of the American Philosophical Association)

Dean Neeli Bendapudi
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(Dean Bendapudi is Dean of the School of Business and has worked with me in university leadership, on search committees, and on a project to develop a jointly taught course with the Philosophy department.)

Professor Estela Gavosto
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(I have served with Prof. Gavosto on many committees across the University over the years. She is also Director the Office of Diversity in Science Training, whose grant applications I have supported.)

Professor Marc L. Greenberg
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(Prof. Greenberg served first as chair of Slavic and then Germanic Languages and Literatures when I was Associate Dean for Humanities. We worked closely together to envision a School of Languages, Literatures, and Cultures, which has come into being in the year and a half since I left my position in the College, and which he now directs.)

Chancellor Kim A. Wilcox
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(Chancellor Wilcox was the Dean of CLAS at KU while I was Director of WGSS, and he and I have reconnected through work in the University Innovation Alliance.)

Ann E. Cudd
Vice Provost and Dean of Undergraduate Studies
University of Kansas

Responses to Candidate Questionnaire, UF Dean of CLAS

1. I am currently Vice Provost and Dean of Undergraduate Studies at the University of Kansas (KU). This position oversees the advising unit for all undeclared and pre-professional undergraduate students (approximately 7000), the University Career Center, and student academic services including: First Year Experience, Centers for Undergraduate Research, Civic and Social Responsibility, and Academic Achievement and Access (disability accommodations, tutoring, Supplemental Instruction), the Writing Center, and KU Info. The position also oversees the general education program for all undergraduate students, the University Core Curriculum Committee, and the Undergraduate Advising Executive Committee (both of which committees have representation from each of the schools with undergraduate programs).

2. I have been at the University of Kansas for 26 years, having reached the highest professorial rank of University Distinguished Professor, and increasingly more responsible administrative positions. I am interested in a new challenge, and especially one involving alumni and donors in addition to students, faculty, and administration of academic programs, and collaboration with deans and upper administrative leadership. I am interested in returning to the main line of faculty and academic oversight in a College of Liberal Arts and Sciences. UF interests me because it is an AAU Research I institution in a nice place. I also have family ties to the university (several of my family members have degrees from UF), and several family members who live in Gainesville.

3. In addition to my current position, which involves working with all of the Deans, Vice Provosts, Provost, and Chancellor to help 19,000 undergraduate students succeed and graduate, I was, before this time, the Associate Dean for Humanities in the College of Liberal Arts and Sciences for five years. My current position oversees approximately 65 staff members (five direct reports) and a budget of \$7M; my previous position oversees 14 academic departments and programs and approximately 200 tenure-track faculty members, and collaborates as a team with the other associate deans and the dean to oversee a \$103M budget. Previous to my Associate Dean position I was for seven years the Director of the Women, Gender, and Sexuality Studies Program (now a department), which was functionally equivalent to being the chair of a (8 faculty member, graduate and undergraduate) department.

4.

a. KU is, like UF, an AAU Research I institution, with a world-class faculty. To build a great faculty it is important to hire well, mentor, and create an environment where faculty can be successful in their research and teaching, and feel valued as

colleagues. As Director of the Women, Gender, and Sexuality Studies Program I directly oversaw hiring of four new faculty (including three women of color) and prepared the promotion and tenure files for three faculty members. I successfully countered one outside offer during that time. As Associate Dean I was often in the position of deciding on counter-offers and other additional salary requests, and supporting faculty at all ranks to be successful. I created a mentoring program for mid-career faculty to help associate professors advance to full. I oversaw the sabbatical leave committee and the internal grants committee for the humanities.

b. I am deeply engaged in the scholarship of teaching as a creative, intellectual approach to student learning. I have continued to teach, developing new courses and new methods of teaching. I participate in a grass roots collective of faculty working to “flip” their classes, and am on the steering committee of the Bay View Alliance, a consortium of AAU institutions focused on motivating faculty and departments to adopt such pedagogies. In my administrative capacity, I recruit faculty to adopt hybrid teaching, supplemental instruction, and early warning software solutions by sharing the vision of interactive, engaged teaching practice and offering appropriate support.

c. My current position focuses on enhancing and better serving the student body. The offices I oversee serve students by using predictive analytics, targeted advising and interventions, teaching, and one-on-one mentoring to help them adapt to the university and its rigors, learn study skills, find a major in which they can succeed and contribute, and keep them on track to graduate. My units also enhance their university degree through experiential learning (service learning, internships, research), and help them find employment beyond college through career services. I serve as the liaison to the University Innovation Alliance, which is a consortium of 11 large public institutions working to replicate and scale innovative solutions to increasing graduation rates for low-income and minority students. Although I do not oversee Admissions, I work closely with the Vice Provost for Enrollment Management to help recruit and orient freshmen and transfer students. Likewise, I work closely with the Vice Provost of Student Affairs to enhance the student life experience and maintain close contact with student government.

d. My work as Professor, Director of Graduate Studies for Philosophy, Director of WGSS, and Associate Dean of Humanities all have focused crucially on fostering innovative scholarship and research. As a professor I have overseen the dissertation work of over a dozen PhD students, and have myself made significant contributions to philosophy through my own research (most notably in social and political philosophy, feminist theory, and philosophy of economics) and collaboration with others from a wide variety of disciplines. I have helped to create new graduate programs and interdisciplinary research centers (especially notable is the Institute for Digital Research in the Humanities). I serve on the Council of University Distinguished Professors, which is a statewide council that promotes research and innovation.

5. I strive to create and support an inclusive environment for faculty, staff, and students. As a political philosopher whose research centers on the explanation and mitigation of oppression, I have studied the multiple vectors of exclusion and their many, complex, social causes. I am committed to using my abilities and position to create an inclusive, diverse environment in the classroom and the university for students, faculty, and staff. As a teacher, I infuse my classes in philosophy with writings by women and people of color, and focus at least part of the course on issues of social exclusion. As a result of my work, the KU Center for Teaching Excellence has asked me on numerous occasions to make presentations on creating inclusive classrooms. I have chaired several search committees for faculty and staff positions that resulted in hiring faculty of color, and I have worked to retain those faculty through formal and informal mentoring, advocacy, and where necessary, attractive financial counter-offers. In my service to the profession, I have served on the American Philosophical Association (APA) Committee on the Status of Women, which successfully lobbied to collect data on our racial, ethnic, and gender demographic makeup. In 2011 I developed and co-directed a mentoring workshop for untenured women faculty in Philosophy, which included a high percentage of women of color and disabled philosophers from around the world. This workshop, funded three times now by grants from the APA and now also by the Marc Sanders Foundation, was repeated in 2013 and will be held again in June 2015.

6. The liberal arts and sciences form the core of any great university, and it is very advantageous for the university to have a strong, unified core within a single college with a strong advocate as its leader. The research and teaching done by liberal arts and sciences faculty is essential to creating a vital economy and democratic future. The College of Liberal Arts and Sciences is typically, like at UF, the largest college in a university, and the dean of the college is a leading voice in the deans' council. The main challenges for the College are in increasing and then competing for additional resources within the university and beyond, and this must be done through effective collaboration, advocacy, and communication. I believe in collaborative, data-driven leadership within the college and the university leadership team, and enthusiastically advocate a broad, diverse, and distinguished college of liberal arts and sciences. The dean must collaborate with other deans to share faculty and resources to support them with cutting edge research facilities, to ensure that students are cared for and do not get lost between colleges or within the general education program, and that curricula and co-curricula prepare them for success in the twenty-first century economy.

The preeminent internal challenge for a liberal arts and sciences dean is to compete for resources with schools or colleges that more immediately and directly address current social and economic issues, while building collaboration in order to synergistically raise the profile and effectiveness of the university as a whole. Today's grand challenges require teams of researchers that reach across, for example, the school of medicine and the college's biology, chemistry, and physics departments, but also literature and philosophy. Business and law professors may collaborate with science faculty on patent or environmental law research. Global

challenges require the collaboration of area experts from the language departments with faculty in other colleges. For all this collaboration, however, the departments of the college must be strong and true to their disciplines in order to garner high rankings and to build and retain an excellent faculty, as well as to effectively teach students the critical thinking and foundational skills best developed through the disciplines of the arts and sciences.

To succeed in advocating for the college, the Dean of the College of Liberal Arts and Sciences must be an effective communicator to a variety of audiences within and beyond the university. To the students and their parents the dean must convince them of the critical skills and foundational knowledge that a liberal arts and sciences degree provides, and must provide data and stories to punctuate this message. To the faculty of the College, the dean must develop and communicate mutual respect and trust by making decisions with their input and expertise, yet with a clear sense of direction. To the other deans and upper leadership of the university the dean likewise must continually demonstrate how the College forms the core of the university, with enthusiasm for collaboration in research and teaching projects. To the Trustees of the university and the people of the State, it is essential to convey these messages of centrality and foundational skills, as well as clear data, which demonstrate the long-term economic value of a liberal arts and sciences degree and of research in the natural sciences, humanities, and social sciences.

7. My experience with fundraising includes extensive outreach to alumni and friends. I have worked to develop appealing projects, stories, and messages to attract the interest of potential donors, and more recently I have also begun meeting donors and foundation leaders and writing institutional grants. As the Director of Women, Gender, and Sexuality Studies I created and wrote an annual newsletter that resulted in annual giving that funded faculty and student travel and research, and stewarded an endowment for a lecture series. In my positions as Associate Dean and as Vice Provost and Dean I have had close contact with KU Endowment development officers to discuss the many projects and needs of my departments, as well as to give them the kinds of stories of transformed lives that are essential for reaching potential donors. I participated in the first "College Roadshow," which is designed to share faculty research with alumni and donors in cities around the country, and helped to plan our annual Mini-College event where alums return for a week of short courses.

In the past two years I have had more direct contact with current and potential "major gift" donors and funders. As the Undergraduate Vice Provost and Dean, I am a crucial touch point for our Multicultural Scholars Program donors, as well as donors to the units that comprise my office and that support various schools of the University. Last summer I assembled a team and wrote a \$3.6M grant for the initial First in the World competition by the Department of Education for innovative programs to address low income, first generation and minority graduation achievement gaps. Although this was not successful in the first round, (in which less than 5% of applications were funded), we expect to refine our application and

reapply in the next round. From my current position I am often asked to support other teaching grants, particularly in STEM fields, such as Howard Hughes Medical Institute and NSF teaching grants, several of which have been successful.

Through work with the University Innovation Alliance (UIA) I have also begun to make connections with foundations that specifically fund higher education, including the Ford, Lumina, Gates, and Kresge Foundations, as well as USA Funds. Together these foundations have provided our UIA with over \$11M in initial funding to help achieve the aim of higher graduation rates for low-income students. I serve as the PI for the KU portion of the funding. I have also sought and received (\$35K over the past four years) funding from the American Philosophical Association and the Marc Sanders Foundation for a mentoring workshop for early career women in philosophy that I co-direct.

Finally, my own research has been funded by the National Endowment for the Humanities, the Hall Center for the Humanities, and other internal grants from my university.

8. The major opportunities and challenges for a college of arts and sciences at a research-intensive institution include the following:

- Building public confidence in the economic, social, and democratic value of degrees in the arts and sciences;
- Building and retaining an excellent, diverse faculty and staff with a high level of workplace satisfaction;
- Advocating and demonstrating the value of a residential college experience;
- Maintaining access and support for a diverse population of students;
- Capitalizing on data analytics to make strategic decisions and to develop effective advising and teaching;
- Developing quality distance education programs that enhance and do not dilute the brand, but provide revenue for the core mission;
- Maintaining academic integrity and rigor in the face of pressures and contrary incentives;
- Defending the value of academic freedom, and encouraging a wide variety of diverse opinions and open, critical debate.