

SUZANNE KEEN

SENIOR ADMINISTRATIVE LEADERSHIP

Experienced senior administrator and team-builder. Track record of successfully planning and implementing strategic visions for selective liberal arts colleges. Accomplished planner and implementer of shared visions. Compassionate, capable crisis manager. Effective fund-raiser and budget manager. Skillful navigator of academic governance, leading institutional change. Consultative, good-humored, with a leadership style rooted in active listening, consistency, and fairness. Evidence-based decision-maker. Stalwart advocate of diversity, equity, and inclusion. Longstanding commitment to improving student outcomes – embracing inclusive excellence, access, affordability, digital skills, and experiential opportunities. Internationally recognized expert on empathy. Award-winning teacher and eloquent public speaker.

Gallup Strength Finder qualities: 1) Strategic; 2) Learner; 3) Achiever; 4) Intellection; 5) Positivity.

PROFESSIONAL EXPERIENCE

Vice President for Academic Affairs and Dean of Faculty, Hamilton College 2018-present

CAO at a top Liberal Arts College (founded 1793). Overseeing 233 full-time faculty and 46 staff, serving 1850 students and 23,600 alumni. \$144M annual operating budget. Hamilton Continentals compete in NESCAC (Div. III) in 25 varsity sports.

The Dean of Faculty ensures excellence in all academic operations, allocating instructional budgets, grants, and equipment. The Dean supervises faculty and staff, supporting professional growth and high standards. She serves on the President's Cabinet, advising on overall strategic direction. Direct Reports: 4 deans; 31 departments, including Athletics, 18 programs; 233 FT continuing faculty, 48 visiting faculty, and 46 staff; The Wellin Museum of Art; The Levitt Public Affairs Center.

- **Budgets.** Manages \$26.3M faculty and staff compensation; \$2.4M operating budget. \$6.6M endowed funds; \$150k discretionary monies. Guides annual College budget planning with VP for Finance, in consultation with Faculty Committee on Budget and Finance, and Senior Staff. Academic lead for \$35M capital renovations.
- **Fundraising and alumni engagement.** Raised over \$12M in two and a half years. Cultivated and solicited major gifts from individual donors and grants and fellowships from foundations, fulfilling Because Hamilton campaign priorities in Digital Hamilton and Experiential Learning. Academic lead on Digital Gateway building project, to house Computer Science and Digital Initiatives. Met with alumni chapters and young alums; celebrated 50 years of Opportunity Programs and The Washington DC Program with their alums.
- **Diversity, Equity, Inclusion, and Anti-Racist Initiatives.** Boosts anti-racist pedagogy and inclusive excellence via AHA! groups and Hamilton Academy. Ensures diversity in hiring and retention of faculty, staff, and academic administrators. Recruited 28 new tenure-track faculty (64% women, 36% BIPOC). Diversified the administrative deans (40% BIPOC; 60% women).
- **Change Leadership.** Instituted direct assessment of SLOs for upcoming reaccreditation review (AY21), working with faculty leadership; revised tenure and promotion guidelines; updated

curricular goals of departments and programs; revised timelines and support for untenured faculty impacted by COVID-19.

- **Curricular Innovation.** Took 879 courses online in March 2020; prepared 275 faculty for online, hybrid and blended teaching for AY21. Four new data science/digital hires across divisions. Via reallocation, established positions in Arabic, Asian Islam, Economics, Environmental Chemistry, Environmental Law, Environmental History, German, Italian, Mathematical Statistics, and Theatrical Design. Cultivated donors for two additional lines in Computer Science. Advanced inclusive excellence through curricular and pedagogical change, for retention of underrepresented students in STEM. New concentration: Japanese; new minor: statistics; Italian; new minor in development: data analytics.

- **Digital Hamilton.** Infused digital pedagogy across the curriculum; developed SLOs; advocated for the hire of a Data Science Librarian; hired four digital faculty; added two Computer Science lines. Conception, planning, and fundraising for Digital Gateway project.

- **ALEX (Advise, Learn, EXperience).** Designed comprehensive student success initiative.
 - Reorganized Academic Affairs division for improved student advising.
 - Integrated learning centers, opportunity programs, experiential learning, off-campus study, supervised summer research and vocational exploration.
 - Won \$142k foundation support for startup; hired inaugural Dean of Engaged Education and three of eight ALEX advisors for FY21 launch.

Dean of the College, Washington and Lee University 2013-2018
Interim Dean of the College, Washington and Lee University 2012-2013

Led College (founded 1749), one of three schools at W&L University, with 1860 undergraduates. Oversaw 214 undergraduate faculty and 49 staff, serving 1860 undergraduates, and 30,000 alums. W&L Generals compete in ODAC (Div. III) in 24 varsity sports. Oversaw 32 departments and programs, Athletics, and the library.

- **Talent.** Recruited 72 new faculty (including coaches and librarians), 38% women, 21% people of color. In 2016-17, 100% recruitment of women and/or people of color; in 2017-18, 67% recruitment of women and/or people of color, including three African-American men.

- **Strategic Planning.** Led and completed College strategic planning process; four pillars, endorsed by the faculty in 2016-17. Chaired College Task Force for the 2017-18 university strategic plan, which adopted the College's four pillars as university priorities, including a new CTL, outdoor classroom, and expanded science center.

- **Curricular Innovation.** Established cross-institution grant-funded DH initiative as a collaboration of librarians, IT professionals, and faculty; focused on DH pedagogy and course development. Raised \$821,500 (Mellon, ACS grants). Added Archeology, Digital Culture and Information, and Middle East and South Asian Studies minors and Legal Studies courses.

Chair, Department of English, Washington and Lee University 2010-2012
Achieved gender parity and advanced racial/ethnic diversity of the department. 2003-2004

Co-Chair, Faculty Task Force on Inclusiveness, Washington and Lee 1999-2000
Benefits for domestic partners; goals for student and faculty diversity. *Aniece McCloud Award.*

EDUCATION

Ph.D., M.A. English Language and Literature, Harvard University 1990 / 1987
A.M., Creative Writing, Brown University 1986
A.B., English Literature (Honors) and Studio Art, Brown University 1984
magna cum laude, Phi Beta Kappa

ACADEMIC APPOINTMENTS

Professor of Literature (with tenure), Hamilton College 2018-present
Thomas H. Broadus Professor of English, Washington and Lee University 2005-2018
Faculty, The Bread Loaf School of English of Middlebury College (summers) 2003-2010
Professor of English, Washington and Lee University 2001-2005
(2008 Outstanding Faculty Award, State Council of Higher Education for Virginia)
Associate Professor of English (with tenure), Washington and Lee University 1997-2001
Assistant Professor of English, Washington and Lee University 1995-1997
Assistant Professor of English, Yale University 1990-1995

PROFESSIONAL ORGANIZATIONS

Northeast Deans, NESCAC Deans, [New York Six Deans](#) 2018-present
LACOL ([Liberal Arts Collaborative](#)) *ad hoc* working group. 2014-present
American Conference of Academic Deans (ACAD) 2013-present
Association of American Colleges and Universities (AAC&U) 2012-present
Associated Colleges of the South (ACS) Council of Deans 2012-2018

Memberships and service: MLA, NAVSA, ASAP, CELJ, CWWA, TTHA (VP), ISSN (President, 2010), Academic Advisory Board, Helsinki Collegium for Advanced Studies, Finland (2013-15), Phi Beta Kappa Christian Gauss Prize Committee; MLA TC Forum Cognitive and Affective Studies Executive Committee (2015-2020).

PERSONAL

Award-winning poet: *Milk Glass Mermaid* (2007) and poems published in various reviews and anthologies. Most recent poem: <https://www.housemountainreview.com/keen>.

Author of a textbook, *Narrative Form* (2nd ed. 2015) and four scholarly books, including widely-cited *Empathy and the Novel* (2007). <https://scholar.google.com/citations?hl=en&user=B6r0zvAAAAAJ> .

Spouse, Francis MacDonnell, Ph.D. (historian, retired); son Jake, Oberlin '19 (MLIS student at UNC, Chapel Hill).

Parishioner, St. James Episcopal Church.

Lexington Rotary Club, Lexington, Virginia (2005-12); founding Board of Directors, The Community Table of Rockbridge; founding Board of Directors and current bard member, Friends of the Library, Washington and Lee.

Enjoy swimming, ice-skating, walking, travel, the arts, collegiate athletics, knitting, and reading.