

David Song-Ruiter, Ph.D.

Faculty Director, Teaching + Learning Commons
Associate Professor, Theatre and Dance (research fac., tenured)
University of California San Diego

SUMMARY

As an asset-based, student-centered, faculty-focused leader, I have spent my career making visible the value of higher education as one of society's best levers in terms of social capital and mobility, so long as we maintain focus on access, equity, and the pursuit of excellence. I have spent the last 26 years as faculty member, program director, department chair, university director, associate provost, and faculty director at two public universities (one a long-time HSI and recent R1; the other a long-time R1 and emerging HSI). An expert in change management, team-building, and workplace culture, I partner and lead with clear purpose and outcomes, building the community with great integrity, trust, and an abiding focus on personal and professional development for students, faculty, and staff. I serve with dedication to mission, collaboration, evidence, and joy.

Education History

Ph.D. (English), 2000. Baylor University.
Dissertation Focus: Shakespeare

M.A. (English), 1995. Baylor University.
Thesis Focus: Spenser

B.A. (English), 1990. Dordt College.

Certificate, 2026: Institute for the Future: Foresight for the Future

Certificate, 2025: Digital Education Council: AI in Higher Education

Professional Work Experience: Summary (detail will follow)

Faculty Director, Teaching + Learning Commons
University of California San Diego (August 2020-Present)

Associate Provost for Student & Faculty Success/Strategic Initiatives (2015-20)
Office of the Provost, University of Texas at El Paso

University Director of Academic Continuous Improvement (2011-2015)

Office of the Provost, University of Texas at El Paso

Chair and Roderick Professor of English, Department of English (2007-2011)

Program Director, English and American Literature (2004-2007)

Faculty Member: English/Theatre and Dance (1998-present)

**Faculty Director, Teaching + Learning Commons
University of California San Diego (August 2020-Present)**

Direct Reports: 10

Directly Reporting Units: 7

Major Accomplishments

- Strategic Planning and Implementation
 - Creation of Five-Year Strategic Plan for the Teaching + Learning Commons
 - Established and Implemented Restructure, Budget, and Sustainability Plan for the Unit, for improved impact, alignment, and assessment for Student and Faculty Services
 - Created First High-Level Assessment and Impact Reporting Structure
 - Created Annual Portfolio of Core/High Impact Work for each service area, with assessments
 - Developed and Implemented EDI Impact Report
 - Developed first comprehensive Communication/Advancement Plan
 - Developed Online Teaching Academy and Certificate
 - Developed multiple faculty and faculty/staff GenAI learning communities
 - Developed the Assessment for Advancing Equity faculty learning community
 - Developed over 50 online courses in first five years, including graduate courses
 - Expanded the Co-Curricular record with focus on student employment and transfers (from 3000-6000 student participants)
- Culture Change:
 - Development of Equity, Diversity, and Inclusion Culture for the Teaching + Learning Commons
 - Creation of a Social Justice Workplace in The Commons
 - Collaborations and Leadership on

- HSI Implementation
 - Enhancing the Black Student Experience
 - Transfer Student Experience
 - Math Pathway Restructure for Student Success
 - Division of Student Affairs Campus Planning Committee
 - Dean of Undergraduate Education Campus Strategic Planning Steering Committee
- Increased Social Justice and Anti-Racist Pedagogy (w/ Carolyn Sandoval, Sr Director of Instruction and Pedagogy)
 - Creation of first three cohorts of Anti-Racist Faculty Fellows
 - Expansion of the Anti-Racist Pedagogy Learning Community to Medical School and Graduate School
 - Developed New Faculty Academy, with focus on Anti-Racist Pedagogy
- Founding Member, Executive Vice Chancellor Steering Committee for Closing Equity Gaps
 - Co-lead:
 - Outcomes and Metrics for Closing Equity Gaps
 - Affordable Learning and Financial Support Working Group (co-chair, w/ Erik Mitchell, Director of University Libraries)
 - CalFresh communication plan (1700+ additional students enrolled/more than \$5m additional dollars)
 - Team won 2025 UC San Diego Inclusive Excellence Award and 2024 Student Affairs Team Award
 - OER and Affordable Learning/Technology Resources
 - Equitable Access textbook implementation, saving students 55% on textbook costs (on average)
 - Proactive and Holistic Support for Student Financial Stress
 - Debt Free UC/Increase Return on Investment
- Re-creation of Summer Bridge (w/ Maruth Figueroa, AVC, Student Retention and Success)
 - AA/SA collaboration designed to expand Summer Bridge with heightened focus on access, belongingness, and academic success
 - Remote and in person options

- Serve over 800 URM, First Generation, and low SES students (previous highwater mark was approx. 320, in the 43-year history of the program; goal for 2026 is 1000 students)
- Co-developed First Holistic Assessment Plan for Summer Bridge
- Co-authored a “Summer Constellation Approach” for all first-year, transfer, and continuing students at UC San Diego; builds on existing programming to create summer academic options for all students
- Co-authored Summer Start plan to ease academic anxiety as students enter the R1 university
- Collective Impact Revision of Academic Program Review (with John Moore, Dean of Undergraduate Education)
 - Brings alignment to multiple reporting venues: Program Review, Equity Accountability Reporting, and WASC Re-Accreditation Reporting
 - Focus on closing equity gaps
 - Provides renewed emphasis on
 - Developing a Culture of Assessment
 - Enhancing support for faculty agency in improving academic programming
- Development of an Online Academy to promote strategic development of high-impact courses, using an Inclusive Pedagogy Framework
- UC San Diego, Selected Committee Leadership:
 - Chair, Teaching + Learning Commons Committees
 - Full Staff
 - Directors
 - Employee Lifecycle
 - EDI Culture and Accountability
 - Co-chair, Summer Bridge Planning and Steering Committees (w/ Maruth Figueroa)
 - Co-lead, Program Review Committee (w/ John Moore, Dean of Undergraduate Education)
 - Co-lead, Pre-Collegiate Certificate Program (w/ Ed Abeyta)
 - Co-lead, Tri-University Engineering Faculty-led Study to Close Equity Gaps (w/ U of Arizona and Georgia Tech)
- Chair, University of California System-wide Centers for Teaching and Learning Consortium (2024-25)
- Discipline-related, Selected Committee Leadership
 - Co-editor, co-chair, Shakespeare and Social Justice Book Series, Bloomsbury Publishing

- Steering Committee, Joint Ph.D. in Performance Studies (UCSD and UC Irvine)
- Development and Delivery of Change Leadership Workshops (w/ Maruth Figueroa)
 - For our campus, national, and international venues
 - Equity-focused workshops focused on
 - Asset-based Approaches to Change Management
 - Collective Impact and Change Management
 - Lost & Found: A Change Management Cycle of Recovery and Discovery

**Associate Provost for Student & Faculty Success/Strategic Initiatives (2015-20)
Office of the Provost, University of Texas at El Paso**

Major Accomplishments:

- Created and implemented the UTEP Student Success Quality Enhancement Plan, which we named the *UTEP Edge*, as part of highly successful re-accreditation (SACSCOC)
- Led authorship of a single, cross-campus student success decision-making framework, which
 - Brought together under one assessment framework
 - Academic Affairs
 - Student Affairs
 - Enrollment Management
 - Human Resources
 - Articulated a shared purpose, primary and secondary outcomes, and a shared measurement system
- Initiated and amplified implementation of the framework by working through the strong domains, networks, and silos of
 - Academic Advising
 - Academic Affairs
 - Center for Faculty Leadership and Development
 - Colleges and Departments
 - El Paso Collaborative for Academic Excellence
 - Faculty Senate
 - Staff Council
 - Student Affairs
 - Student Government and organizations
- Designed and implemented unified, cross-campus student leadership development and student success collaboratives through the formation of

- Edge Advisory Committee: membership from all campus divisions, both academic and non-academic
 - Edge Faculty, Staff, and Student Fellows: shared training, workgroups, and planning
 - Edge Student Leaders: to keep us focused on being a student-centered and student-ready institution
- Took over a stalled campus initiative, completed, and launched advising use of curricular/co-curricular “Major Maps”
 - Clarified degree maps for every major
 - Enhanced degree pathways, articulating degree-specific student participation in high impact practices, career development workshops, and activities to promote successful progression to graduate school and career
- Created and implemented the ¡Bienvenidos! campaign to enhance student engagement and belonging (student pop. is 80% Latinx; 50% 1G)
 - Focus on creating stronger networks of support for all students from pre-admission forward
 - Intentional investment in the development of positive, professional faculty-student and staff-student relationships, necessary for academic and professional growth and transition to next steps
- Co-designed and implemented professional development and leadership programming options for all departments and offices, bringing together groups, projects, and training that had previously been done disparately and unevenly, especially between faculty and staff. Focused initially on
 - Assessment
 - Equity-mindedness in the Workplace
 - Strategic Planning
 - Strengthsfinder
 - Student Engagement and Belonging
- Articulated and implemented a campus retention communication plan, bringing together
 - Academic Advising
 - Academic Deans and Chairs
 - Advancement and Development
 - Enrollment Services
 - Financial Aid
 - Student Affairs
- Lead writer: Title V, Department of Education, grant proposal (\$3m), which focuses on stop-outs and degree completion (funded after I departed for UC San Diego)

- Lead Facilitator: highly successful Teaching and Learning Campus-wide Online Transition for COVID-19; brought together
 - Academic Technologies
 - Center for Faculty Leadership and Development
 - Extended University
 - Technology Support
- Re-visioned and initiated implementation of four student success areas
 - Entering Student Experience (for all entering students in their first four semesters; focused on advising, finances, and belonging)
 - Global Learning and Engagement
 - University Honors Program
 - Hispanic-Servingness

Many of the key stakeholders in these efforts reported to me directly, including the directors of:

- Campus Office of Undergraduate Research
- Center for Civic Engagement
- Center for Faculty Leadership and Development
- Entering Student Program
- Initiated and implemented processes that include:
 - Applying principles of the asset-based approach (which we had used successfully for the student life-cycle) to faculty, chair, and dean life-cycles
 - Begin by understanding personal, professional, institutional, community, and cultural assets; build on these strengths
 - Recognize areas of opportunity, growth and challenge
 - Work with intention to fill gaps and empower success and leadership
 - Co-designed, with Student Affairs, a cohort-based faculty and staff leadership institute; previously faculty and staff programming had been fully separate.
 - Rebuilt new faculty onboarding, focused on not only on orientation, but also on establishing networks of support and engagement throughout the first three years.
 - Developed and implemented a problem-solving and professional development collaboration with university chairs and human resources. Previously, this work had been done ad hoc and mostly on an individual need basis; this collaboration allowed us to move from a reactive to a responsive approach.
 - Strengthened a plan for faculty recruitment and retention, esp. focused on faculty from groups under-represented in the

professoriate.

**University Director of Academic Continuous Improvement (2011-2015)
Office of the Provost, University of Texas at El Paso**

Key priorities:

- Degrees Awarded
- Student Credit Hour Production
- Enrollment/Retention
- Advising
- Research and Creative Production
- Social Impact

Major Accomplishments:

- Increased degrees awarded: in two years, turned a projected 3% deficit in degrees awarded to a realized 3% increase. Worked with all deans, chairs and program directors to
 - Understand the student benefits of timely graduation, including academic achievement and progression, as well as cost and affordability of degree
 - Gain empowerment in their own possible contribution to late-term advising and mentoring
 - Share best practices from both internal and external sources
 - Design and deliver a calendar and dashboards demonstrating student hours-to-degree
 - Create two-click dashboards to get to individual students hours to degree, courses to core completion, and courses to major completion
 - Implemented a Senior Advising Campaign with all chairs; success created the subsequent creation of the Junior Advising Campaign
- Improved retention: with AVP Planning, enacted plan that achieved highest fall-to-spring retention rates in a decade, and those have continued to improve. Discovered that as of Fall 2020, UTEP, as a fully open-access university now out-performs most peers from selective institutions.
- Invested in data-driven/tools approach: in three years' time, implemented a set of dashboards, degree audit enhancements with enrollment management (mentioned above), cross-campus communication systems, performance management systems, etc., that have improved key metrics and enhanced the effectiveness and efficiency of previously disparate

- departmental efforts.
- Developed of a sustaining culture of academic continuous improvement.

Chair and Roderick Professor of English, Department of English (2007-2011)

Note: When I transitioned from English department chair to become Director of Academic Continuous Improvement for the university, the department had become the largest on campus (in terms of enrollment and student credit hours), with nearly 100 instructors of record, over 30 tenured and tenure-track faculty, 3 distinct programs (English Education, Literature, and Rhetoric), master's programs in all disciplines, and a Ph.D. in Rhetoric and Writing Studies.

Major accomplishments:

- Faculty diversity: in four years, changed the make-up of the department's tenured and tenure-track faculty from 7% under-represented minorities to over 20%, with strategic hiring and retention.
- Rebuild of the Master of Arts English Education Program: faced with the potential cut of the entire program, worked with the faculty to increase graduate enrollment from 5 to 27 in a single year.
- Increased travel and research for faculty and students, through better budgeting and careful relationship-building with donors.

Program Director, English and American Literature (2004-2007)

Major Accomplishments:

- Significant, asset-based curricular updates to the undergraduate major
- Curricular update to the M.A. in Literature
- Student- and Faculty-Centric Scheduling
- Creation of Study Abroad and Study Away Programming

Committees:

Chair, The UTEP Edge Executive Committee
 Chair, The UTEP Edge Advisory Council
 Chair, University Faculty/Staff Development Committee
 Chair, Community Engagement Council
 Chair, University Retention Communication Plan
 Chair, Faculty Immigration Council
 Provost's Council
 Provost's Staff Council
 Deans' Council

Provost's Representative, Faculty Welfare Committee
Student Employment Committee
Committee of the Whole, Dept of English
Literature Committee, Dept of English
University Liaison, University of Texas Student Success Guiding Coalition
Co-Chair, University of Texas System, Student Belonging Working Group

Academic Experience

2020-Present: Associate Professor (Theatre and Dance), University of California San Diego (under review for full professor by Academic Personnel).
2005-2020: Associate Professor (English), University of Texas at El Paso. Under review for full professor at time of departure.
1999-2005: Assistant Professor (English), University of Texas at El Paso.
1998-1999: Visiting Assistant Professor, University of Texas at El Paso.
1991-1998: Teaching Assistant (instructor of record), Baylor University.

Current Research Projects (Shakespeare/Theatre/Literature)

Co-Editor (w/ Mathieu Chapman), Book Series: Shakespeare and Social Justice, Bloomsbury/Arden Publishing. Series has two books published, a third in process, and multiple under review.

Row on the Ocean: A Reflection on Learning and Leading by Doing.
Monograph. Currently writing.

Publications

Books:

The Arden Research Handbook of Shakespeare and Social Justice. Edited collection that contains 21 ways, by 25 contributors from around the globe, to consider social justice issues and uses we can discover in Shakespeare's texts, and in our teaching, performance, writing, and public investment in his works. London: Bloomsbury Arden, 2021. Paperback, 2022.

Shakespeare and Immigration. Edited collection with Ruben Espinosa. Aldershot: Ashgate, 2013.

Shakespeare's Festive History: Feasting, Festivity, Fasting, and Lent in the Second Henriad. Aldershot: Ashgate, 2003.

Articles:

"Refugee Theatre: Hospitality and Dangerous Conversations in *The Jungle* and *Hamlet*." *Shakespearean International Yearbook*. Ed. Stephen O'Neill and Ton Hoenselaars. Routledge, 2021.

"Changing Shakespeare": Research essay for Shakespeare's Globe Website. <http://globetoglobehamlet.tumblr.com/search/essays>.

"Shakespeare and Hospitality: Opening *The Winter's Tale*." *Mediterranean Studies* 16 (2007): 157-177.

"The (Re)Vision of History in Faulkner's *Light in August*. Hightower, Tennyson, and Shakespeare." *Interactions* 14.1 (2005): 221-229.

"Life on the Frontier: Frederick Jackson Turner and Rick Bass." *Journal of the American Studies Association of Texas* 26 (1995): 66-73.

Book Chapters:

"How to be an Early Modernist." *How to Be an Early Modernist*. Ed. Hayley Cotter and Tracey Tomlin. University of Delaware Press. Accepted for 2026 publication.

"Shakespeare and Theatre at the Civic Intersection." *New Places: Shakespeare and Civic Creativity*. Ed. Ewan Fernie and Paul Edmondson. Arden Press, 2018. 235-249.

"Shakespeare 2012/Duchamp 1913." *Shakespeare Beyond English: A Global Experiment*. Ed. Susan Bennett and Christie Carson. Cambridge UP, 2013. 181-189.

"Shakespeare: The Histories." *Shakespeare and Early Modern Dramatists*. Ed. Lisa Hopkins and Andrew Hiscock. London: Palgrave, 2007. 91-105.

"Harry's (In)human Face." *Spiritual Shakespeares*. Ed. Ewan Fernie. London: Routledge, 2005. 50-72.

Blog Reviews of Globe Theatre plays:

- <http://blog.shakespearesglobe.com/henry-iv-part-1-david-ruiter/>
- <http://blog.shakespearesglobe.com/?s=ruiter>
- <http://bloggingshakespeare.com/year-of-shakespeare-henry-iv-part-one> (reprint)

- <http://bloggingshakespeare.com/year-of-shakespeare-henry-iv-part-two> (reprint)

Reviews:

"Eric Mallin's *Godless Shakespeare* (Continuum, 2007)." *Shakespeare Yearbook* 18 (2010): 149-152.

"Ewan Fernie's *Shame in Shakespeare* (Routledge, 2002)." *The Shakespeare Newsletter* 52.3 (Fall 2002): 69-72.

Other:

Panel Member, "Voices in Exile/Voices on Exile," Renaissance Association of America, February 19, 2026 (San Francisco)

Seminar Co-Chair, w/ Coen Heijes, University of Groningen (Netherlands), "(In)Significant Shakespeare," Shakespeare Association of America, April 2022 (Jacksonville).

Teaching Shakespeare for Social Justice: A Roundtable. Zoom mini-conference sponsored by the Shakespeare Association of America in conjunction with the New Swan Theatre of University of California Irvine. October 22, 2021.

Seminar Co-Chair, w/ Coen Heijes, "Does Shakespeare Matter in Today's World?," World Shakespeare Congress, July 18-24, 2021.

Shakespeare and Social Justice, Panel and Roundtable Celebrating the publication of David Ruiter's *Arden Research Handbook of Shakespeare and Social Justice*. Organized by Julia Lupton and the New Swan Theatre of the University of California Irvine. April 16, 2021.

Shakespeare and Social Justice Interview, w/ Julia Lupton. For the University of California Irvine New Swan Theatre, November 11, 2020.

KCOS/PBS: video interstitials to support Shakespeare Uncovered programming and local literacy/literature efforts. January, 2015.
<http://www.kcostv.org/community/communityengagement/shakespeare/>

"Shakespeare and the Masses: Promoting Larger Intellectual Arenas." *Nova* 37.2 (Winter 2000).

Professional Papers and Workshops Delivered (Higher Education)

Invited Leadership Workshops: University of the District of Columbia.
"Upward: Assets, Line of Sight, and Leadership." March 13, 2026
(Washington DC)

Invited Workshops: The Los Angeles Education Partnership, Equity Camp.
"Centering Students, Centering Equity in an Era of Loss, Recovery, and
Discovery." November 15-16, 2024 (San Diego).

Invited Workshops: Montclair State University, Faculty and Staff
Development Workshops: "An Asset-Based, Collective Impact Approach to
Student Success." March 25, 2024 (Montclair, New Jersey).

Pre-Conference Workshop for AAC&U 2024 Conference on Diversity,
Equity, and Student Success: "Post-Pandemic Equity: Recovery and
Discovery." With Maruth Figueroa. March 21, 2024 (Philadelphia).

Seminar: "Recovery and Discovery: Equity Post-Pandemic." With Maruth
Figueroa, Louie Rodriguez (UTEP) and Rebecca Karoff (UT System).
AAC&U Annual Meeting. January 17-19, 2024 (Washington DC).

Multiple Presentations, Fulbright Foundation for Scholarly Exchange,
Taiwan. November 13-17, 2024 (Taiwan).

Invited Lecture and Workshops: Grand Valley State University, President's
Forum Address: "Lost & Found: Public Higher Education Post-Pandemic."
February 20, 2024 (Allendale, Michigan).

"Learning Lost & Found: Equity Post-Pandemic." With Maruth Figueroa.
AAC&U 2023 Conference on Diversity, Equity and Student Success. March
9-11, 2023 (Henderson, Nevada).

"Closing Opportunity Gaps: Collective Impact at UC San Diego and UT El
Paso." With Maruth Figueroa, Louie Rodriguez (UTEP), and Rebecca Karoff
(UT System). March 19, 2022 (New Orleans).

Invited Workshop Presentation, with Roy Mathew. "Converting Noise into
Signal: Making Big Data and Analytics Institutionally Useful." APLU-CIMA
Summer Meeting. July 28-30, 2019 (Detroit).

Invited Workshop Presentation, with Roy Mathew. "Higher Ed's Missing Link: Turning Your Big Data into Institutional Change." Society for College and University Planning Annual Meeting. July 13-16, 2019 (Seattle).

"Inclusion/Agency/Edge on the Mexican/American Border: An Asset-based Approach to Higher Ed Learning." With Cristina Goletti. Twelfth International Conference on e-Learning & Innovative Pedagogies, May 3-4, 2019 (Hobart, Tasmania).

Invited Workshop (w/ Cristina Goletti). "An Asset-based Approach to Higher Ed Learning and Leadership." University of Technology Sydney, May 7, 2019.

Invited Workshop Presentation. "An Asset-Based Approach to Higher Ed Leadership—Cohort Two." University of the District of Columbia, March 22, 2019.

Invited Mini-Workshop Leader (w/ Jonnika Charlton): "Enacting Student Success Culture Change: It Takes a Campus." University of Texas System Student Success Summit, September 20-21 (Dallas).

Invited Workshop Presentation. "An Asset-Based Approach to Higher Ed Leadership." University of the District of Columbia, March 9, 2018.

Invited Panelist. "Who Gets to Graduate? Rethinking Student Success in the University of Texas System." State Higher Education Executive Officers Association Annual Meeting, August 8-11, 2017 (Minneapolis).

Invited presenter and panelist at the APLU Personal Learning Consortium, Washington, DC. Presented for the Integrated Planning and Advising Services meeting. September 11-12, 2014.

One of three invited speakers on the "Creating a Student Success Culture Grounded in Data Analytics" panel of the Educause 2014 Conference in Orlando, Florida, September 29-October 2, 2014.

Invited Presentation: "Professional Life and Opportunity: Becoming a Professor in the Humanities." Providence Day School (Charlotte, NC). Thursday, February 9, 2012.

"Aligning Institutional Priorities and Academic Department Priorities."
With Roy Mathew. Texas Association for Institutional Research. February
17, 2011 (Austin).

"Renewable Travel Abroad: Budgets and Buy-In." Rocky Mountain Modern
Language Association. October 8, 2009 (Snowbird, Utah).

Professional Papers (Shakespeare/Theatre/Literature) *update since 2020

Invited Lecture. "Shakespeare's Deadly Debate: Security and Hospitality in
Hamlet and *Macbeth*." University of Queensland, Australia, May 10, 2019
(Brisbane).

"Refugee Theatre: Hospitality and Dangerous Conversations in *The Jungle*
and *Hamlet*." The Shakespeare Association of America. April 17-20, 2019
(Washington DC).

"Shakespeare: Mortality and Negativity," the Shakespeare and Negativity
seminar of the Shakespeare Association of America, March 28-31, 2018
(Los Angeles).

"Shakespeare and the Measure of Mortality," Early Modern Mortality
session of the Renaissance Society of America, March 22-24, 2018 (New
Orleans).

Invited Lecture: "The Measure of Mortality." Shakespeare's Globe Theatre,
London, December 1, 2016.

"Shakespeare's Tables Turned." Shakespeare Association of America, New
Orleans, March 24, 2016.

Invited Lecture: "The White Guy in the Room: Shakespeare and I on the
Edge." Shakespeare Institute, Stratford, UK, January 14, 2015.

Invited Lecture and Panelist: "Beyond Globe to Globe: Shakespeareans as
Political Commentators." Shakespeare Association of America, St Louis,
Missouri, April 10-12, 2014.

Invited Presentation. "Now shall you see the other': Hamlet and Hospitality." Early Modern Migrations Conference, University of Toronto, April 19-21, 2012.

Invited Presentation. "Confronting Controversy in Scholarships of Pedagogy, Service, and Discovery." Rocky Mountain Modern Language Association. October 7, 2011 (Scottsdale, Arizona).

"Teaching Feminist Shakespeare: Muted Groups, Collaboration, and Cultural Relevance." Rocky Mountain Modern Language Association. October 7, 2011 (Scottsdale, Arizona).

"Shakespeare via Avatars: 21st Century Learning." With Sunay Palsole and Saul Gutierrez. Sun Conference. March 11, 2011 (El Paso).

"Seeing *Hamlet's* Other." Rocky Mountain MLA. October 15, 2010 (Albuquerque).

Invited Lecture. "First Generation Shakespeare: A Mexican American Perspective." Royal Holloway, University of London. April 15, 2010.

"Shakespeare: Immigrants and Aliens." Seminar Leader, with Ruben Espinosa. Shakespeare Association of America Meeting. April 3, 2010 (Chicago).

"Targeted Reading: Teaching Undergraduate Students How to Develop Metacognitive Reading Skills in the Literature Classroom." With Keith Polette and Ruben Espinosa. Sun Conference. March 5, 2010 (El Paso).

Invited Lecture. "England, People, and a Very Nice *Hamlet*." Roehampton University, London. Conference Celebrating The Arden 3 *Hamlet*. June 11, 2009.

"Macbeth's Hospitable Carcass." Shakespeare Association of America Meeting. April 10, 2009 (Washington D.C.).

Invited Lecture. "*Macbeth*, Business, and the Ghost of Hospitality." Roehampton University, London. February 26, 2009.

"Student-led London: An Approach to Graduate Study Abroad." 2008

Meeting of the Rocky Mountain MLA, October 9-11, 2008 (Reno).

"The Business of Macbeth." 2008 Meeting of the Shakespeare Association of America. March 13-15, 2008 (Dallas).

Macbeth and the Business of Hospitality." 2007 Meeting of Rocky Mountain MLA, October 4-6, 2007 (Calgary).

"Caliban: Between the Hospitable and the Hostile." 2007 Meeting of the Shakespeare Association of America, April 5-7, 2007 (San Diego).

"*The Tempest*: Host and Hostage." Invited lecture to the Renaissance Seminar of Royal Holloway, University of London. May 25, 2007.

"Caliban, Prospero, and Hostil/pitality." 2007 Meeting of the Mediterranean Studies Association, May 31-June 2, 2007 (Evora, Portugal).

"Where are the Women?: Feminism in Shakespeare's History Plays." 2006 Meeting of the Rocky Mountain Modern Language Association, October 12-14, 2006 (Tucson).

"Shakespeare and Hospitality: Opening *The Winter's Tale*." 2006 Meeting of the Shakespeare Association of America, April 13-15, 2006 (Philadelphia).

"Shakespeare's Prayerful Kings: (In)Humanity and an Other-directed Ethic." 2005 Meeting of the British Shakespeare Association, September 1-4, 2005 (Newcastle).

"Opening *The Winter's Tale*: Shakespeare, Derrida, and the Risk of Hospitality." 2005 Meeting of the Mediterranean Studies Association, May 25-28, 2005 (Messina, Sicily).

"'But there are more things in heaven and earth too than truth': Faulkner, Shakespeare, and the Revision of History." 2004 Meeting of the Shakespeare Association of America, April 8-10, 2004 (New Orleans).

"Shakespeare, Buber, and Levinas: Human Potentiality and Ethical Responsibility in Hal/Henry V." 2003 Meeting of the British Shakespeare Association, August 29-31, 2003 (Leicester).

"'Though I be but Prince of Wales': Hal, Francis, and Martin Buber." 2003 Meeting of the Shakespeare Association of America, April 10-12, 2003 (Victoria, British Columbia).

"'Anon, anon, sir': Cohesion and Division in the Boar's Head Tavern." Exploring the Renaissance: An International Conference, March 6-8, 2003 (New Orleans).

"*Richard II* and the Rise of Festive Politics in the Second Henriad." 2002 Meeting of the Shakespeare Association of America, March 21-23, 2002 (Minneapolis).

"Political Festivity in *1 Henry IV*: Hal's Creation of the Feast of Falstaff." 2001 Meeting of the Shakespeare Association of America, April 12-14, 2001 (Miami).

"Shakespearean Drama: Creating Legitimacy from Difference." 2000 Meeting of the Sixteenth Century Studies Association, November 1-4, 2000 (Cleveland).

"'To sport would be as tedious as to work': Festivity and Politics in *2 Henry IV*." 2000 Meeting of the Shakespeare Association of America, April 6-9, 2000 (Montreal).

"'Cloyed with fat meat': Fasting and Penance in *Henry V*." 1999 Meeting of the Shakespeare Association of America, April 1-3, 1999 (San Francisco).

"Teaching *Beowulf* into the Twenty-First Century." Teaching demonstration and panel response. 1998 Meeting of the Texas Medieval Association, September 9, 1998 (San Antonio).

"Devilish Economics and Unified Humanity in Two Plays by Thomas Dekker." 1998 Meeting of the South-Central Renaissance Conference, April 3, 1998 (Waco, Texas).

"The Magician as Maker in Spenser's *Faerie Queene*." 1997 Sixteenth Century Studies Conference, October 23, 1997 (Atlanta).

"Trying to Free the 'Oppressed Race' in Coleridge's 'To a Young Ass.'"

1997 Combined Meeting of the Popular Culture Association and the American Culture Association, March 27, 1997 (San Antonio).

"Browning's 'King-Snake' and the Unity of 'Saul.'" South-Central Conference on Christianity and Literature, January 31, 1997 (Lafayette, Louisiana).

"Sixteenth-Century Reading Lessons: Spenser's Use of Mirrors in the *Faerie Queene*." 1996 Sixteenth Century Studies Conference, October 26, 1996 (St. Louis).

"Piety and Politics: Hrothgar's Use of God-terms in *Beowulf*." 1994 Meeting of the Southeastern Medieval Association, September 30, 1994 (Arlington, Virginia).

"Multi-Ethnic Readings and Freshman Composition at Baylor University." Delivered with Dr. James Barcus at the 1994 Race and Ethnic Studies Institute, April 28, 1994 (College Station, Texas).

"Meta-Narrative in Book III of *The Faerie Queene*." South Central Conference on Christianity and Literature, February 4, 1993 (New Orleans).

"Jesse Stuart at Baylor." Delivered at the Jesse Stuart 1906-1984: A Celebration Conference, November 13, 1992 (Waco, Texas).

"Quentin Compson and Horace Benbow: Missing the Myth." Multiculturalism and Myths of Creation and Discovery Conference, February 8, 1992 (Boulder, Colorado).

"Orange Symbolism in Coppola's *Godfather* Films." 1992 Texas/Southwest Popular Culture Association Conference, February 7, 1992 (Amarillo, Texas).

University Service (University of Texas at El Paso)

Associate Provost for Student and Faculty Success 2015-2020.

University Director of Academic Continuous Improvement, Office of the Provost, 2011-2015.

Chair, Department of English, 2007-2011.

Chair, Personnel Committee, Department of English, 2007-2011.

Chair, Steering Committee, Department of English, 2007-2011.

Director, Summer London Program, 2005-Present.

Director, Literature Program, Department of English, 2004-2007.
Liberal Arts Fellow, Center for Effective Teaching and Learning, 2006-08.
Director, Alpha Chi Honors Society, 2003-2018.
Member, Personnel Committee, Department of English, 2005-2007.
Member, Steering Committee, Department of English, 2002-2007.
Member, Long Range Planning Committee, Dept of English, 2003-15.
Member, Literature Committee, Dept of Eng, 1999-2007 (Chair, 2004-07).
Member, Humanities Steering Committee, Western Cultural Heritage Program, 2000-2007.
Member, Steering Committee, Medical Professions Institute/Joint Admissions Medical Program, 2002-2006.
Member, Quality Enhancement Plan Committee, College of Liberal Arts, 2004-2005.
Mentor, McNair Scholars Program, 2000-2003. U.S. Dept. of Education Faculty, Hispanic Center of Excellence Pre-med Program, 2002-2006.
Member, Faculty Senate.

Courses Taught

Shakespeare.
Shakespeare's Plays and Poetry.
Shakespeare: Script and Screen (Graduate).
Shakespeare's Major Characters (Graduate).
Shakespeare: Time and History (Graduate).
Shakespeare's Tragic Vision (Graduate).
Performing London: Shakespeare and British Theatre (Graduate & Undergraduate Study Abroad Courses, Online, Hybrid, F2F).
Detective Fiction.
World Literature.
Survey of Medieval Literature: Drama and Poetry (Graduate).
Survey of Renaissance Literature: Poetry (Graduate).
Genre: Theory and Practice—Mysticism and Romance (Graduate).
History of Form: Short Poetry.
History of Form: Romance.
Development of English Drama: Medieval and Renaissance.
Modern Western Culture (17th Century to Present).
Survey of English Literature, Old English-18th Century.
Developmental Writing.
English as a Second Language.
Freshman Writing--Expository.
Freshman Writing--Research and Introduction to Literature.

Other Professional Activities—Community, etc.

Member, Advisory Board for the Doctoral Program of the Baylor University Department of English, 2004-2014.

Member, Board of Directors, El Paso Public Library Association, 2006-2007.

100+ teaching presentations in El Paso area high schools, including presentations on Shakespeare, Donne, Herbert, Herrick, Cervantes.

Collaboration with Grace Haddox-Gomez, Director, English Program, Americas High School. Collaboration to promote Shakespeare to high school students, to familiarize them with the university, and to encourage quality secondary education methods to UTEP students and future teachers, 2000-2002.

Member, Shakespeare on the Rocks Planning Committee, 2001-2002.

President, English Graduate Student Association, Baylor U., 1995-1997.

Organizations

Association of American Colleges and Universities

Association of Public and Land-Grant Universities

International Academic Forum

Los Angeles Education Partnership

Renaissance Society of America

Shakespeare Association of America

Society for College and University Planning

Undergraduate Education at Research Universities