

LINDA T. SHAPIRO

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Education

Ed.D. Counseling and Personnel Services, University of Louisville, 1991
Ed.M. Counseling, Boston University, 1971
B.A. History, Boston University, 1968

Dissertation: *Work Values: An Examination of the Effects of Gender and Career Orientation*

Experience

Associate Professor **2007- present**
Department of Educational and Counseling Psychology
University of Louisville

Teach graduate courses in theories and techniques of counseling, career counseling, and strategic planning. Serve as co-chair of university-wide strategic planning committee, chair of doctoral admissions committee, member of APA accreditation committee and graduate school strategic planning committee.

Associate University Provost **1993 - 2006**
University of Louisville

Coordinate strategic planning, institutional effectiveness (assessment and accreditation), institutional research, academic program planning and budget and resource management at metropolitan research institution with approximately 20,000 students.

Strategic Planning

- . Coordinate university-wide strategic planning for academic and administrative units
- . Negotiate specific indicators of progress with academic (deans) and administrative (vice presidents) units
- . Designed and developed balanced scorecard to monitor university indicators of progress for strategic goals
- . Oversee university and unit review process for achievement of strategic goals

Institutional Effectiveness

- . Provide oversight for university-wide Institutional Effectiveness (centralized assessment activities, quality measurement system, unit and university-wide accreditation (SACS))
- . Supervise Office of Institutional Research and Planning (university-wide institutional research, data management and data warehousing)

Academic Programs

- . Coordinate the development, review and approval process for new academic programs and

- . Centers and Institutes
- . Serve as liaison to Council on Postsecondary Education on academic program planning and development
- . Initiate and develop joint academic programs and reciprocity agreements with state and private institutions
- . Oversee internal and external process for program and curriculum changes, productivity review and fees
- . Develop annual university-wide annual accountability reports

Resource and Budget Management

- . Analyze budget resource needs and make budget recommendations for twelve academic units
- . Advise Provost on budget issues associated with academic units
- . Advise President and Provost on strategic implications of budget decisions
- . Evaluate needs and make recommendations for faculty position retention and reallocation
- . Conduct annual faculty salary analyses (benchmark and equity) and make recommendations for adjustments
- . Serve on Office of the President budget team

Supervision

- . Supervise Assistant University Provost for Institutional Effectiveness and Director of Planning, Institutional Research, and Data Administration
- . Provided supervision to Director of the Women's Center, Director of McConnell Center for Political Leadership, and Director of Muhammad Ali Institute for Peacekeeping and Conflict Resolution

Committee Service

- . Task Force on Budget
- . Tuition Setting Committee
- . Task Force on Diversity
- . Institutional Effectiveness Committee (SACS)
- . Compliance Certification Committee (SACS)
- . Quality Enhancement Plan (SACS)
- . University Budget Advisory Committee
- . University Planning Advisory Committee
- . Academic Programs Committee (Faculty Senate)
- . Planning and Budget Committee (Faculty Senate)
- . Commission on the Status of Women
- . Honorary Degree Committee
- . Oversight Committee for Department of Justice Grant
- . Data Warehouse Committee
- . Metroversity Academic Council
- . Council of Chief Academic Officers

**Instructor; Adjunct Assistant Professor
Department of Educational and Counseling Psychology
University of Louisville**

1989 - present

Courses taught: (see addendum)

- . Career Development and Counseling
- . Personal Growth & Development
- . Methods & Techniques of Counseling
- . Practicum in Community and Vocational Counseling
- . Theories and Techniques of Counseling
- . Introduction to College Personnel Services
- . Psychology of Career Development

Supervised internships and served on dissertation committees

**Assistant University Provost
University of Louisville**

1990 - 1993

Coordinated planning, budget and resource management, academic program development and review, cooperative programming, academic computing/instructional technology, and academic student services.

- Coordinated academic planning and budget management for Office of University Provost
- Analyzed budget resource needs and made budget recommendations for academic units
- Evaluated needs and made recommendations for faculty position retention and reallocation
- Served as liaison to Council on Postsecondary Education on academic program planning and development
- Coordinated development and review of new undergraduate and graduate programs including approval, submission, consultation and review by state Council
- Initiated and developed joint academic programs and reciprocity agreements with state and private institutions
- Managed internal and external process for program development and changes, curriculum changes, concentrations and minors, course fees, course inventory files
- Served as University coordinator for statewide extended campus offerings
- Coordinated development of distance education courses
- As liaison to Student Affairs, coordinated academic/student affairs cooperative programs including enrollment management, registration, admissions, student financial aid, and commencement
- Managed University-wide academic student grievance process
- Supervised staff coordination of freshmen orientation course, academic catalogues and bulletins, academic advising, telecourses, and office of continuing studies
- Served as liaison for academic computing/instructional technology and distance learning; administrative representative on faculty advisory committee for information technology, distance learning, instructional quality enhancement project and information resources plan
- Coordinated academic facilities planning; served on Master Plan and academic building committees

**Executive Assistant to the University Provost
University of Louisville**

1986 - 1990

Coordinated all activities and functions of the Office of the University Provost; directed project development and completion; supervised staff; managed office functions; assisted University Provost in carrying out all functions of chief academic officer; coordinated strategic planning and budget activities; managed twelve budgets; communicated with Deans, Unit Directors and other university officials for the efficient functioning of the Office of the University Provost; served as liaison to twelve academic deans; coordinated academic budget and facilities planning; directed timely completion of projects through management and supervision of staff and resources.

**Director of Career Planning
University of Louisville**

1982 - 1986

(Promoted from Assistant Director in 1984)

Directed the development and delivery of career planning services at large urban institution; hired, trained and supervised professional and clerical staff; managed budgets and resources; designed and coordinated diverse programs in career development; promoted center on campus and in community; planned and conducted programs and served as resource to business and educational community; managed

computerized career planning programs; taught courses, seminars and workshops; coordinated development of programs to generate income and managed income account; frequent public speaker on campus and in community.

- Initiated, developed and conducted faculty and staff career development programs
- Trained and supervised graduate practicum students
- Served on University-wide committees and task forces (accreditation, student leadership development, women's programming and day care)
- Hired, trained and supervised instructors and workshop leaders
- Served as chairperson and member of search committees

**Project Director, Displaced Homemaker Project
University of Louisville**

1979 - 1980

Developed, implemented and coordinated programs and directed personnel in all phases of federally funded project that provided personal and career counseling, legal and financial advising and job placement for displaced homemakers; prepared and generated publicity for projects; planned and conducted workshop sessions; initiated and developed agency contact for referral to projects; provided individual counseling for career and job placement; supervised data collection and follow-up study of projects.

Other Counseling Experience

Team leader, Jewel Manor Day Treatment Center, 1972-1974

Counselor, Jefferson Community College, 1976-1978

Counselor, Life Planning and Counseling Centers, University of Louisville 1978-1982

Consultation and Training

1978 - Present

Provide consultation and training in public and private sector: strategic planning, career development, out-placement counseling, skills assessment, staff training and evaluation.

Towson University – strategic planning

University of Akron – strategic planning

Right Management Associates – Out-placement counseling and skills assessment

Office of the Attorney General - Team building

South Central Bell - Strategic planning

Kroger - Resume writing and job search strategies

Proctor & Gamble - Out-placement counseling

Humana, Inc. - Career planning for health professionals

CSX - Out-placement and career development

Mercer-Meidinger, Inc. - Career development and out-placement

Guerdon Industries - Out-placement and skills assessment

International Harvester - Skills assessment for managers

Center for Management Development - Assertiveness training for managers

Thomas More College - Professional staff training and development

Spouse Abuse Center, YWCA - Staff evaluation and conflict management

Association of Junior Leagues - Prepared resume writing chapter for national training manual

University of Louisville Center for Continuing Education - Career development workshops for women

Watterson College - Career planning for students with disabilities.

Papers/Presentations/Publications

"Strategic Planning Synergy" with W. Nunez, *Planning for Higher Education* 30(1):, 2001, 27-34.

"Strategic Planning Synergy: Developing 'Scorecards' to Implement, Manage, and Measure Institutional Change" with Nunez, Society for College and University Planning, 2000.

"Gender and Work Values: A Redefinition of Career Development Models" with Kirby, International Counselling Congress, 1996.

"The Future of Status of Women Studies: What to Do After the Report is Written" with Wilson, Ninth Annual Expanding the Sisterhood: Feminism for the 21st Century, 1996.

"The Status of Women in Higher Education: A Comparison of Two Kentucky Universities," with Wilson, Bratt, Scollay, Ninth Annual Women's Studies Conference, 1995.

"Gender Equity and the Role of Women in Higher Education," Proceedings of the Eighth Annual Conference on Women in Higher Education, Co-authored with D. Wilson. 1995.

"Findings from the Proceedings of the Task Force on the Status of Women, University of Louisville" with D. Wilson, *Achieving Gender Equity in the Classroom and on Campus -- The Next Steps*, 1995.

"Work Values and Gender in a Global Economy: Implications for Career Counseling" with K. Kirby, National Career Development Conference, 1995.

"Gender, Ethnicity and Perceptions of University Climate" with D. Wilson, Eighth Annual International Conference: Women in Higher Education, 1995.

"Implementing Change through Applied Research and Networking: Campus Politics and Gender Equity" with D. Wilson, *Reconciling Gender Issues in Higher Education*, Third Annual Conference, 1994.

"How to Talk Back to Your Professor: A Model Student Development Program" with K. Evans, Southern Association of College Student Administrators, 1987.

"Career Development Strategies for Adult Learners: Three Proven Programs", Adult Education Conference, 1984.

"Coping Creatively with Change: Life/Work Planning" with M. Palmer, Meeting Planners International Conference, 1984.

"Career Education: An Educational Necessity in a Changing Society," American Association for Career Education, 1983.

"The Life Planning Center as a Community Agency" with D. Adams, National Association of Student Personnel Administrators, 1982.

"The Utilization of Career Planning Resources in the Community", Kentucky Association of College Admission Counselors, 1982.

"An Overview of a Model Program for Counseling Displaced Homemakers in a University Setting", Southeastern Conference of Counseling Center Personnel, 1980.

Grants Awarded

"A Program to Assist Women Seeking New Lives". Wrote proposal, received funding and served as Project Director for \$30,000, Office of Education grant.

"Women and Employment Project". Wrote proposal, received funding and served as Project Director for \$3,000, Kentucky Humanities Council grant.

University/Community Service

Member, Board of Directors, Bridgehaven (2005-present)

Member, Board of Directors, Metro Louisville Civil Service Board (1997-present)

Council on Aging – Jewish Community Federation (2004-present)

Member of Board of Trustees and Treasurer – Temple Shalom (2002-2005)

Member, Board of Directors, Louisville Visual Art Association (1995-2001)

Leadership Louisville Class of 1995

Executive Committee, Commission on Status of Women (1995-1996)

Co-chair, University-wide Task Force on the Status of Women (1993-1994)

Chair, President's Advisory Committee on Women (1992-1993)

President, University of Louisville Business and Professional Women (1985)

Member, Board of Directors, B'nai B'rith Hillel (1985-1987)

Member, Steering Committee, University Women's Information Network (1984-1986)

Professional Development/Recognition

- Golden Key National Honor Society
- Phi Kappa Phi Honor Society
- HERS/New England Management Institute for Women in Higher Education
- Executive Institute for Women, Center for Women and Families
- Institute for Leadership Development
- Who's Who of American Women

Professional Memberships

- American Counseling Association
- Society for College and University Planning
- National Career Development Association

ADDENDUM

Courses Taught:

Fall 1983	Self Development and Career Planning
Spring 1983	Self Development and Career Planning
Spring 1986	Self Development and Career Planning
Spring 1989	Personal Growth and Development
Fall 1989	Personal Growth and Development
Fall 1990	Personal Growth and Development
Spring 1990	Personal Growth and Development
Spring 1992	Counseling Methods and Techniques
Spring 1993	Practicum in Counseling
Fall 1993	Theories and Techniques in Counseling
Fall 1994	Theories and Techniques in Counseling
Spring 1995	Theories and Techniques in Counseling
Fall 1995	Theories and Techniques in Counseling
Spring 1996	Practicum in Counseling
Fall 1996	Practicum in Counseling
Spring 1997	Theories and Techniques in Counseling
Summer 1997	Psychology of Career Development
Fall 1997	Practicum in Counseling
Fall 1998	Practicum in Counseling
Fall 1999	Introduction to College Personnel Services
Fall 2000	Career Development and Counseling
Fall 2001	Career Development and Counseling
Fall 2002	Career Development and Counseling
Fall 2003	Career Development and Counseling
Fall 2004	Career Development and Counseling
Fall 2005	Career Development and Counseling
Fall 2006	Career Development and Counseling
Spring 2007	Theories of Counseling and Psychotherapy Career Development and Counseling