

Marcia G. Welsh, Ph.D.

Office Address

**Office of the Provost
Adelphi University
1 South Avenue
Garden City, New York 11530
Phone: 516-877-3489
eMail : Welsh@Adelphi.edu**

2008 to Present Senior Advisor for Academic Affairs, Adelphi University

Currently on sabbatical leave from Adelphi University. Time and effort are focused primarily on fund raising activities, as well as studying best practices for globalization of higher education.

2001 to 2008 Senior Vice President for Academic Affairs and Provost, Adelphi University

Responsibilities include oversight of all academic programs in the College of Arts and Sciences, the Schools of Nursing, Business, and Social Work, the Ruth S. Ammon School of Education, the Honors College, University College, and the Derner Institute of Advanced Psychological Studies. The University Libraries, the Office of Information Technology and Research, the Office of Research Assessment and Planning, the Office of Academic Services and Retention, the Faculty Center for Professional Excellence, the Office of the University Registrar, the Office of Research and Sponsored Programs, the Center for International Education, and all off-campus programs also report to Academic Affairs.

Selected Initiatives and Accomplishments include:

- Implemented faculty searches to raise the number of full time faculty from 189 in 2001 to over 315 in 2008. Included in this initiative was the drive to increase the number of female (now over 50% of faculty) and minority faculty (raised from under 2% to over 20% during tenure at Adelphi). In five years, hired five of the eight academic deans plus the Chief Information Officer, Executive Director of University College, an Associate Provost for Off-Campus Programs, and an Associate Provost for Research.
- Led efforts leading to a successful five year interim Middle States Review and in the Fall 2006 began the process of organizing the campus for the reaccreditation process, with the site visit scheduled for April 2009.

- Initiated the strategic planning process for academic programs with completion of plan scheduled for Fall 2008.
- Secured Ford Foundation funding (\$75,000) to develop a strategic plan to strengthen the institution's international programming.
- Led the development of a University Honor Code and a Committee for Academic Honesty to change the Adelphi culture to one of more increased expectation of academic integrity.
- Led the development of a Student Research Conference that has now completed its fifth year, with faculty, undergraduates, and graduate students participating. The program has grown into a Research Day, with all classes cancelled and fantastic campus participation.
- Worked with the Deans of the professional schools for successful reaccreditation (Nursing, Social Work, Clinical Psychology, Communication Sciences) or initial accreditation (Business, Education). Full accreditation of all professional programs was completed in the Summer 2007.
- Ensured the continued growth of the resources of the University Libraries, including significant increases in the availability of technology to students, better integration of University Libraries to provide strategic vision for academic programs, adult evening programs and continuing education, and Information Technology, and the development of University Archives and Special Collections.
- With the Office of Research Assessment and Planning, conducted a study of salary compression, resulting in 24% of faculty receiving adjustments. Also implemented a program for merit raises and research release time for the members of the faculty union, resulting in 31.5% of faculty receiving either merit increases or release time for scholarship in 2005.
- Initiated and developed a University Writing Center that offers writing instruction and assistance for all students either referred to the Center or who seek help independently; through the writing center, implemented coordination of the Art and Craft of Writing course that is a requirement for all entering students.
- Worked with faculty to develop and implement successful faculty-led study abroad programs and to increase traditional study abroad opportunities for Adelphi students. In addition, multiple international exchange agreements have been implemented. Worked to establish a new Center for International Education that was implemented in the Spring 2008.

- Created the Levermore Global Scholars Program, emphasizing global learning, international study, and community engagement. A total of 65 students were admitted by the Fall 2006, with 40 students admitted for Fall 2007.
- Through the Office of Information Technology and Resources, with the implementation of a strategic plan initiated in 2003, over 70% of classrooms are equipped with multimedia equipment, most of the University is now wireless, a campus web portal is used for campus announcements, email, for university business including course registration, checking on student's financial aid packages, "early warnings" for student retention, a digital music service, on-line grading, and on-line degree audit.
- Implemented the awarding of start-up funds for faculty in science and technology fields, and negotiated with the faculty union to reduce the faculty teaching load from 21 to 18 credits/year (essentially from 7 to 6 3-credit courses/year)..
- Introduced family friendly policies including extension of the tenure clock for faculty following the birth or adoption of a child.
- Developed faculty awards for Teaching Excellence (tenured, untenured and adjunct), Research/Scholarship Excellence, and Service Excellence.

1997-2001 Associate Provost, University of South Carolina

- University liaison with the SC Commission on Higher Education (CHE). Responsibilities included representing the University of South Carolina concerning all academic and performance funding issues. Specific duties included oversight of academic program approval, performance funding initiatives and reporting, University representative on CHE Committees.
- Administrative oversight of the Office of Institutional Planning and Assessment. Duties included responsibility for management of all University data and responding to internal and external entities that request data information. The office was also responsible for reporting all data to the SC Commission on Higher Education for the purpose of Performance Funding.
- Member of Board of Directors, University Center of Greenville, a consortium of seven universities in Greenville, SC.
- Responsible for strategic planning process for academic programs.
- Led SACS reaffirmation activities, successfully completed in 2001.

- Other administrative duties included oversight of academic program approval (including centers, institutes, etc.), Chair of the Faculty Salary Equity Committee, and evaluation of tenure and promotion files for the Office of the Provost.

**1997-2001 Dean, Graduate School
University of South Carolina System**

Responsible for the oversight of all graduate programs at the University of South Carolina, including admissions, student program management/monitoring, clearance of students for graduation, all commencement activities, special programs for new faculty and graduate assistant development, graduate fellowships and travel awards, and all academic appeals. Responsibilities included oversight of offices of each of the seven two- and four-year campuses of the University that assisted in the offering of graduate programs.

1995 to 1997 Acting Chair, Dept. of Developmental Biology and Anatomy

1993 to 1995 Chair, USC Faculty Senate (for six system campuses)

1978 to 2001 Assistant Professor, Associate Professor, and Professor, Department of Developmental Biology and Anatomy, University of South Carolina, School of Medicine, Columbia, SC.

EDUCATION

Colorado State University, Fort Collins, Colorado, B.S., Physical Sciences, 1972.

Colorado State University, Fort Collins, Colorado, M.S., Anatomy, 1974.

University of Texas Health Science Center at San Antonio, Texas, Ph.D., Anatomy, 1978.

PROFESSIONAL ACTIVITIES AND SERVICE

Reviewed Manuscripts for over ten professional journals including *The American Journal of Anatomy*, *Cell and Tissue Research*, and *Brain Research*. Member, Editorial Board, *Journal of Pineal Research* (1991-95).

AAMC Senior Women in Medicine Professional Development Seminar, Washington, DC, March, 1995.

SC National Identification Forum for the Advancement of Women in Higher Education Administration sponsored by the American Council on Education, Spartanburg, SC, January, 1996.

Graduate, The South Carolina Executive Institute, South Carolina Budget and Control Board. Columbia, SC, 1999-2000.

Institute for Educational Management, Harvard Institutes for Higher Education, Cambridge MA, July, 2000.

Invited Facilitator, American Council on Education's Institute for New Chief Academic Officers. Summer 2008 program held in Chaska, MN.

SELECTED HONORS AND AWARDS

Voted Teacher of the Year by the First Year Class, School of Medicine, University of South Carolina, 1984.

Selected "Career Woman of the Year" by the Columbia Chapter of the Organization of Business and Professional Women, 1991.

Received the American Medical Women's Association, Inc. "Gender Equity Award" from the USC Chapter of the AMWA, 1994.

Member, Omicron Delta Kappa (National Leadership Honors Society), 1994-present.

Selected "Woman of the Year" by the USC Mortar Board, 1996.

Adelphi Student Government Association, Honored at "Women's Recognition Dinner", 2004

Zonta International, Long Island Chapter, Woman of the Year, Education, 2006.

Long Island Business News, Selected as one of Long Island's 50 Top Women, 2007.

TEACHING EXPERIENCE

Taught basic sciences courses in the anatomical sciences to medical students, undergraduate and graduate students (1978-2000), including serving as Course Director for Medical Embryology and Gross Anatomy (1987-1991). Advised Senior Theses for SC Honors College.

SELECTED COMMITTEES (1990-2001)

Chair-elect (1992-93); Chair (1993-95), USC Faculty Senate.
Member, USC Faculty Salary Equity Committee, USC, 1993-94, member and chair, 1997-2001.
Member, Faculty Senate Steering Committee, USC, 1991-97.
USC System Academic Advisory Committee, USC, 1993-1996.
Faculty Representative to USC Board of Trustees, USC, 1993-95.
Member of Executive Committee, School of Medicine, USC, 1994-97.
Chair, Committee on Women, School of Medicine, USC, 1994-97.
Member, Commission on the Status of Women, USC, 1994-97.
Member, USC Faculty Legislative Liaison task force, 1994-2001.
Member, SC Commission of Higher Education Research Universities' Sector Committee (to establish benchmarks for performance funding), 1996-97.
Chair, SACS Reaffirmation Steering Committee, USC, 1999-2001.
Member, Advisory Board, School of the Environment, USC, 1998-2001.

CURRENT PROFESSIONAL AFFILIATIONS

American Association of Colleges and Universities (2001 to present).
American Council on Education (2001 to present).

GRADUATE STUDENTS

Advisor:

Kang Li, Ph.D. (1991)
Lance Paulman, Ph.D. (1998)

Committee Member:

Kathy Cunningham, Ph.D. (1989)
Margaret Reed, Ph. D. (1994)
Thierry Bacro, Ph.D. (1994)
Will Sharp, Ph.D. (1994)

SELECTED COMMUNITY SERVICE

Long Island Masterworks

Co-chair, Annual Gala (2006)

Long Island Fund for Women and Girls,

Member, Board of Directors (2005 to present)

Co-President, Board of Directors (2006-present)

The members of the Board are expected to raise funds to support grants for grassroots organizations serving women and girls on Long Island. Have actively solicited key donors for the Fund.

Communities for Learning

Member, Board of Directors (2007-present)

The vision of Communities for Learning is to transform schools into self-sustaining learning organizations by developing lasting learning communities, often in partnerships with higher education faculty and administrators.

Aquila Classical Theatre Company, NY.

Member, Board of Directors (2002 to 2007)

Kappa Alpha Theta, Columbia, SC.

Member of Alumnae Advisory Board.

Faculty Advisor to the University of South Carolina Chapter Advisory Board, SC Mathcounts. (1999 to 2001)

INVITED PRESENTATIONS

“Morphological correlates of CSF-pineal interaction.” Workshop on “The Pineal Gland,” sponsored by the USA-Spain Joint Committee for Scientific and Technological Cooperation (NSF). Salamanca, Spain, 1986.

“Transplantation of the rodent pineal gland.” 6th Colloquium of the European Pineal Society, Copenhagen, Denmark, 1993.

“Pineal cell-cell and cell-matrix interactions.” Gordon Research Conferences, Oxnard, CA, 1994.

“The evolution of pineal morphological evaluation.” 7th Colloquium of the European Pineal Society, Sitges, Spain, 1996

“Legal Issues for Graduate Deans.” Annual Meeting, The Council of Southern Graduate Schools, Nashville, TN, March, 2000.

“Graduate Certificates: What Works and What Doesn’t.” 2000 Certification Workshop, Council of Graduate Schools, Chicago, IL, 2000.

PUBLICATIONS

Journal Articles

Reiter, R.J., Welsh, M.G., and Vaughan, M.K. Age-related changes in the intact and sympathetically denervated gerbil pineal gland. *Am. J. Anat.* 146:427-432, 1976.

Welsh, M.G. and Reiter, R. J. The pineal gland of the gerbil, *Meriones unguiculatus*. I. An ultrastructural study. *Cell Tissue Res.* 193:323-336, 1978.

Welsh, M.G., Cameron, I. L. and Reiter, R. J. The pineal gland of the gerbil, *Meriones unguiculatus*. II. Morphometric analysis over a 24-hour period. *Cell Tissue Res.* 204:95-109, 1979.

Welsh, M. G., Hansen, J. T., and Reiter, R. J. The pineal gland of the gerbil, *Meriones unguiculatus*. III. Morphometric analysis and fluorescence histochemistry in the intact and sympathetically denervated pineal gland. *Cell Tissue Res.* 204:111-125, 1979.

Welsh, M. G. and Beitz, A. J. Specialized ependymal ridges in the cerebral aqueduct of the rat. *Neurosci. Lett.* 27:1-6, 1981.

Welsh, M.G. and Beitz, A. J., modes of protein and peptide uptake in the pineal gland of the Mongolian gerbil: An ultrastructural study. *Am. J. Anat.* 162:343-355, 1981.

Gangemi, J. D., Hightower, J. A., Jackson, R.A., Maher, M.H., Welsh, M.G., and Sigel, M.M. Enhancement of natural resistance to influenza virus in lipopolysaccharide responsive and nonresponsive mice by *Propionibacterium acnes*. *Infect. Immun.* 39:726-735, 1983.

Welsh, M. G. CSF-contacting pinealocytes in the deep pineal gland of the Mongolian gerbil. A correlative SEM/TEM investigation. *Am. J. Anat.* 166:483-493, 1983.

Hightower, J.A., McCumber L.J., Welsh, M.G., Whately, D.S., Hartvigsen, R.E, and Sigel, M. N. Blood cells of *Fundulus heteroclitus* (L.). *J. Fish. Biol.* 24:587-598, 1984.

Welsh, M. G. Cytochemical analysis of calcium distribution in the superficial pineal gland of the Mongolian gerbil. *J. Pineal Res.* 1:305-316, 1984.

Rollag, M. D., Welsh, M. G., and Klein, D.C. Effect of acute light exposure upon pineal melatonin content, NAT Activity, and nuclear volume in the gerbil pineal complex. *J. Pineal Res.* 1:339-347, 1984.

Welsh, M. G. Pineal calcification: Structural and functional aspects. *Pineal Res. Rev.* 3:41-68, 1985.

Rollag, M.D., Sheridan, M. N., and Welsh, M. G. Melatonin contents within the deep pineal following superficial pinealectomy. *Adv. Biosci.* 53:191-196, 1985.

Hightower, J.A., Welsh, M. G., and Gangemi, J. D., An ultrastructural examination of murine alveolar macrophages following intranasal administration of *Propionibacterium acnes*. *Histol. Histopath.* 2:217-222, 1987.

Welsh, M. G. Intraventricular blood vessels associated with the deep pineal gland of the Mongolian gerbil, *Meriones unguiculatus*. *Cell Tissue Res.* 249:587-592, 1987.

Welsh, M. G., Sheridan, M. N., and Rollag, M. D. CSF-contacting area of the deep pineal: Effects of photoperiod. *J. Pineal Res.* 7:365-380, 1989.

Li, K. and Welsh, M.G Tyrosine hydroxylase and neuropeptide- Y immunoreactivity in pineal glands *in situ* and in pineal grafts. *Cell Tissue Res.* 264:515-527, 1991.

Welsh, M. G., Ding, J. M., Buggy, J., and Terracio, L. Confocal laser scanning microscopy of the pineal gland. *Anat. Rec.* 231:473-481, 1991.

Li, K. and Welsh, M. G. S-antigen and glial fibrillary acidic protein immunoreactivity in the *in situ* pineal gland and in pineal grafts. Developmental expression of pinealocyte and glial markers. *Am. J. Anat.* 192:510-522, 1991.

Welsh, M. G. and Li, K. Third ventricular pineal gland grafts: Electron microscopy and immunohistochemistry. *Microsc. Res. And Tech.* 21:205-217, 1992.

Welsh, M. G., Li, K., Paulman, L., Geyser Jr., E. E., and Terracio, L. Transplantation of the Rodent Pineal Gland. *Adv. Pineal Res.* 8:109-116, 1994.

Welsh, M. G. Current Methodologies for the Study of Pineal Morphophysiology. *J. Pineal Res.* 16:113-120, 1994.

Coleman, J. R., Campbell, D., Cooper, W.A., Welsh, M. G., and Moyer, J. Auditory brainstem responses after ovariectomy and estrogen replacement in the rat. *Hearing Res.* 80:209-215, 1994.

Selected Abstracts (Out of total of 39, 1990-present)

Li, K. and Welsh, M. G. Immunohistochemical demonstration of tyrosine hydroxylase and neuropeptide – Y nerve fibers in pineal glands *in situ* and in pineal grafts. *Anat. Rec.* 226:57A-57A, 1990.

Welsh, M. G. Three-dimensional reconstruction and immunohistochemistry of CSF-contacting pinealocytes. Vth Colloquium of the European Pineal Study Group, Guildford, Surrey, U.K., *EPSG Newsletter* 24:39, 1990.

Welsh, M. G and Terracio, L. Three-dimensional imaging of the deep pineal gland using confocal laser scanning microscopy and transmission electron microscopy. *Proceedings of the Eastern Regional Meeting of the Comparative Endocrinology Division of the American Society of Zoologists* 1991:8.

Welsh, M. G. and Paulman, L. Pinealocytes of the deep pineal gland of the hamster are immunopositive for S-antigen and tyrosine hydroxylase. *Anat. Rec.* 232:91A, 1992.

Welsh, M.G., Paulman, L.E., and Terracio, L. Characterization of CSF-contacting pinealocyte aggregates in rotation suspension culture. *Mol. Biol. Cell* 3(Suppl.) :359a, 1992.

Coleman, J., Campbell, D. G., Kednocker, M., and Welsh, M. G. GABA distribution in the rat inferior colliculus: Effects of lesions and replacement with neuronal grafts. Proceedings of the 1993 Meeting of the Association for Research in Otolaryngology.

Welsh, M. G., Paulman, L.E., and Terracio, L. CSF-contacting pinealocytes *in vitro*. *Anat. Rec., Suppl.* 1:120 , 1993.

Cooper, W. A., Coleman, J. R., Campbell, D., Moyer, J., and Welsh, M. G. Auditory brainstem responses after ovariectomy and estrogen replacement in rat. *ASHA Program* 36:91, 1994.

Terracio, L., Welsh, M. G., and Jones, L.S. Simultaneous teaching of first year and fourth year Gross Anatomy: a win-win situation. *FASEB J.* 9:A1063, 1995.

Welsh, M. G., Jones, L. S., and Terracio, L. A new approach to gross anatomy: Fostering independence. *FASEB J.* 9:A1063, 1995.

Paulman, L., Jones, L.S., Edwards, L., and Welsh, M. G. Postnatal development of laminin – and fibronectin-like immunoreactivity in the rat hippocampus *in vivo* and in organotypic culture, *Soc. Neurosci. Abstr.*, Vol 22, Part 1, p. 531, 1996.

Paulman, L., Welsh, M. G., and Jones, L. S. Lesion-induced increases in Laminin and Fibronectin expression in organotypic hippocampal slice culture, *Soc. Neurosci. Abstr.*, 1997.

GRANT FUNDING

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