

# LINDA K. RINKER

22 Stillwater Circle  
Brookfield, CT 06804

(610) 781-8594 (Cell)  
(203) 837-8400 (Office)

5093 Vera Cruz Road  
Emmaus, PA 18049

[rinkerl@wcsu.edu](mailto:rinkerl@wcsu.edu) (Work)  
[rinkerlk@aol.com](mailto:rinkerlk@aol.com) (Private)

---

## EDUCATION

### **Columbia University Teachers College**

New York, New York

Ed.D.  
Administration/Education

### **Villanova University**

Villanova, Pennsylvania

M.S.N  
Nursing Administration

### **Kutztown University of Pennsylvania**

Kutztown, Pennsylvania

M.A.  
Counseling Psychology

### **West Chester State College**

West Chester, Pennsylvania

B.S.E.D.  
Psychology/Education

---

## SPECIAL EDUCATION EXPERIENCES

### **NASH**

Team Leader for State System

July 2008

### **Girl Scouts of America**

Berks County Women of Distinction Award

March 2004

### **Middle States Commission on Higher Education**

Periodic Reviewer

Fall 2002

### **Middle States Commission on Higher Education Committee on Substantial Change**

May 2001 to Present

<b>Middle States Association of Colleges and Schools Commission on Higher Education</b>	2001
Site Visitor, Puerto Rico	
<b>The Oxford Roundtable</b>	July 2000
Oxford University, England	
<b>Leadership/Presidency in Higher Education</b>	Summer 1999
American Association of State Colleges and University Washington, DC	
The Millennium Leadership Role	
<b>Harvard University</b>	Summer 1999
Cambridge, Massachusetts	
The Harvard Alumni Leadership Program	
<b>Harvard University</b>	Summer 1995
Cambridge, Massachusetts	
Administrator/Manager in Higher Education The Management Development Program Psychology/Education	

---

## PROFESSIONAL EXPERIENCE

**Provost and Vice President for Academic Affairs** July 2006 to Present  
Western Connecticut State University, Danbury, Connecticut

Named Provost and Vice President for Academic Affairs in July, 2006 for the two campus university serving both undergraduate and graduate school serving 6,200 students of the western Connecticut area.

### Major Accomplishments

- **Finance**  
Led the transition from a deficit budget in Academic Affairs to a healthy reliable budget with surpluses. This was accomplished through a variety of strategies including:
  - A development of a culture of strategic planning, assessment and accountability.
  - Beginning building grant revenues.
  - Developed an accurate enrollment and revenue models and methodology.
  - Developed a summer school model producing revenues.
- **Organization**
  - Built the program review process for departments and faculty.
  - Continued implementation on role of assessment.
  - Developed an academic technology plan to address IT operations of school goals.
  - Provided leadership for the NEASC Fifth Year Review/Report.

- Facilitated the development and implementation of the new school of Visual & Performing Arts.
- Facilitated the Bridge Project for Danbury Schools and Bethel Schools with WCSU – a national model.
- Developed and implemented the "One Book One Community" with Danbury Public Library, the Danbury School System, and WCSU.
- Developed and implemented the Danbury and WCSU Community Report Card.
- Strategic Plan
  - Provide oversight for the university's Strategic Plan.
  - Provide oversight for the Academic Affairs strategic planning and implementation process.
- Quality Academic Programs
  - Provide oversight for reaccreditation for Nursing, Music
  - Provide oversight for new programs applying for accreditation, such as, Health Promotion & Exercise Sciences, Theatre Arts, and Chemistry.
  - Secured accreditation for the EdD program in Instructional Leadership, Fall 2007.
  - Planning to apply for initial accreditation in business (AACSB), Fall 2008.
  - Chaired the NEASC Five Year Program Review Report, Fall 2008.
- International/Global Studies
  - India: Traveled to India to build relationships with three universities: Reva Institutes, Bangalore; Mahendra Educational Trust, Salem; Loyola University, Chennai January 2008. One agreement was signed with Loyola University, Chennai.
  - Puerto Rico: Established a signed MOU with the University of Puerto Rico at Mayaguez and began the partnership in research, academic fields of study, and training. March 2007.
  - Other international relationships, partnerships and MOUs
    - University of Crete
    - University of Tartre, Estonia
    - University of Buckinghamshire, UK
- Hired the first International Services Coordinator for WCSU to work with faculty to develop international programs for students and to work with the international students of WCSU.

**Provost & Vice President for Academic Affairs**  
Kutztown University of Pennsylvania, Kutztown, Pennsylvania

May 2002 to June 2006

### **Major Accomplishments**

- **Strategic Academic Focus of Program Review**  
Planned and led, through faculty committees, a process of program review of all academic programs. This entailed a comprehensive planning process including the establishments of a budget to support the assessment process, outside reviewers, and resources for curriculum redesign if needed.
- **Integration of Planning and Budgets**  
With the V.P. of Finance, integrated strategic and resource planning process. The new, explicit focus on purposeful action necessitated a broad, and ongoing, training and development effort for

all budget owners, including academic division chairs, campus deans, heads of functional offices, and academic program directors.

- **New Teacher Program**  
Led the development of an innovative urban teacher education program in partnership with the Philadelphia School System in concert with the State System of Higher Education.
- **Programmatic Planning for Off-Site Campus**  
Two off-site Kutztown campuses were planned, developed and operated since 2000, located in Reading and Allenton, Pennsylvania.
- **Commission Middle States**  
Led the successful accreditation process for Kutztown University and the university was accredited with no recommendations for improvement.
- **Accreditation**  
Three accreditations were realized with my leadership and they were NASAD, NASAM and reaccreditation for Nursing and NCATE.
- **Nursing**  
Led the creation of the two plus two program in Nursing Education with the Reading Hospital and Medical Center with Kutztown University.
- **Committees**  
President's Cabinet: weekly meetings to review issues and make recommendations regarding policy, practice and budget.
- **President's Leadership Team**  
Regular meetings with academic chairs, deans, directors, and administrators to assess issues and concerns and facilitate college-wide communication of decisions and plans.
- **Board and Trustee Academic Affairs Committees**  
As Provost, I developed the agendas, chaired the meetings, and provided staff support for the committees which provided oversight on academic policy issues and academic recommendations to the board.
- **Middle States Commission on Higher Education Substantive Change Committee**  
Reviewed proposals for new initiatives that represent significant redirection of mission or resources, indicating new degree levels, new campuses, progress abroad, etc.
- **Committees Convened:**  
Strategic and Budget Planning  
Deans Council  
Academic Chairs Committee  
Enrollment Management Process Team and Directors  
Institutional Research and Assessment Board  
Academic Council

**Interim Vice Chancellor for Planning, Administration & Budget** February 2002 to May 2002  
State System of Higher Education, Harrisburg, Pennsylvania

Primary responsibility for the overall planning, administration and budget process for the State System of Higher Education which includes the fourteen system universities. Appointed by the Board of Governors to assist the Chancellor during the period of time when a permanent administrator was hired.

**Provost & Vice President for Academic Affairs** June 2000 to February 2002  
Kutztown University of Pennsylvania, Kutztown, Pennsylvania

**Interim President of Kutztown University** January 2000 to May 2000  
Kutztown University of Pennsylvania, Kutztown, Pennsylvania

Primary responsibility for the overall administration of Kutztown University. Responsibility included an \$80,000,000 budget, approximately 8,000 students, 460 faculty, and 400 support staff. Appointed by the Council of Trustees during the President's sabbatical.

**Provost and Vice President for Academic Affairs** July 1996 to January 2000  
Kutztown University of Pennsylvania, Kutztown, Pennsylvania

**Assistant Provost** July 1993 to July 1996  
Kutztown University of Pennsylvania, Kutztown, Pennsylvania

Primary responsibility for the university curriculum and planning activities, the international studies program, women's studies, honors program, program review, the Registrar's Office, the Director of International Studies, the Dean of Academic Services and the Assistant Dean of Academic Services. Served as chairperson of the newly created Retention Action Committee, and Chairperson of the Middle States Steering Committee for the University.

**Chairperson, Department of Nursing** March 1989 to July 1993

---

## **PUBLICATIONS**

Vaden-Goad, L., Rinker, L.K., Zink, A., and Glass, W. "Expanding Bridges: What We've Learned Through Working Together." Education Trust National Conference, Arlington, VA. November 12, 2009.

Vaden-Goad, L., Rinker, L.K., Zink, A. and Glass, W. "Challenges Encountered As We Built the 'Bridge to Improve Student Success' at Western Connecticut State University." AAC&U Annual Meeting 2010: The Wit, the Will. . . and the Wallet: Supporting Educational Innovation, Shaping Our Global Future," Washington, DC. January 20-23, 2010.

Vaden-Goad, L., Rinker, L.K., Zink, A. and Glass, W. "Creating a Successful K-16 Partnership: What We've Learned from Working Collaboratively on the 'Building a Bridge to Improve Student Success'

Project.” AAC&U Annual Meeting 2010: The Wit, the Will . . .and the Wallet: Supporting Educational Innovation, Shaping Our Global Future. Washington, DC. January 20-23, 2010.

Rinker, L.K., Vaden-Goad, L., and Zink, A. “Building a Bridge to Improve Student Success: How to Make it Work at Your University. New England Board of Higher Education Innovation Lab. Boston, MA. March 27, 2009.

Goldberg, L. and Brancato, V. “Euro-Linkage: Kutztown University and Buckinghamshire University Partnership. Nursing Education, October 1998.

Chapter Entitled *Grieving*. Goldberg, L., Nursing Diagnosis by Lynda Juall Carpenito, J.B. Lippincott Company, 1983.

---

## **SELECTED PROFESSIONAL PAPERS AND PRESENTATIONS**

Council for Advancement and Support of Education (CASC) Conference, Development for Deans, Winter Session, Boston, MA, February 20-22, 2008.

Project Compass Learning Community Meeting, (Two presentations.), Worcester, MA, November 5-6, 2007.

National Association of Boards of Trustees and Administrators: "Building a Bridge Program to Improve Student Success," Mystic, CT, Fall 2007.

National Association of System Heads (NASH) Education Trust State Teams, P-16 Summer Institute, Co-presented: "Building a Bridge to Improve Student Success: A Collaborative Project Between WCSU & Area High Schools," Minneapolis, MN, July 29-31, 2007.

AASCU, Academic Affairs Summer meeting, co-presented: Building a Bridge to Improve Student Success: A Collaborative Project Between WCSU and Area High Schools, Vancouver, BC, July 25-31, 2007.

Presentation at the National Science Foundation: "Building a Bridge to Student Success," presented to three NSF program directors, May 1, 2007.

Presentation at the State of Connecticut Board of Trustees, "Building a Bridge" project, November 2007.

National Association of System Heads (NASH), Education Trust State Teams, P-16 Summer Institute, Montana, July 2006.

National Association of System Heads (NASH) Education Trust State Teams, P-16 Summer Institute, Connecticut State Team Leaders, Washington, July 21-5, 2008.

“Leadership and Role of the New Provost,” PASSHE, Harrisburg, PA, September, 2005.

“Program Prioritization Process,” AASCU, San Diego, February, 2005.

“How to do Collective Bargaining,” AASCU, San Diego, CA, February, 2005.

“Program Prioritization Process,” the PASSHE, Pocono Mountain, PA, October, 2004.

“The ULTRA Program; A Community Focused Theme for Freshmen,” Transforming Campuses, The First Year Experience Conference, Atlanta, GA, February 21, 2003.

Visioning and Prioritization, Oxford Roundtable for Administrators, Oxford University, Oxford, United Kingdom, July 2000.

“Ask a Question” Higher Education Consortium of Berks Presidents, TV Show, BCTV, April 2000.

“Beyond Bedknobs and Broomsticks: Great Things Happen When You Do Little Things,” paper co-presented at the National Association of Women in Higher Education (NAWE) Conference, March 2000.

Breakout Session Facilitator, The Middle States Commission on Higher Education Self-Study Institute, November 8-9, 1999.

Graduation Speech, “The Journey of the Everyday Hero--You the Graduate Professional Nurse,” Buckinghamshire College, London, England, July, 1999.

“Conquering Knocking Knees and Sweaty Palms, Essential Tips for Successful Interviewing,” paper co-presented at the National Association of Women in Higher Education (NAWE) Conference, Denver, CO, February 24-27, 1999.

“Politically Sensitive Realities and Strategies for Change in Higher Education,” paper co-presented at the AAHE Conference on Faculty Roles and Rewards, San Diego, CA, January 20-24, 1999.

Breakout Sessions Facilitator, The Middle States Commission on Higher Education Self-Study Institute, November 9-11, 1998.

“Retention Action Initiative” paper presented at the Tenth International Conference on The First-Year Experience, Warwick, England, July 21-25, 1997.

“Mapping the Fault Lines” paper presented at the National Association of Women in Higher Education (NAWE) Conference, San Francisco, CA, February, 1997.

“A Woman’s Role in Higher Education Administration, Breaking the Glass Ceiling” paper co-presented at The Council of Colleges of Liberal Arts and Sciences Conference, Philadelphia, PA, November, 1996.

“Collaborative International Nursing Linkage” presentation at the International Nursing Conference, Kansas City, MO, September, 1996.

“A Nurse Run Center for Retired Individuals” paper presented at the National League for Nursing Conference, Philadelphia, PA, May, 1996.

“Follow the Yellow Brick Road To Leadership,” paper presented at The National Association of Women in Higher Education (NAWE) Conference, Chicago, IL, March, 1996.

“Leadership for the New Millennium,” paper presented at The National Association of Women in Higher Education (NAWE) Conference, Chicago, IL, March, 1996.

“Collaborative Relationships in Higher Education between Administration and Unions,” paper presented at The National Association of Higher Education (NAWE) Conference, Atlanta, GA, January, 1996.

“Women Thriving and Driving Change: A Balancing Act,” paper presented at The National Association of Women in Higher Education (NAWE) Conference, Orlando, FL, March, 1995.

“Internationalism and Health Care Reform: A Feministic Perspective,” paper presented at The National Association of Women in Higher Education (NAWE) Conference, Washington, DC, March, 1995.

“Nursing Leadership for ADN Administrators,” paper presented at The Medical College of Philadelphia Conference, Orlando, FL, January, 1995.

“Issues in Higher Education” The Pennsylvania American Council on Education, PACE-NIP Forum Panelists, Hershey, PA, November, 1994.

“Meeting the Challenges of the Year 2000,” paper presented at Reading Area Community College, May, 1994.

“Leadership Styles of Nurse Managers,” paper presented at Buckinghamshire College, United Kingdom, June, 1993.

“A Comparison of Nursing Practice of the United States and the United Kingdom,” presentation at the National League for Nursing Convention, Boston, MA, June, 1993.

“A roundtable discussion with The President of the United States of America, Mr. Bill Clinton,” participant in a roundtable discussion at Kutztown University, April, 1993.

“The Pennsylvania Health Care Reform,” lecture/discussion by invitation of the Honorable Congressman Tim Holden presented at the Caucus Room, Washington, DC, February, 1993.

Numerous other presentation, books and reviews between 1982 to 1986.

---

## **GRANTS**

Grant, Building Bridge to Improve Student Success, \$150,000, State of Connecticut.

Project Impact: Improving Paths to Achievement through Community Transformation. \$100,000. Project Compass, Agency: Nellie Mae and the New England Resource Center for Higher Education (NERCHE). This year long study was based on the Latino/Hispanic Self Study (AASCU).

Building a Bridge to Improve Student Success in Mathematics and The Sciences. National Science Foundation, Math-Science Partnership "Start" Grant, \$100,000, Proposed, Spring 2008 and others.

Graduation Rate Outcome Study Part II: Latino/Hispanic Student Success Self-Study, Chair of the Study test (submitted February 16, 2007), invited by the American Association of State Colleges and Universities (AASCU) to be involved.

Deliberative Polling, AASCU, Western Connecticut State University was selected as one of 3 universities in the nation to take part in the years' "deliberative polling" project in collaborative with the New York Times.

Nursing State Allocation, Connecticut State Federal Grant, \$340,000.

Grant, Science Education Center, Clarion University of Pennsylvania and Kutztown University of Pennsylvania, Pennsylvania Department of Health, \$459,000, January, 2005.

Grant, The Urban Learning Academy, The State System of Higher Education, \$800,000, December, 1998-2001.

Venture Capital Loans, The State System of Higher Education, \$247,000, for an off-site location for the off-campus programs of study.

A State System of Higher Education initiative grant: \$71,904 for the enhancement of science and mathematics teaching for 2000-01.

Student Support Services Grant, U.S. Department of Education, \$224,903, for 2001-02.

Instructional Technology Grant for Educators, Department of Education, \$1,000,000 for 1999-2002.

---

## **SELECTED CONSULTING WORK**

Serve as a member of the Middle States Accreditation Team for the Council of Higher Education, Spring, 2005.

Serve as a Consultant on Middle States Accreditation Team for the Commission on Higher Education, 1999, 1998.

Serve on the accreditation team for the National League for Nursing, New York, New York, 1997.

Served in a variety of health care consulting roles.

Substantive Changes Committee, Middle States.

---

## **SELECTED PROFESSIONAL ACTIVITIES**

Received the 2004 Berks Women of Distinction Award from the Girl Scouts of America.

Chairperson, Enrollment Management Committee of the State System of Higher Education, 1998-99.

Member, Outcomes Assessment Committee of the State System of Higher Education, 1996-97.

Member, The Pennsylvania Assessment Consortium Educational Testing Services, Princeton, NJ, 1993-1997.

Chairperson of the Kutztown University Middle States Accreditation Process, 1996-1998.

Director, The Pennsylvania Nurses Association of Pennsylvania, 1994-1996.

Board of Directors, Kutztown University Alumni Association, Kutztown, PA, 1993-95.

---

## **SELECTED COMMUNITY SERVICE ACTIVITIES**

Small Business Development Center – Present.

United Way Campaign – 2004/05.

United Way Campaign – 2002/03 and 2003/04.

Representative to the Berks Business Education Coalition – Spring 2002 – 05.

The Pennsylvania American Council on Education, PACE-NIP – Spring 2002 – 05.

The Hillside School, Education Committee Member, 2002, 2003.

Chairperson of the Five-Colleges of Berks County Provosts, 2000 – 05.

Representative, The Political Action Group for Nursing, The Pennsylvania Nurses Association, 1990-1999.

Berks County Mental Health Association, 1993-1997.

Member, The National Health Care Reform Task Force with The Honorable United States Senator Tim Holden, Reading, PA, 1993-1997.

Member, The National Leadership Coalition of Health Care Reform, Washington, DC, 1993-1997.

Board of Directors, The American Lung Association, 1993-1995, 1998.

President, The Pennsylvania Nurses Association, District II, 1989-1993.

---

## **AWARDS, HONORS, ELECTED OFFICES, APPOINTMENTS**

Delta Kappa Phi Honor Society, Columbia University.

Sigma Theta Tau National Honor Society of Nursing, Villanova University and Kutztown University.

The Pottstown High School Distinguished Alumni Award, Pottstown High School, Pottstown, PA.

Phi Kappa Phi Honor Society, Kutztown University.

Kappa Delta Phi Honor Society, Kutztown University.

Phi Beta Delta – scholarly achievement in International Education, Columbia University.