SUNY The State University of New York

Office of the Chancellor

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MEMORANDUM

September 16, 2025

TO: **Members of the Board of Trustees**

FROM: **Dr. John B. King Jr., Chancellor**

SUBJECT: **Appointment of Dr. Melinda D. Treadwell as President of the State University of New York College at Geneseo**

Action Requested

The proposed resolution approves the appointment of Dr. Melinda D. Treadwell as President of the State University of New York College at Geneseo.

Resolution

I recommend that the Board of Trustees adopt the following resolution:

> **Resolved** that the appointment of Dr. Melinda D. Treadwell as President of the State University of New York College at Geneseo, effective on or about October 27, 2025, be and hereby is, approved. Dr. Treadwell will receive a salary of $325,000 for this service. Dr. Treadwell will also receive a $6,000 per month housing allowance and have use of a campus owned automobile or automobile allowance.

Background

Dr. Melinda Treadwell currently serves as the President of Keene State College, where she has led the institution through significant organizational change grounded in a commitment to enabling students to thrive and demonstrating community care. Known for her inclusive, data-driven approach to strategic

planning, Dr. Treadwell successfully delivered 130% of the College's first comprehensive campaign goal and tripled its endowment.

Guided by a belief that the liberal arts foster critical thinking, adaptability, and lifelong learning, Dr. Treadwell has championed a student-centered approach that integrates the transformative power of the liberal arts with clear pathways to personal and professional success. Under her leadership, Keene State College has strengthened academic advising, expanded career-connected learning opportunities, and built innovative transfer partnerships with community colleges to widen access and support degree completion. She has prioritized holistic student development, combining rigorous academics with experiential learning, civic engagement, and wellness initiatives that prepare graduates for both meaningful work and engaged citizenship. Dr. Treadwell has cultivated robust public-private partnerships, from manufacturing hubs to early childhood education networks, and has deep academic leadership experience as Interim Provost and Vice President for Academic Affairs, Dean of Professional & Graduate Studies, and as a tenured professor

Dr. Treadwell is widely recognized for her collaborative, pragmatic leadership, most notably as co-lead of the University System of New Hampshire's COVID-19 response. Drawing on her policy and emergency preparedness expertise, she coordinated a multi-campus, multi-agency team to implement rigorous testing and safety protocols, enabling over 25,000 students to safely return to in-person learning.

Her presidency is marked by strong community partnerships, spanning K-12, the Community College System, municipal leaders, and private industry. Through these collaborations, she has expanded workforce pathways, accelerated credentialing opportunities, and reinforced the role of Keene State as a "steward of place" committed to regional vitality. She is also a recognized leader regionally and nationally through service with NCAA Division III, the New England Commission of Higher Education (NECHE), and the Council on Public Liberal Arts Colleges (COPLAC).

A first-generation college student, Dr. Treadwell earned her Doctorate in Philosophy, Pharmacology/Toxicology from Dartmouth Medical School and her bachelor's degree from Keene State College.

A copy of Dr. Treadwell's CV is attached.

Melinda D. Treadwell, Ph.D.

EDUCATION

Doctorate in Philosophy, Pharmacology/Toxicology, Dartmouth Medical School, Hanover NH
Bachelor of Science, Industrial Safety, Keene State College, Keene, NH

LEADERSHIP AND ADMINISTRATIVE ACCOMPLISHMENTS

President, Keene State College, Keene NH 2017-present

Lead New Hampshire's public liberal arts college through periods of significant organizational change and financial stress, while keeping students' thriving as primary goal. Uphold community care as core value through challenges and higher education disruption. Serve in national and regional leadership appointments to focus on innovation, inclusivity and access, and leadership development. Enact ambitious and realistic strategic plan developed through inclusive, holistic process and endorsed fully by all stakeholders. Engage as leader within the University System of New Hampshire with the Board of Trustees to support shared strategic goals as the system repositions for the future of post-secondary education in our state. Deepen collaboration with city, county, and state leadership and employers. Foster symbiotic relationships with federal congressional delegation. Secured significant congressionally directed support improving early childhood teacher credentialling for the region; creating education and training hub for precision manufacturing; and expanding healthcare workforce. Steward and cultivate major donors and foundations to grow supplemental resources for the institution, culminating in 130% of first institutional comprehensive campaign goal, as well as tripling endowment. Coordinate and support efforts securing extramural resources totaling over $4.7 million dollars to support improved quality of early childhood education and care, health care credentialing, internship program expansion, and precision manufacturing workforce expansion. Position the College as a center of precision manufacturing and optics industry development. Strengthen partnerships with community colleges, including co-location on campus, and with career and technical education centers to support future strategic priorities and diverse educational pathways. Collaborate and manage relationships with six separate bargaining units to maintain positive labor relations. Stabilize and support the campus community, investing in marketing, strategic enrollment management, academic program development, and business partnerships to advance public liberal arts mission, values, and vision. Completed full-scale reorganization, reducing fixed expenses by over 17%, balanced enrollment, right-sized staff, administration, and faculty in response to demographic enrollment trends. Led COVID response and risk mitigation planning for the University System of New Hampshire, engaging local and statewide medical, emergency response, and legislative representatives. Under COVID plan, supported our regional medical and emergency response actions and experienced a rapid and healthy return to residential campus living and learning throughout pandemic.

Provost and CEO, Antioch University New England, Keene NH 2016-2017

Oversaw all aspects of campus operations personnel of a private, master's- and doctorate-granting institution, part of Antioch University's national multi-campus system. Assumed sole leadership of the institution after major restructuring that eliminated presidents across system. Represented campus in system collaboration. Launched new delivery modalities of graduate programs to expand demographic reach. Increased enrollment and generated net positive contributions to system budget. As member of university leadership team, helped close system-wide budget deficit to balance.

Vice President for Academic Affairs, Antioch University New England, Keene NH 2014-2016

Provided leadership and vision for academic programs at Antioch University New England and contributed leadership and collaborative vision for the national Antioch University system. Served as Chief Academic Officer and sole Vice President for the campus. Led academic affairs, enrollment, student affairs, facilities, and budget, extramural relationship development, and all campus operations. During tenure working with system and campus finance and admissions professionals, developed new enrollment management and tuition forecasting tools. Exceeded enrollment targets by 12%. Worked with faculty and senate to redefine workload and contract terms for full-time faculty. Created qualitative and quantitative metrics to measure program viability, prompt program redesign, and data-inform sunsetting decisions. Working with faculty, grants, and advancement teams, increased extramural awards, contracts, and philanthropic contributions by 40% during tenure. Led work teams through development of critical institutional partnership agreements, and more. Developed and inaugurated Integrated Student Services, which became the model across the system. Led university-wide taskforces redefining collaboration and academic vision, creating new business models, and considering new pedagogical delivery modalities for the future. Charged by the Chancellor to develop and pilot a university-wide Environmental Studies Division. Working in support of faculty, launched new degree programs, graduate certificates, and delivery modalities.

Interim Provost and Vice President for Academic Affairs, Keene State College, Keene NH 2012-2014

Provided leadership vision, and financial management for all academic programs at Keene State College, overseeing an academic affairs budget of $80 million. Served as Chief Academic Officer and Vice President in support of President, including campus oversight when the President was away. Served as principal decision point for emergency preparedness activities. Working with College's Academic Affairs leadership team, ensured continued accreditation for academic programs, provided collaborative support and vision for new academic program creation, and sustained existing programs. Provided leadership for College Senate, oversaw, and administered appeals of academic policies, and negotiated and resolved contractual issues associated with adjunct and tenure track faculty unions. Oversaw successful negotiations with both faculty unions, positive accreditation visits for health sciences, chemistry, nursing, and education. Collaborated with design teams to create new nursing simulation and fundamental skills laboratories. Provided academic leadership engagement with College's master planning process and expanded partnerships with community colleges and state Department of Education. Facilitated business roundtables across the state to more purposefully align public-private partnerships. Appointed to provide leadership for Board of Trustees realignment of the University System of New Hampshire (USNH) on behalf of USNH academic affairs programs and to develop University System policies with colleagues regarding implementation of the Affordable Care Act.

Dean, Professional and Graduate Studies, Keene State College, Keene NH 2008-2012

Led all operations, including financial management, for Professional and Graduate Studies and for Continuing Education and Extended Education. Oversaw graduate academic programs and ensured continued recognition with national/state accreditation for: educator preparation programs (National Council for Accreditation of Teacher Education, now CAEP), health science nutrition option (Commission for Accreditation of Dietetics Education), athletic training (Council for Accreditation of Athletic Training Education), and nursing (Commission on Collegiate Nursing Education). During tenure as Dean, education programs received full recognition from NCATE and the State of New Hampshire Department of Education. Athletic Training program received ten-year clearance and full specialized accreditation. Led the integration of the Southwestern NH Educational Support Center pre-service and in-service professional development for

educators. Co-facilitated transition and expansion of summer academic programming; supported integration of New Hampshire State Occupational Safety and Health Consultation program as a Keene State College organizational unit. Contributed to design and successful launch of baccalaureate nursing preparation program and new master's degree in Safety and Occupational Safety and Health Applied Sciences. Co-chaired the schematic design, development, fundraising, and construction of 57,000 square foot Technology Design and Safety Center. Served as Principal Investigator or Senior Research Advisor for multiple federal and state grant projects.

Founding Director, Center for Excellence in Learning & Teaching, Keene State College 2007-2008
Built conceptual framework for inaugural center to focus faculty development and curricular transformation through pedagogy, technology, and flipped classroom potential. Developed and engaged faculty in professional development and best practices in teaching, both online and in classrooms. Worked with Apple Corporation to leverage state of the art technology to improve instruction. Developed a cohesive vision to create strategic planning materials and to secure funding to support this concept, and to engage the campus in this effort.

TEACHING EXPERIENCE

Tenured Full Professor, Technology, Design and Safety Department, Keene State College 2017-present
Maintaining rights of retreat to tenured faculty position, building on ten-year career teaching in areas of occupational and environmental health, exposure characterization, and legal considerations for environmental, safety and health compliance programs. Responsible for student advising, safety majors' internship program, participation in college committees, and conducting research related to exposure characterization, health risk assessment and policy development. Served as Principal Investigator to administer five professional and technical staff and to coordinate applied research experiences for students on projects totaling over $4.2 million dollars. Served an active administrative role to transform departmental curriculum, co-administered the departmental graduate program proposal, and engaged actively as a member of the Integrative Studies Program (General Education) Committee.

2012-2014: Tenured Full Professor, Technology, Design and Safety Department, Keene State College
2005-2012: Tenured Assoc. Professor, Technology, Design and Safety Department, Keene State College
2000-2005: Assistant Professor, Safety and Occupational Health Applied Sciences, Keene State College

PROFESSIONAL SERVICE, APPOINTMENTS, RESEARCH, AND HONORS

2023-present Financial and Risk Management Working Gorup, National Collegiate Athletics Association Division III
2023-present Management Council, National Collegiate Athletics Association Division III
2023-present Presidents Advisory Group, National Collegiate Athletics Association Division III
2023-present Chair and Executive Council Convenor, New Hampshire College and University Council and Educational Alliance of New Hampshire
2023-present Chair, New Hampshire College and University Council and Educational Alliance of New Hampshire Executive Council
2021-present Commissioner, New England Commission of Higher Education
2018-present Board of Directors and Executive Committee, Council on Public Liberal Arts Colleges

2018-present	Board of Directors, New Hampshire College and University Council and Educational Alliance of New Hampshire (formerly Campus Compact of New Hampshire)
2016-present	Commissioner, State of New Hampshire Higher Education Commission
2023	Paul Harris Fellow Award, Elm City Rotary
2022-2023	Treasurer and Executive Council, New Hampshire College and University Council and Campus Compact of New Hampshire
2021-2023	Chair, President's Council, Little East Conference
2021	New Hampshire Outstanding Women in Business Award
2020-2023	Community College System of New Hampshire and University System of New Hampshire (CCSNH-USNH) Synergies Task Force
2020-2022	Chair, COVID Response Team, University System of New Hampshire Board of Trustees
2019-2021	Chair-Elect, President's Council, Little East Conference
2014-2016	Board of Directors, Stay Work Play NH
2012-2013	Executive Committee, Keene State College Senate
2011-2013	NH Higher Education Lead, Smarter Balanced Assessment Consortium
2010-2012	Member, Advisory Board, Cheshire Medical Center-Dartmouth Hitchcock Keene
2010-2013	Appointed Representative, NH Department of Education, Teacher Effectiveness Task Force
2015-2017	Co-Chair, Antioch University Collaboration Taskforce
2015-2017	Co-Chair, Antioch University Business Model Taskforce
2015-2017	Lead Provost, Antioch University Business Modeling for Environmental Studies
2010-2014	Co-Principal Investigator, State Aid to Higher Education Grant Project, *Rural School Educator Effectiveness Collaborative.*
2008-2013	Senior faculty mentor and member, Internal Advisory Committee, *Biodiesel and Petroleum Diesel: Exposure Profiles and Public Health Consequences, National Institutes of Health,* with Nora Traviss, Principal Investigator
2009-2011	Co-Principal Investigator, NH State Math Science Partnership grant award to fund summer professional development institute entitled—*Science-Inquiring Minds Want to Know*
2009-2012	Principal Investigator, Regional Center for Advanced Manufacturing FIPSE award to launch regional public, private partnership to support advanced manufacturing in the Monadnock Region
2009-2011	Principal Investigator, Monadnock Biodiesel Collaborative FIPSE award creating innovative public, private partnership to advance alternative fuels research and distribution
2009	Team lead, Institutional delegation to China
2007-2009	Member, NH State House of Representatives Biodiesel Commission
2007	Member, USNH partnership delegation to Chile
2007	Recipient, Keene State College Faculty Distinction in Scholarship and Research Award
2006-2008	Co-Investigator, *The Keene State College/University of New Hampshire Public Safety Management Project: Using UNHCEMS to Enhance Emergency Response Preparedness*, Department of Justice.
2005	Recipient, Keene State College Alumni Inspiration Award
2004-2007	Member, State of Massachusetts Science Advisory Board
2004-2007	Member, Massachusetts Bay Transit Authority Advisory Committee
2004-2006	Co- Investigator, *Integration of UNHCEMS with an Effective Occupational Safety and Health Curriculum*, Department of Justice
2004	Peer Reviewer, USEPA Science to Achieve Results Public Health Proposals
2003-2008	Principal Investigator, *Respiratory Effects of Airborne Particulate Matter in the Northeast,* National Institutes of Health
2002-2004	Principal Investigator, *Evaluating the Occupational and Environmental Impact of Nonroad Equipment Emissions in the Northeast*, United States Environmental Protection Agency

2002-2004 Principal Investigator, *Measurement of the Infiltration of Outdoor Pollutants into Schools in the Northeast,* United States Environmental Protection Agency
2001-present Member, Sigma Rho Kappa, Safety Studies Honor Society
2001-2002 Principal Investigator, *Indoor/Outdoor School Air Monitoring Pilot Project*, United States Environmental Protection Agency
2000 Meritorious Service Award, State and Territorial Air Pollution Prevention Association and Association of Local Air Pollution Control Officials
1997 High Performance Professional Merit Award, Lockheed Martin
1995-present Ryan Fellow - Advancement of Medical Knowledge for the Good of Humanity
1995 Young Investigator Award, Oxygen Society Meeting
1994-1996 Individual Small Research Grant, #53179, National Institute for Occupational Safety and Health
1994-1995 Pre-Doctoral Fellowship, American Heart Association
1991-1994 National Research Service Award, #T32ESO7104, National Institute of Environmental Health and Safety

EXPERIENCE IN INDUSTRY

2000-2004: Senior Public Health Policy Advisor, (part-time consultation for grant directed projects) Northeast States for Coordinated Air Use Management
1998-2000: Toxicologist/Public Health Policy Analyst, Northeast States for Coordinated Air Use Management
1997-1998: Environmental Program Manager, New Hampshire Department of Environmental Services, Air Resources Division, Toxics Management Bureau
1995-1997: Principal Environmental Safety and Health Coordinator, Microelectronics Division, Lockheed Martin, Nashua, NH
1991-1995: Pre-Doctoral Fellow in Pharmacology & Toxicology, Dartmouth Medical School, Hanover, NH
1990-1990: Industrial Hygienist, Lockheed-Sanders, Nashua, NH
1988-1990: Industrial Hygienist, MARKEM Corporation, Keene, NH

INDUSTRY ACCOMPLISHMENTs

Toxicologist/Public Health Policy Analyst 1998-2000
Northeast States for Coordinated Air Use Management. Boston MA
As a senior administrator for programs, responsible for conducting research, writing documents, reviewing and commenting on federal and state regulatory proposals, representing the eight NESCAUM member states (New England States, New York, and New Jersey) in regional and national forums, and administering NESCAUM's Air Quality and Public Health Committee (air quality and public health professionals from NESCAUM member states). Specific accomplishments: appointment to federal advisory committee for mobile source air toxics exposure evaluation and control, selection as expert panel member to advise the US EPA regarding persistent bioaccumulative metals and trichloroethylene policy development, and contribution to regional reports regarding exposure/risks associated with MTBE and other fuel constituents. Regional reports developed: Northeast States for Coordinated Air Use Management, The Health Effects of Gasoline Constituents. *Northeast States RFG/MTBE Issues and Options Report*, 1999. Northeast States for Coordinated Air Use Management, Technical Peer Review of the US EPA Emissions and Exposure Estimations for Motor Vehicles and Their Fuels, 1999. Continued in a

collaborative, consultative role as a Senior Public Health Policy Advisor with NESCAUM from 2000-2004. Developed and administered collaborative grant projects as a Principal Investigator and Keene State College faculty member.

Environmental Program Manager 1997-1998
New Hampshire Department of Environmental Services, Air Resources Division, Concord NH

Administered the federal and state air toxics control programs and interpreted federal Maximum Achievable Control Technology (MACT) standards. Provided technical oversight to modeling and permit engineering staff during development of State Operating and Title V permits. Communicated with Environmental Protection Agency staff members and stakeholders regarding air pollution matters related to federal and state air toxics control programs. Provided testimony before legislative committees and the public at hearings and served as a liaison between the Department of Environmental Services and the Department of Public Health on all air toxic-related matters. Specific accomplishments: establishing a workgroup to discuss MACT requirements with permit engineers, compliance, and enforcement personnel of the Air Resources Division. Contributed to development of New Hampshire's mercury reduction strategy text. Actively involved in regional teams addressing both the interpretation and implementation of the pulp and paper industry Cluster Rules, and educational outreach to wood furniture manufacturing sources regarding the impacts of air quality regulations on this industry class.

Heath Risk Analyst 1997
New Hampshire Department of Health and Human Services, Office of Health Management, Concord NH

Reviewed scientific literature to assess and quantify the risk posed to human health and the environment by chemical contaminants and pollutants. Assessed available scientific evidence to categorize regulated toxic air pollutants under New Hampshire's Air Toxic Control Act as well as developed and organized supporting documentation. Prepared and delivered formal presentations to sub-committees of the state legislature and the Air Toxics Workgroup. Member of the State's Clean Air Strategy Advisory Committee. Specific accomplishments included: Providing scientific evidence of the impact of air pollutants such as particulate matter and toxic air pollutants on human health and the environment for the state's Clean Air Strategy text. Developing toxicological classifications and time adjustment factors for approximately seven hundred compounds regulated by the state's air toxics control program. Responding to several elemental mercury spills, advising consultants, and affected individuals regarding appropriate spill response and toxicity information for mercury, and developing a mercury spill response fact sheet to be distributed to schools, hospitals, and homeowners.

Principal Environmental, Safety, and Health Coordinator 1995-1997
Lockheed Martin Corporation, Microelectronics Division, Nashua NH

Responsible for managing a comprehensive Environmental, Safety, and Health (ESH) Program and the Superfund Amendment Reauthorization Act (SARA) Program for the Microelectronics Division (MED), as well as the Toxic Substances Control Act (TSCA) Program for Sanders' five manufacturing complexes. Conducted scientific review and toxicological risk assessment at Superfund sites and for materials used in the company's manufacturing operations. Working directly for the Vice President for Operations,

administered all aspects of the Divisional ESH program. Directed ESH regulatory compliance committee for MED. Selected as corporate compliance auditor responsible for participating in and coordinate assessment and compliance auditing activities in a variety of occupational safety and health regulatory compliance areas. Delivered expert testimony in various public and policy-relevant forums. Specific accomplishments included: managing annual internal ESH audit team, preparing and delivering senior management briefings, and assuring corrective action closure for ESH audit non-compliance findings. Managing environmental remediation of arsenic-contaminated production area, developing and managing an industrial hygiene and biological monitoring program, evaluating federal ESH regulatory requirements and assuring compliance in the construction of a 35,000 square foot addition to the facility, and developing a risk-based toxic gas alarm strategy for the MED complex.

Pre-Doctoral Fellow 1991-1995

Dartmouth Medical School, Department of Pharmacology and Toxicology, Hanover NH

Prepared a competitive research proposal to develop a novel *in vitro* model to investigate the fibrogenic potential of asbestos and man-made mineral fibers, which resulted in a two-year research grant funded by the National Institute for Occupational Safety and Health. As principal investigator, responsibilities included: administration of all aspects of funded research projects including study design, publishing research findings, maintaining cost and schedule deadlines, and submitting project performance summaries to the granting agency. Supervised graduate and undergraduate student research projects, laboratory radiation safety program, and analytical product and resource procurement. Assisted graduate advisor with supervision of analytical laboratory and tissue culture area and staff. Coordinated and served as a member for numerous Dartmouth College and Dartmouth Medical School committees. As a member of the Dartmouth College Environmental, Safety, and Health Policy Advisory Committee, reviewed federal, state, and local regulatory requirements for impact on the college and assisted with the development of a practical strategy to ensure compliance. Served as a Teaching Assistant in the medical and graduate study programs and as a member of the Toxicology Curriculum Committee.

Industrial Hygienist 1990-1991

Lockheed-Sanders, Inc. Safety and Health Department, Nashua, NH

Responsible for management and expansion of the company's existing industrial hygiene program. Administered program effectively to integrate industrial hygiene and occupational health assessment across eight facilities in southwestern New Hampshire. Worked collaboratively with senior management, medical staff professionals, and employees to implement programs. Specific responsibilities included: air quality monitoring for numerous chemical products, occupational/environmental risk assessment in conjunction with company medical director, noise level monitoring, and training program coordination and delivery across business units.

Industrial Hygienist 1988-1990

MARKEM Corporation, Environmental, Safety, and Health Department, Keene, NH

While a student at Keene State College, worked as a permanent, part-time employee to develop the company's industrial hygiene program. Responsible for the development of policies and procedures for program. Specific responsibilities included: occupational risk assessment for chemicals in production or under research and development, air quality monitoring, development of Hazard Communication, Hearing Conservation, and Laboratory Chemical Hygiene Programs. Development and administration of comprehensive training programs for each program.

OTHER RELEVANT EXPERIENCE AND PROFESSIONAL MEMBERSHIPS

2018-2021	Board, MoCo Arts, Keene
2016-present	Member, Monadnock Region Rotary
2016-2017	Member, Precision Credit Union, Supervisory Committee to the Board of Directors
2013-2014	Member, Monadnock United Way Steering Committee
2012-2013	Member, Keene State College Senate, Executive Committee
2012-2017	Member, and Board Chair, Board of Directors Community Connections for After School Networking
2011-2013	NH Higher Education Lead, Smarter Balanced Assessment Consortium
2010-2012	Member, Advisory Board Cheshire Medical Center-Dartmouth Hitchcock Keene
2010-2013	Appointed representative, NH State Department of Education, Teacher Effectiveness Task Force
2008-2013	Senior faculty mentor and member Internal Advisory Committee, *Biodiesel and Petroleum Diesel: Exposure Profiles and Public Health Consequences, National Institutes of Health*
2007-2009	Member, NH State House of Representatives Biodiesel Commission
2007-2008	Member, Faculty Evaluation and Assessment Committee
2005-2007	Member, Keene State College General Education (Integrative Studies Program) Committee
2004-2009	Advisor, Rho Sigma Kappa Safety Studies Honor Society
2004-2007	Member, State of Massachusetts Science Advisory Board
2004-2007	Massachusetts Bay Transportation Authority, Advisory Committee Member for Diesel Emissions/Impact Assessment
2003-2007	Member, School of Professional and Graduate Studies Curriculum Committee
2002-2007	Advisor, American Society of Safety Engineers Student Chapter at Keene State College
2002-2008	Member, Keene State College Undergraduate Research Committee
2002-2004	Advisor, American Society of Safety Engineers Student Chapter at Keene State College
2002-2004	Professional Studies Division Representative, KSC Senate Curriculum Committee
2000-2009	Authorized Instructor, Occupational Safety and Health Administration, Outreach Training Institute, Manchester, NH
2000-2004	Member, Executive Board, Keene State College Senate
2000-2005	Chair, Keene State College Academic Appeals Board
2000-2002	Board of Directors Liaison, Occupational Safety and Health Subcommittee, Safety and Health Council of New Hampshire
2000-2003	Member, Board of Directors, Safety and Health Council of New Hampshire
2000-2001	Executive Board, Keene State College Senate
2000-2012	Member, American Society of Safety Engineers
1999-2008	Member, New England Chapter of the Society for Risk Assessment
1999-2000:	Member, Mobile Sources Technical Review Subcommittee, Federal Clean Air Act Advisory Committee
1999-2000:	Co-chair Public Health Impacts Committee, Regional Fuels Taskforce
1999-2000:	Member, Citizens Advisory Committee, Breathing Easier through Air Monitoring EMPACT Project, Portland, Maine
1999-2000:	Member, United States Environmental Protection Agency, Region I, Regional Air Toxics Screening Team
1999-2000:	Member, External Involvement Group, Review of the Environmental Protection Agency's Trichloroethylene Health Risk Assessment

1997-2000: Member, Northeast States for Coordinated Air Use Management (NESCAUM) and Northeast Waste Management Officials' Association (NEWMOA), Hazardous Air Pollutants/Pollution Prevention (HAP2) Workgroup
1997-1998: Member, New Hampshire Clean Air Strategy Advisory Committee
1997-1998: Member, New Hampshire Department of Environmental Services, Strategic Planning Subcommittee
1996-2000: Member, Safety Program Executive Steering Committee, Keene State College, Keene, NH
1995: Teaching Assistant, Graduate Pharmacology
1994-1995: Member, Toxicology Curriculum Committee, Dartmouth Medical School, Department of Pharmacology & Toxicology
1994-1995: Graduate Student Representative, Dartmouth College Environmental Health and Safety Policy Advisory Committee
1993-1994: Dartmouth Medical School Biomedical Libraries Committee
1993-1994: Graduate Student Representative, Faculty and Graduate Program Committees, Dartmouth Medical School, Department of Pharmacology & Toxicology

SELECTED PEER REVIEWED PUBLICATIONS

1. Traviss, N., Thelen, B.A., Ingalls, J, Treadwell, M. 2012. Evaluation of biodiesel's impact on real-world occupational and environmental particulate matter exposures at a municipal facility in Keene, NH. *Air Quality and Atmospheric Health,* 5 (1): 101-114.
2. Traviss, N., Thelen, B.A., Ingalls, J. and Treadwell, M. 2010. Biodiesel vs. Diesel: A Pilot Study Examining Exhaust Exposures for Employees at a Rural Municipal Facility. *Journal of the Air and Waste Management Association*, 60: 1026-1033. PMID:20863048.
3. *A Curricular Design Case Study: Creating Real World Safety Leadership*. Hartz, Wayne and Treadwell, Melinda, American Society of Safety Engineers, 2009.
4. *Is biodiesel a healthier alternative to diesel? A pilot study examining diesel versus biodiesel exhaust exposures for City of Keene public works employees*. Treadwell, Melinda D., Ingalls, Jaime; and Velazquez, Nora. 2009.
5. Manoj Patankar, Jeffrey Brown, and Melinda Treadwell, *Safety Ethics: Lessons from Aviation, Medicine, Occupational and Environmental Health.* Ashgate Publishing Limited, Hampshire England. 2005.
6. Barchowsky, A; Rousel, Robert R.; Krieser, Ronald J; Mossman, Brooke T.; and Treadwell, Melinda D. Expression and activity of urokinase and its receptor in endothelial and pulmonary epithelial cells exposed to asbestos. *Toxicology and Applied Pharmacology*, Volume 152 (2), 388-396, 1998.
7. Janssen, Y.M.W.; KE Driscoll; B Howard; TR Quinlan; MD Treadwell; A Barchowsky; and BT Mossman. Asbestos causes translocation of p65 protein and NF-kB DNA binding in rat lung epithelial and pleural mesothelial cells. *American Journal of Pathology* 151: 389-401, 1997.
8. Barchowsky, Aaron; Lannon, Benjamin M.; Elmore, Leigh C.; and Treadwell, Melinda D. Increased focal adhesion kinase- and urokinase-like plasminogen activator receptor-associated cell signaling in endothelial cells exposed to asbestos. *Environmental Health Perspectives*, Volume 105, Supp 5: 1131-1137, 1997.
9. Barchowsky, Aaron; Dudek, Edward J.; Treadwell, Melinda D.; and Wetterhahn, Karen E. Arsenic induces oxidant stress and NF-kB activation in cultured aortic endothelial cells. *Free Radicals in Biology and Medicine*. 21: 783-790, 1996
10. Treadwell, Melinda D.; Mossman, Brooke T.; and Barchowsky, Aaron. Induction of neutrophil adherence to endothelial cells following exposure to chrysotile asbestos. *Toxicology and Applied Pharmacology*. 139: 62-70, 1996.

11. Barchowsky, Aaron; Munro, Sara R.; Morana, Salvatore J.; Vincenti, Matthew P.; and Treadwell, Melinda D. Oxidant-sensitive and phosphorylation-dependent activation of NF-kB and AP-1 in endothelial cells. *American Journal of Physiology*, 269: L829-L836, 1995.
12. Janssen, Yvonne W.; Barchowsky, Aaron; Treadwell, Melinda D.; Driscoll, Kevin E.; and Mossman, Brooke T. Asbestos induces NF-kB DNA binding activity and NF-kB dependent gene expression in tracheal epithelial cells. *Proceedings of the National Academy of Sciences*. 92: 8458-8462, 1995.
13. Hamilton JW, McCaffrey J, Caron RM, Louis CA, Treadwell MD, Hunt SR, Reed MJ, Doherty DA. Genotoxic chemical carcinogens target inducible genes *in vivo*. *Ann NY Acad. Sciences*; 726: 343-345, 1994.
14. Hoffman, Douglas W.; Hochreiter, Jill S.; Landry, Douglas R.; Brimijoin, Megan R.; Treadwell, Melinda D.; Gardner, Paul D.; and Altshuler, Richard A. Localization of preproenkephalin mRNA-expressing cells in rat auditory brainstem with *in situ* hybridization. *Hearing Research*. 69: 1-9, 1993.
15. Hamilton, Joshua W.; Louis, Claudine A.; Doherty, Kristen A.; Hunt, Steven R.; Reed, Michael J.; and Treadwell, Melinda D. Preferential Alteration of Inducible Gene Expression *In Vivo* by Carcinogens That Induce Bulky DNA Lesions. *Molecular Carcinogenesis*. 8:34-43, 1993.

SELECTED ADDITIONAL PUBLICATIONS AND PRESENTATIONS

1. Keene Community Education, Commencement Address, May 2025
2. College Access Convention, Education Alliance of New Hampshire, invited keynote, April 2025
3. Women in Safety Conference, invited keynote, April 2025
4. New Hampshire Women in Higher Education Leadership, "*Leading the Way: Insights from New Hampshire's Inspiring Female College Presidents*", panelist, April 2025
5. Senior Women's Administrator National Leadership Institute, invited keynote, March 2025.
6. New England Commission of Higher Education Annual Meeting Plenary Panel, "*Elevating Equity in Today's Environment*", December 2024
7. American Association of Colleges and Universities, *"Preserving Inclusion Work in a Polarized Environment"*, panel presentation, January 2024
8. New England Commission of Higher Education, panel moderator and presenter, Commission Session on Institutional Innovation, NECHE annual meeting December 2023.
9. New England Commission of Higher Education invited keynote for annual self-study workshop participants, *How the Commission uses the Self Study*, October 2023.
10. NCAA Division III Athletics Leadership Development Institute Invited panel presentation, *A View from the Top*, October 2023.
11. Senior Women's Administrator National Leadership Institute invited keynote *Leadership and its privileges*, October 2023.
12. NCAA Division III Senior Women's Administrator National Leadership Institute invited keynote "*Leadership and its privileges",* October 2023.
13. New England Commission of Higher Education, annual meeting, panel moderator, *Gender Inclusivity, Institutional Research, and Institutional Assessment, December 2022.*
14. New Hampshire Women in Higher Education Leadership plenary and development presentations on preparing for the College Presidency and on cultivating and developing leadership, August 2018 and August 2019.
15. Treadwell and Dean. COVID-19 Risk Mitigation and Management Framework and requirements for the University System of New Hampshire and multi-pronged management plan for Keene State College, July 2020.
16. Women's leadership in construction, building science and design. Invited keynote speaker for regional construction safety conference hosted at Keene State College, March 2021.

17. Undergraduate Exposure Research at the World Trade Center Pulmonary, Health and professional implications for occupational safety and health. American Society of Safety Engineers Professional Development Conference, April 2015.
18. Invited Testimony to the NH Senate and House, various committees regarding aid to higher education and teacher candidate certification requirements, 2011-2012.
19. Invited Testimony to the NH Senate and House Environment Committees regarding combustion emission, landfill control, water quality and public health—four presentations regarding various legislative proposals and initiatives, 2007-2008.
20. Petroleum Diesel Engine Emissions: Air Quality and Public Health Impacts, Invited Speaker, Plymouth State University Environmental Sciences Colloquium, 2008
21. Occupational and Environmental Exposure and Health Effects Associated with Particulate Matter, Dartmouth Medical School,2008
22. Biodiesel-Exposure Impacts and Potential Risk Reductions for the Diesel Engine, Dartmouth Medical School, 2008
23. Diesel Engine Emissions: Health and Environmental Impacts Research Update from Keene State College, Invited presentation VT Biodiesel Workshop, University of Vermont, 2007
24. Biodiesel and the Environment-*An innovative collaboration linking science and policy, Invited* Presentation to the town of Walpole, NH, 2007
25. Invited Testimony to the NH Senate and House Environment Committees regarding combustion emission and public health, in support of HB517, HB1534, and HB1433, 2005 – 2006.
26. Invited speaker in support of public education and outreach for concerned citizens in Claremont, NH. The Claremont Clean Air Forum. Discussing ambient monitoring results, and public health impact assessment with State of NH Epidemiologists and policymakers, 2006
27. Biodiesel as a Risk Reduction option for PetroDiesel, UNH Planning Committee meeting invited presentation, 2005.
28. Schools Institutions and Health-Biodiesel, a solution? Invited Presentation, Vermont Biodiesel Spring Workshop, 2005.
29. Diesel Engine and Biodiesel Engine Emission Challenges, UNH Sustainable Agriculture Conference, Invited Presentation, 2004.
30. Biomarkers in Occupational and Environmental Health, Using Inflammatory Cytokine Expression as a Biomarker of Respiratory System Responsiveness to Air Pollution, UMASS-Lowell Graduate Seminar Invited Presentation, 2004.
31. Treadwell, Melinda D.; Langille, Christopher; Nightingale, Katherine; Rowell, Christopher; Shroeder; Joshua; and Youngs; Fred. Evaluating the Occupational and Environmental Impact of Nonroad Diesel Equipment in the Northeast. Final report, submitted to USEPA, 2003.
32. Air Quality and Public Health Impact of Nonroad Equipment Activities. Invited Presentation, London England, Board of Environmental Ministries, 2003.
33. Health Effects of Diesel Exhaust. Invited Testimony, New York City Council, New Hampshire Legislative Study Committee, 2003.
34. Health Effects of Air Pollution. Invited Presentation, Physicians for Social Responsibility, 2003
35. Adverse Health and Environmental Effects of Diesel Emissions. Invited Presentation, Natural Resources Defense Council, 2003.
36. Primary Author: Indoor/Outdoor School Air Monitoring Project Report, 2002.
37. Contributing Author: Northeast States for Coordinated Air Use Management, Health Effects of Ethanol. *Northeast States' Evaluation of MTBE Replacement with Ethanol.* 2001.
38. Treadwell, Melinda D., The Public Health and Environmental Impacts of Methyl-*tertiary* Butyl Ether. Policy Implications of Fuel Reformulation in the Northeast. Invited Presentation to the Allegheny-Eerie Society of Toxicology, 2001

39. Mobile Source Air Toxics: Impacts, Concerns and Future Challenges. Presentation to the North American Motor Vehicle Emissions Control Conference, Atlanta, Georgia,2001
40. The Health Effects of Diesel Exhaust, Testimony written and offered before the Clean Air Act Science Advisory Committee, Washington, D.C., 2000
41. Primary author, public comments to the Docket on behalf of the Northeastern States. Proposed rulemaking regarding mobile sources and their fuels under Section 202(l) of the Clean Air Act, 2000.
42. Contributing Author: Northeast States for Coordinated Air Use Management, Technical Peer Review of the US EPA Emissions and Exposure Estimations for Motor Vehicles and Their Fuels, 1999.
43. Primary Author: Northeast States for Coordinated Air Use Management, The Health Effects of Gasoline Constituents. *Northeast States RFG/MTBE Issues and Options Report*, 1999.

MAJOR AWARDED RESEARCH SUPPORT

Congressionally Directed Awards collaboratively secured

- Expanding Capacity for Precision Manufacturing Education and Training
  $3,000,000, fiscal year 2024 and 2025
- Career Pathways: Addressing Critical Workforce Shortages in New Hampshire
  $700,000 award, fiscal year 2023
- Expanding Employment, Training, and Family Access to High Quality Birth-to-Five Childcare
  $1,000,000 award, fiscal year 2022
- Expanding nursing credentialing and placement pathways for Southwestern New Hampshire, County Training Grant, $125,000, fiscal year 2021

State of NH DOE, Rural School Educator Effectiveness Collaborative, Phase I, II, III 2010- 2013

Keene State College has formed a partnership with Granite State College, Plymouth State University, New England College, the North Country Education Services Center, and the Southwestern New Hampshire Education Support Center at Keene State College to support in service educators across the state through professional development in math, science, and English Language Arts. Keene State College has been responsible to design and deliver professional development in inquiry-based science for K-12 educators and to provide technology solutions to share instructional resources across the state through this partnership. Role: Co-Principal Investigator

Department of Education-FIPSE, Regional Center for Advanced Manufacturing 2009 –2013

Keene State College proposed to purchase advanced machining and manufacturing equipment for the Regional Center for Advanced Manufacturing (RCAM) at Keene State College in Keene, New Hampshire. Keene State College has formed a public/private partnership to support and provide workforce development to the Monadnock manufacturing industry through a collaborative effort involving area manufacturers, Keene Community Education, River Valley Community College-Keene Academic Center, Keene State College and the Greater Keene Chamber of Commerce Office of Workforce Development. The mission of this collaborative educational environment is to provide education, training and professional development programs for manufacturing companies throughout southwest New Hampshire. The curriculum is designed to prepare individuals with the classroom, hands-on and workplace skills needed to secure positions in the high technology advanced manufacturing sector of the local economy. Keene State College and its community partners are committed to the important role that advanced technology manufacturing contributes to the economic vitality of southwest New Hampshire and the state. To support the academic programs offered, this initiative requires a 21st century advanced manufacturing educational facility with an

emphasis on hands-on advanced machining the funding provided through this award will provide significant support to realize this vision. Role: Principal Investigator

Department of Education, Monadnock Biodiesel Collaborative 2009 –2011

The proposal is to support the launch of the Monadnock Biodiesel Collaborative (MBC); which is a unique academic (Keene State College)/public (the City of Keene, NH and other community partners) / private (Batchelder Biodiesel Refineries [BBR] partnership that will collect thousands of gallons of waste grease from across the state and region---diverting this waste from regional landfills--, will produce biodiesel fuel from this waste, will certify the quality of this fuel for market acceptance, and will expand engaged learning opportunities for students to participate in collaborative research investigating emissions from diesel engines burning this fuel. The scope of this collaborative partnership believed to be the first of its kind in the country and will demonstrate how regional recycling of waste grease, in a self-sustainable, cost-effective manner, can reduce water degradation, and improve air quality. The award funded the acquisition of equipment for Keene State College to conduct fuel quality analyses and emissions characterizations and to develop educational programming to support student engagement. Role: Principal Investigator

Department of Justice, Community Oriented Policing Services Grant 2006 – 2007

The Keene State College/ University of New Hampshire Public Safety Management Project: Using UNHCEMS to Enhance Emergency Response Preparedness,

This proposal will expand upon a successful collaboration project between the University of New Hampshire Research Computing Center and the Keene State College Safety Studies and Science Programs. This collaborative project will expand the integrations of the UNHCEMS software and will assess the utility of this software to improve community emergency response and planning. The stakeholders involved in the first phase of this project will be expanded to include private sector companies, and a professional certificate program for emergency response professionals will be developed. Intensive site specific and interactive distance learning education platforms will improve the awareness and emergency action for chemical hazards present in participating communities in the state of New Hampshire. Law enforcement or security personnel and firefighting professionals will be the target audience for this project. Role: Co-Principal Investigator (with Patrick Messer, UNH Computing Center)

Department of Justice, Community Oriented Policing Services Grant 2004 – 2006

Integration of UNHCEMS with an Effective Occupational Safety and Health Curriculum

This proposal will support a collaborative project between the University of New Hampshire Research Computing Center and the Keene State College Safety Studies and Science Programs. This collaborative project will investigate the specific hypothesis that effective integration and use of a state-of-the-art chemical, radiological, and biological agent tracking system (UNHCEMS) and intensive site specific and interactive distance learning education platforms will improve the awareness and emergency action for chemical hazards present at four pilot secondary and post-secondary institutions in the state of New Hampshire. Law enforcement or security personnel are often the first responders on the scene of an emergency and will be the target audience for this project. Role: Co-Principal Investigator (with Patrick Messer, UNH Computing Center)

National Institutes of Health, Centers of Biological Excellence 2003 – 2008

Respiratory Effects of Airborne Particulate Matter in the Northeast

In collaboration with Dartmouth College, Dartmouth Medical School, NESCAUM, and the NH Department of Environmental Services, this project will address the specific hypothesis that exposure to airborne particles collected at urban, rural and anthropogenic source specific monitoring sites in the northeast region contain unique composition, which produce distinct pathological protein profiles in lung epithelium. This differential

ability to affect lung biology and the proteome, which promotes disproportionate respiratory health impacts in the State of New Hampshire and across the northeast region. Role: Principal Investigator

EPA Office of Radiation and Indoor Air 2002 – 2004

Measurement of the Infiltration of Outdoor Pollutants into Schools in the Northeast

This project will be managed by the Northeast States for Coordinated Air Use Management (NESCAUM). NESCAUM proposes to conduct monitoring for a rural and an urban school in New Hampshire. School locations will reflect variable baseline levels of ambient pollution concentrations, different population densities and will focus assessment on two schools serving minority populations or children from lower socioeconomic groups within a given population. Data from state monitors to make the determination of baseline levels of ambient pollutant concentrations. Role: Principal Investigator

EPA – Office of Transportation and Air Quality 2002 – 2004

Evaluating the Occupational and Environmental Impact of Nonroad Equipment Emissions in the Northeast

This is a multi-component study to more accurately characterize the potential high-end public health impact of occupational exposure to hazardous air pollutants (HAPs) emitted by nonroad engines. This study will investigate the specific hypothesis that exposure to nonroad equipment HAP and particulate matter emissions present acute and chronic non-cancer and chronic cancer risks of public policy concern for equipment operators and nearby population groups, particularly in urban areas. Role: Principal Investigator

Joint Research Effort – NESCAUM, NH DES and MHD 2001 – 2002

Indoor/Outdoor School Air Monitoring Pilot Project

This study will examine the infiltration and variation of indoor and outdoor combustion-related air pollution concentrations in nine schools across New England. The focus of this study is to assess total inhalation exposure to combustion-related pollutants and to assess spatial and temporal variability in exposure in various urban and rural communities across the region. Role: Principal Investigator