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Administrative Experience

Spanning The University of Texas Health Science Center San Antonio, Louisiana State University System, University of Massachusetts Amherst, George Washington University, University of Rhode Island and the University of Hartford, administrative experience at the state, institutional and departmental levels has included: Board of Trustee and Senior Management policy development; state and local government relations, academic programs and policies; strategic planning and academic program development; distance education; faculty recruitment and retention; promotion and tenure; budget and finance; accreditation; institutional research; fundraising and institutional advancement; enrollment management and financial aid; media relations and crisis management; public safety; contract negotiations and collective bargaining; facility construction and management; auxiliary services; and athletic administration.

Professional Employment

The University of Texas Health Science Center San Antonio
2012-present

One of the country's leading health science universities, The University of Texas Health Science Center San Antonio ranks in the top 3 percent of all institutions worldwide receiving federal funding. Research and other sponsored program activity totaled \$231 million in fiscal year 2011. The university's schools of medicine, nursing, dentistry, health professions and graduate biomedical sciences have produced approximately 28,000 graduates. The \$736 million operating budget supports eight campuses in San Antonio, Laredo, Harlingen, and Edinburg.

The UT Health Science Center San Antonio has total annual enrollment of 3,310 students plus 1,090 residents and fellows and 2,000 faculty. The Health Science Center operates eight campuses. The School of Medicine, Dental School, School of Nursing, School of Health Professions, and the Graduate School of Biomedical Sciences are based on the Joe R. and Teresa Lozano Long Campus. The School of Health Professions is located on the Greehey Academic and Research Campus. The UT Health Science Center also operates academic and medical education at the Regional Academic Health Centers in Harlingen, Edinburg, and Laredo.

Vice President for Academic, Faculty and Student Affairs
Dean *ad interim*, School of Health Professions

The Vice President serves as the chief academic officer with the primary responsibility to provide vision and leadership for academics and faculty at the Health Science Center. The Vice President has the primary responsibility for:

Enhancing the quality of academic programs and research through effective work with the Deans and other senior officials through creative and effective planning, good management and regular program reviews; Facilitate interdisciplinary teaching, research, and creative academic program development throughout the university while making use of learning technologies and methods; Fostering the improvement and recognition of faculty through appointments, promotion and tenure process and the distinguished professor honors.

In addition the Vice President is responsible for establishing affirmative action goals; Sustain the institution's academic infrastructure-facilities, libraries, and computing that provide critical support to the academic programs; Coordinating and overseeing the work of major academic support functions including admissions, financial aid, and registration so that they contribute effectively to the institutions pursuit of academic excellence; Advise the President on all matters concerning University-wide planning, policy, and operations including establishing University-wide measures of institutional effectiveness and monitoring the progress; Serve as the administrative and academic liaison to the Faculty Senate; Oversight for the regional academic campuses in South Texas including Harlingen, Laredo and Edinburg and the Area Health Education Center and the Regional Health Academic Center; Liaison with the University of Texas System and the Texas Higher Education Coordinating Board for all academic and faculty policies; Responsible for institutional accreditation including the Southern Association of Colleges and Schools.

**Louisiana State University System, Baton Rouge, LA
2008-2012**

The LSU System is recognized nationally and internationally as a world leader in providing a quality and accessible education for the many constituents that it serves. The hallmark of the LSU System campuses is its quality teaching, cutting edge research and extensive outreach programs. The LSU System is comprised of the following academic and research campuses: LSU A & M, LSU-Shreveport, LSU-Alexandria, LSU-Eunice, Paul M. Hebert Law Center as well as the LSU Agriculture Center, the Health Science Center Shreveport, Health Science Center New Orleans and the Pennington Biomedical Research Center.

The LSU System enrolls more than 53,000 students and offers a wide range of academic degree credentials including Associates, Bachelor's, Master's, Doctoral and Professional.

The academic campuses are accredited by the Commission on Colleges of the Southern Association of Colleges and Schools and the American Bar Association.

**Vice President Student and Academic Support Services
Chief of Staff**

The Vice President for Student and Academic Support Services and Chief of Staff has the primary responsibility for:

Development and coordination with the Commissioner of Higher Education, Louisiana Board of Regents, and the campus leadership for new academic programs, institutes, and centers of excellence; the review of academic programs and policies and procedures to sustain academic quality; the development and implementation of new academic programs and expansion of existing academic programs; articulation

transfer agreements with the state's community college system; international exchange programs and distance education; institutional research; collaboration with campus leadership on diversity initiatives including student and faculty recruitment; providing vision and direction in achieving the LSU System and campus goals relative to enrollment management, retention and graduation.

Development and articulation of the System's visions, planning and budgeting for achieving academic distinction in undergraduate, graduate and international education; the design and development of appropriate campus performance metrics and providing information and analysis necessary to make data driven decisions; coordinate of campus responses to accountability for student success initiatives generated by national organizations, government and accreditation agencies; enhancing the campus-based planning, analysis and assessment that promotes policy development and implementation, particularly with regard to academic programs and enrollment management.

Improvement of undergraduate and graduate education and institutional quality; interpretation of federal, state and Board of Regents regulations, policies and procedures; improving the coordination and use of institutional financial and human resources to maximize student system and campus performance; development of long range planning with the goal of analyzing underlying student demand, workforce needs, and other factors that influence the allocation of campus resources; establishment and promotion of a consistent institutional brand that focuses on academic quality and achievement.

Represent the LSU System on System, state and national committees.

**University of Massachusetts Amherst, MA
2003-2008**

The University of Massachusetts Amherst is one of nation's leading centers of public higher education. It is a dynamic and multicultural campus located in the historic Pioneer Valley of Western Massachusetts. The university was established in 1863 under the Morrill Land Grant Act. The University Massachusetts Amherst is a Carnegie Doctoral/Research extensive institution and the flagship campus of the state higher education system. Within its ten schools and colleges, the university offers bachelor's degrees in 85 areas, associate degrees in six, master's degrees in 68 and the doctorate in 50. The 1500 acre campus serves 18,500 undergraduate students and 5,500 graduate students representing all fifty states, US territories, and over 100 countries.

**Vice Chancellor for Student Affairs and Campus Life
Adjunct Professor, School of Education, Policy and Research Administration**

Management and leadership oversight for all student and campus life activities, including the Dean of Students office, Office of Admissions, Office of Financial Aid, Enrollment Management, Visitor Center, New Students Orientation, Office of Parent Services, Career Services as well as oversight for a variety of specific student diversity organizations and programs: Everywoman's Center, Jewish Affairs, Stonewall Center, Bilingual Collegiate Program, ALANA Affairs, United Asia Learning Resource Center and Collegiate Education for Blacks and Other Minority Students. Other units of administrative oversight include: housing services and residential life, health and mental health services, public safety and security, student activities, student business enterprise, Greek life, recreational activities, student legal services, university child care, and faculty and staff assistance program. In addition, responsibilities include implementing all Trustee policy pertaining to student life and have primary responsibility for consulting with student government on policy issues.

The division of Student Affairs and Campus Life has approximately 800 employees and an operating budget of \$140 million.

**The George Washington University, Washington, DC
1988-2003**

The George Washington University, chartered by Congress in 1821, has an enrollment of over 9500 undergraduates and 11,000 graduate students. The University is comprised of seven colleges, including schools of law and medicine, offering programs in nearly 200 fields of study with 87 undergraduate, 170 master, and 70 doctoral programs. The culturally diverse University includes students from all 50 states, the District of Columbia, and 130 foreign countries.

**Associate Vice President, Student and Academic Support Services
2001-2003**

Primary responsibility is the management and oversight of the key components that comprise an undergraduate education at George Washington University. These components include the Office of Admissions, Financial Aid, Campus Life, Intercollegiate Athletics, Intramural and Recreation, Police Department, Student Health, Counseling Center, Housing, International Student Services, Multicultural Student Services, Disability Support Services, Career Center, Alumni Relations, Dean of Students, Parent Services, and University Faculty Club.

The division of Student and Academic Support Services is comprised of 450 full-time personnel and operates at a budget level of \$113 million annually.

**Assistant Vice President, Student and Academic Support Services
1998-2001**

**Executive Director, Student Activities Center
1997-1998**

**Executive Director for New, Transfer and International Student Orientation
Special Assistant to the Vice President
1993 to 1997**

**Assistant Athletic Director, External Affairs,
1988-1993**

**The University of Rhode Island, Kingston, Rhode Island
Director, Advancement for Athletics and Recreation,
1987-1988**

Primarily responsible for direct cultivation and solicitation for private support, specifically annual operations and endowment, on behalf of athletic, recreation and other targeted fund-raising programs. Established and maintained effective, cooperative relationships with the Director of Athletics, coaches, recreation staff, volunteer leadership, University advancement staff, and others. Provided staff support for the programs and activities of athletic and recreation booster clubs. Worked with the Athletic Director, coaches,

recreation staff and Director of Development to help determine priorities for fund raising programs in athletics and recreation. Coordinated development of annual fundraising goals and objectives; designed and implemented strategies to reach stated goals and objectives. Coordinated and personally solicited major gifts from alumni, friends, corporations, and foundations, organizations and associations. Assisted in maintaining donor and prospect records in the Alumni/Development information system; performed major donor prospect research. Prepared reports, brochures and literature promoting athletics and recreation. Coordinated preparation of annual program budgets and reports to athletic and recreation booster clubs; made effective presentations to volunteer leadership boards. Reviewed disbursements and expenditures of contributed funds to insure they were in compliance with donor intentions and University policies. Promoted the integrity of the University's Athletic Department by adhering to University, Atlantic 10 Conference and NCAA procedures and regulations.

The University of Hartford, West Hartford, Connecticut
Assistant Athletic Director for Business Affairs and Athletic Advancement
1985-1986

Chiefly responsible for representing the Athletic Department over a wide geographical area, advancing its image and objectives throughout the state. Coordinated expansion of University's sport-related charitable giving base by identifying sources of support. Assisted in public relations/promotion of home athletic events through ticket sales while coordinating related special events, be it social, promotional or in close conjunction with Alumni Association and Development office. Developed booster support groups; designed accounting system to record all contributions; corporate sponsorship and grant proposal writing; campus and community relations; season ticket campaigns -- designed and implemented; committee member to investigate the feasibility of building a new student recreation/athletic complex on campus.

Head Men's Golf Coach
1984-1980

Performed all necessary functions required in selections, recruiting, training, and counseling of intercollegiate student athletes. Scheduled all intercollegiate contests. Responsible for all NCAA rules, regulations and interpretations for golf and in all other areas. Maintained and developed nationally recognized men's golf program

Additional Professional Experience: Consultancies

Centenary College; Shreveport Louisiana: Provided consultancy on academic program alignment with business and industry and market needs, enrollment management, admissions, and financial aid. In addition, provided consultancy on intercollegiate athletics and its role within the academic institution.

Louisiana State University System; Baton Rouge, Louisiana: Provided consultancy to the regional academic institutions and the flagship campus on enrollment management, admissions and financial aid.

University of Texas Health Science Center San Antonio; San Antonio, Texas: Provided consultancy on the Briscoe Library and developing the 21st Century Library and the Academic Center for Teaching.

University of Texas Health Science Center San Antonio; San Antonio, Texas: Provided consultancy on the division Academic, Faculty, and Student Affairs and its relationship to the needs of the Health Science Center.

Selected Committee and Board Affiliations:

Executive Committee on Financial Sustainability Task Force-Health Science Center San Antonio
Chair, Sustainability Task Force on Education

Cancer Center Internal Advisory Board-Health Science Center San Antonio
Chair, Presidential Teaching Excellence Committee

International Relations Committee City of San Antonio

Inter-Professional Cultural Proficiency Program Facilitator

Texas Higher Education Coordinating Board

Louisiana Board of Higher Education

Board of Regents Academic Program Review Committee

Council, Chief Academic Officers (LSU System)

Council, Statewide Centers of Academic Excellence (LSU System)

IMS Global Learning Consortium

IMS GLS Learning Technology Advisory Council

Louisiana Board of Regents Electronic Learning Strategic Planning Task Force

Louisiana Systemic Initiatives Program Council

Association of Institutional Research

Council, Enrollment Management Officers (LSU System)

Chair, Louisiana Statewide Articulation and Transfer Council

Louisiana Board of Secondary and Elementary Education

Louisiana Postsecondary Education Review Commission

Louisiana Office of Student Financial Assistance

Louisiana Granting Resources and Autonomy for Diplomas Act

LSU Diversity Committee Task Force

University of Massachusetts Amherst Diversity Committee Task Force

Chair, Enrollment Management Committee UMass Amherst

Council, UMass Amherst Retention Committee

Massachusetts Board of Higher Education, Admissions Advisory Committee

Western Massachusetts Economic Development Task Force

Jack Welch Scholarship Committee (UMass Amherst)

Education

The George Washington University, Washington, D.C. Ed.D. Higher Education Administration. 2001.

The University of Hartford, West Hartford, Connecticut. Bachelor of Science Business Administration. 1978.