

VITA
FRANK R. LAMAS, Ph.D.

4096 North Newport Bay, Clovis, California 93619 | Cell 817-807-5431 | Email: flamas@csufresno.edu

SUMMARY

Over thirty years of progressively responsible administrative experience in higher education; successfully held four senior level positions since 1980.

- Comprehensive knowledge of higher education.
- Comprehensive knowledge of student development, student success and retention theory.
- Work cooperatively, collegially and collaboratively with students, faculty, staff and administrators across university divisions and colleges to ensure the integration of programs and services that enhance student success, graduation rates, academic/career success and personal development of students.
- Visionary, passionate, eager, energetic, positive, accessible, creative, student-centered and decisive leadership style.
- Sensitive, effective and visible advocate for the needs of majority as well as underrepresented student populations.
- Demonstrated leadership, managerial, strategic planning, curriculum development, facilities planning, crisis management, board relations, athletics, accreditation, community relations, communications and media relations, fundraising, and budgeting record.
- Excellent educational qualifications, interpersonal and communication skills, also bilingual (English and Spanish).
- Successful faculty member, presenter and consultant.
- Active leadership and involvement in community and national boards, leadership programs and professional organizations.

EDUCATION

STATE UNIVERSITY OF NEW YORK AT ALBANY | Albany, New York | August 1995

Doctor of Education, Ph.D.

Program: Educational Administration and Policy Studies

Concentration: Higher Education Administration

Awarded University Fellowships: 1989-1990 and 1994-1995

Dissertation Topic: Hispanics in Higher Education - Social and Academic Determinants of Retention Among Cuban-Americans (Comparison to Caucasian, African American and Other Latinos) in Higher Education

STATE UNIVERSITY OF NEW YORK AT ALBANY | Albany, New York | December 1980

Master of Science in Education

Program: Educational Administration and Policy Studies, **Concentration:** Higher Education Administration

STATE UNIVERSITY OF NEW YORK AT POTSDAM | Potsdam, New York | May 1977

Bachelor of Arts in Economics and Education

PROFESSIONAL DEVELOPMENT

- Berkeley Executive Leadership Academy, Participant July 2016
- ACE Spectrum Executive Leadership Program for Future College Presidents, Participant 2013
- NASPA New Vice Presidents for Student Affairs Institute, Participant 2006
- NASPA Institute for Aspiring Senior Student Affairs Officers, Participant January 2005

ADMINISTRATIVE/ACADEMIC APPOINTMENTS

- Vice President for Student Affairs and Enrollment Management, California State University, Fresno
- Vice President for Student Affairs and Dean of Students, The University of Texas at Arlington
- Associate Vice President for Student Affairs, Rochester Institute of Technology
- Interim Vice President for Student Affairs, Rochester Institute of Technology
- Assistant Vice President for Student Affairs, Rochester Institute of Technology
- Associate Dean of Student Affairs, McDaniel College
- Fellowship, Department of Educational Administration and Policy Studies, State University of New York at Albany
- Graduate Assistant, Administrative Assistant to the Vice President for Student Affairs, State University of New York at Albany
- Executive Assistant to the Vice President for Student Affairs and Director of Judicial Administration, Ithaca College
- Director of Housing and Residence Life, Youngstown State University
- Assistant to the Dean of Student Affairs/ Residence Hall Director, State University of New York at Oneonta
- Acting Residence Hall Director, State University of New York at Potsdam
- Residence Assistant, State University of New York at Potsdam

EXPERIENCE

Teaching

- Assistant Professor, Fresno State 2014-Present
- Assistant Professor, College of Education and Health Professions, Higher Education Administration and Student Affairs, The University of Texas at Arlington, 2012-2014
- Instructor and Performance Coach, First Year Experience Class, Rochester Institute of Technology, 2000-2001
- Assistant Professor, Student Personnel/Higher Education Program, Canisius College, 1997-2001
- Coordinator and Instructor of Three-Credit Peer Group Communications Course, State University of New York at Oneonta, 1977-1980

May 2014 - Present

California State University, Fresno | Fresno, California ***Vice President for Student Affairs and Enrollment Management***

- Responsible for the Division of Student Affairs and Enrollment Management with an undergraduate and graduate student population of approximately 24,000.
- Administer a budget of approximately \$22 million and lead division of approximately 250 professional faculty/staff and 500 student employees.
- Distributed over \$220 million in financial aid for 2014-15.
- Supervise 50 departments and programs including:

Enrollment Management

- Admissions and Records
- Registrar
- Financial Aid
- Scholarships Office
- Undergraduate Student Recruitment
- Outreach and Special Programs
- Dream Outreach Center
- Upward Bound
- Educational Talent Search Program
- Educational Opportunity Center
- Cal-Soap
- Student Support Services Programs- Veterans

Student Success Services

- Dog Days: New Student Orientation Program
- University Advising Center
- Student Support Services Program
- College Assistance Migrant Program
- Career Development Center
- Testing Services
- Learning Center
- Supplemental Instruction
- SupportNet
- Tutoring Center
- Educational Opportunity Program
- Renaissance Scholars Program (Foster Youth)
- Summer Bridge
- Dream Success Center

Student Affairs Administration and Health and Wellness

- Student Affairs Facilities, Budget and Compliance
- Student Health Services
- Student Health & Counseling Center Special Projects
- Counseling and Psychological Services
- Counseling Trainee Program
- Violence Prevention and Victim Assistance Program
- Health Promotion and Wellness Program
- Alcohol, Tobacco and Other Drugs Program
- Professional Development
- Student Affairs Fundraising
- Communications and Media Department
- Assessment Program
- Food Security Initiatives
- Project H.O.P.E.

Student Life

- Office of Student Conduct
- Student Involvement
- Center for Leadership
- Services for Students with Disabilities
- Cross Cultural and Gender Center
- Recreation, Sports and Fitness
- Behavior Intervention Team

Career Selected Accomplishments

Student Engagement and Success

- Created new student success teams, established and developed plans with the Provost to address six high impact practices:
 - Remediation
 - Class Availability, Capacity, Bottlenecks
 - High Advising Ratios and Uneven Student to Advisor Ratios in College
 - Student Employment Application Process
 - First-Year Experience and University 1
 - Future High Impact Practices for Student Success
- Established a Dream Outreach Center to address the unique needs of undocumented students which include advocacy, outreach, and support of incoming Dream students, Spring 2016.
- Disbursed \$222,031,034 in Financial Aid for the 2015-16 academic year to 18,802 students.
- Launched Project H.O.P.E. with United Way 211 program to serve students' needs and improve student success, September 2016.
- Developed remediation plan for Chancellor to reduce time/funds to degree, Spring 2016.
- Completed Center for Leadership future vision document, 2016.
- Coordinated and spearheaded with Provost the implementation of a shared decentralized campus advising model, 2015-2016.
- Launched the DOG DAYS pre-orientation program and piloted a two-day new student orientation experience for first-time freshmen, 2016.

- The 2009 EOP/Summer Bridge cohorts achieved a 6-year graduation rate of 60 per cent which surpassed the campus and CSU EOP graduation rates.
- The Fresno State Student Cupboard, established in 2014, is a free food and hygiene pantry for current Fresno State students experiencing food insecurity. It has had more than 48,856 visits; 6,366 unique/unduplicated visitors since its inception.
- Met enrollment targets, 2014-Present. Record number of undergraduate applications to Fresno State (26,000). Interest and demand for a Fresno State degree continues to grow, with approximately 5,500 new first-year students and transfer students enrolled this fall. Overall campus enrollment is more than 24,500.
- Division received three awards and one honorable mention from the International Center for Supplemental Instructions (SI) in the following award categories: Outstanding SI Program, Outstanding SI Mentor, Outstanding SI Leader and Honorable Mention for Outstanding Research and/or Publication, 2015-2016.
- Established a Dream Success Center to provide personal and academic support to help Dreamers succeed in college and realize their dream of a college degree, 2016.
- Instituted study area in Student Union (24/5), to improve student success, 2016.

Development and Fundraising

- Fundraised a total of \$6.2 million dollars in 2014-16, from a variety of sources, including the following:
 - Approximately \$1.3 million dollars were fundraised in 2015-2016, which included approximately \$130,381 for Food Security, \$366,673 for various scholarships, \$465,017 for the Potter Family Endowed Scholarship Fund and \$199,000, in miscellaneous programs/funds.
 - The March Match Up campaign benefitting Food Security raised \$107,000.
 - The Renaissance Scholars program, which assists foster youth, raised more than \$16,000 through the 2016 Home of Hope campaign.
 - \$104,000 was raised for the Dream Centers Scholarship Fund.
 - Financial Literacy Program received a \$25,000 grant from Wells Fargo.
 - Awarded \$25,000 grant from AT&T Aspire to support a peer mentoring program.
 - Student Support Services Veterans received up to \$12,540 from the Department of Veterans Affairs for work-study positions for Veteran students.
 - Received two five-year TRIO Student Support Services grants from the U.S. Department of Education for total of \$2.5 million dollars, 2015.
 - Received \$2,125,000 million dollar 5 year grant for CAMP program from U.S. Department of Education, 2015.

Strategic Planning Initiatives

- Created a 5-year budget plan for the Division of Student Affairs and Enrollment Management, 2014-Present.
- Devised and led a new strategic plan, student learning outcomes, and a communication plan, 2014-2016.
- Developed a comprehensive African American and American Indian Strategic Action plan to improve student recruitment, enrollment and success, Summer 2016.
- Established a Student Services Center which functions as a one-stop shop where students are able to get admissions, records/transcripts, financial aid, and student accounts assistance, Fall 2015.
- Reorganized Outreach into two departments: Office of Undergraduate Student Recruitment & Outreach & Special Projects to expand and enhance University recruitment and outreach efforts, 2016.
- Secured a College Futures Foundation Grant which includes a more comprehensive FUSD Data Sharing MOU and launched a high school counselor admissions tableau dashboard with FUSD with a data sharing MOU, 2016.
- Developed new Student Cupboard November 2014 and additional initiatives launched in Spring 2015, including the Catered Cupboard.
- Established Divisional Learning Outcomes to be utilized as a foundation for our division goals and objectives, 2016.
- Spearheaded a campus confidentiality agreement for campus student employees to ensure greater controls on sensitive and confidential data, 2016.
- Implemented staff/faculty professional development committee, 2014-Present.

Budget and Financial Management

- University Budget Steering Committee, Member, 2014-Present.
- Led 5 year planning process for budget and personnel, 2014-Present.
- Executive team oversees NASPA \$15 million budget, 2014-Present.

Crisis Management

- Led implementation of Behavior Intervention Team established in Fall 2015 to address university and student's needs. This includes:
 - CARE – Campus Assessment Response & Education
 - SART – Sexual Assault Response Team
 - TARP – Threat Assessment and Risk Prediction
- Created Violence Prevention and Victim Assistance Program for student victims and survivors, 2015-2016.
- Led planning team with NASPA to develop BIT training for all CSU campuses, 2015.

Diversity Initiatives

- Completed survey and follow up of needs of transgendered faculty, staff and students, 2016.
- Established a Cross Cultural and Gender Center, 2015.

Auxiliary Enterprises & Building Projects

- Conducted a Feasibility Study for a new Student Union and Faculty Center, 2014-2016.
- Secured funding for field complex, meetings places, student success and One Stop Shop in Enrollment Management, etc.), 2014-2016.
- Renovated and remodeled the Financial Aid office to better serve students, Summer 2016.
- Completed phase I remodel project fall 2015 to enhance the services in the Student Health and Counseling Center, and phase II, Fall 2016.
- Completed phase I and II of Cross Cultural and Gender Center remodeling and program expansion, 2015-2016.

Assessment

- Implemented Division Assessment plan which included a CAS Standards Self-Review, Student Outcomes Assessment Plan and an end-of-year Assessment/Annual Report, Spring 2016.
- Implemented Maxient system in Division for tracking student conduct and crisis response cases, spring 2016.

Tech/Marketing Communications

- Implemented a new recruitment communication software, Radius, which has allowed various offices to communicate with prospective students, 2015-2016.
- Host weekly radio show "Student Spotlight" on KFSR, 2016-Present.

Committees

- Black Students Advisory Steering Committee, 2015-Present.
- Campus Planning Committee, Member 2014-Present.
- President's Task Force on Testing Services, Member 2014-2015.
- President's Commission on Human Relations and Equity Committee, Member, 2014-2015.
- Association Board of Directors, 2014-Present.
- Athletic Corporation Audit/Budget Committee, Member 2014-Present.
- California Latino Leadership Education Summit Steering Committee, 2014-Present.
- California Latino Network Steering Committee, Member, 2014-Present.
- Campus Fee Advisory Committee, Chairperson 2014-Present.
- Fresno Compact Board of Directors, Member, 2014-Present.
- Food Security Advisory Board, Chairperson 2014-Present.
- Integrated Marketing and Communications Committee, Member, 2014-Present

- Information and Educational Technology Coordinating Committee (IETCC), Member, 2014-Present.
- President's Enrollment Management Steering Committee, 2014-Present.
- Presidents Internationalization Task Force, Member, 2014-Present.
- Southeast Asian Community Task Force, Member, 2014-Present.
- Student Success Summit Leadership Committee, Chairperson, 2014-Present.
- Student Union/Faculty Center Feasibility Study, Steering Committee, and Chairperson, 2014-Present.
- University Budget and Allocation Steering Committee, 2014-Present.
- University Strategic Planning Steering Committee, 2014-2016
- University Student Union Board of Directors Committee, Member, 2014-Present.
- Accreditation Steering Committee, 2014-2015.
- Associate Vice President for Human Resources, Search Committee Member, 2014-2015.
- President's Chief of Staff Search Committee, Member, 2014.

July 2005 – May 2014

The University of Texas at Arlington | Arlington, Texas ***Vice President for Student Affairs and Dean of Students***

- Responsible for The Division of Student Affairs of a large university within The University of Texas System with an undergraduate and graduate total population of approximately 38,000 with 5,300 residential students.
- Administer a budget of approximately \$17.5 million and a division, which employs approximately 180 professional staff members.
- Student Affairs employs approximately 600 students throughout the year and has 60 scholarship recipients including The Movin' Mavs Wheelchair basketball players, cheerleaders and other student leadership positions. In addition, there are 190 non-paid students that hold leadership positions across the Division.
- Approximately \$1.7 million is spent annually on scholarships and employment of students.
- Supervise 32 departments and staff within the following areas:
 - Apartment and Residence Life
 - Behavior Intervention Team
 - Campus Recreation (Aquatics, Fields Complex, Fitness/Wellness, Intramural Sports, Maverick Activities Center (MAC), Recreational Programs, Spirit Groups, Sport Clubs)
 - The Career Development Center
 - The Center for Community Service Learning
 - The Center for Students in Recovery
 - Community Standards
 - Counseling and Psychological Services
 - Development and Fundraising Staff
 - Fraternity and Sorority Life
 - Freshmen Leaders on Campus
 - Involvement and Engagement
 - The Leadership Center
 - LGBTQA Center
 - Marketing and Communications
 - Mediation Services
 - Movin' Mavs Wheelchair Basketball and Adapted Sports and Recreation
 - Multicultural Affairs
 - New Maverick Orientation and Transfer Student Services
 - Off Campus Mavericks
 - The Office of International Education (International Student and Scholar Services, Study Abroad Office)
 - The Parent and Family Center
 - Planning, Assessment and Student Success
 - RVSP (Relationship Violence and Sexual Assault Prevention) Program
 - Student Activities and Organizations
 - Student Governance/Student Congress (Constituency Councils, Graduate Student Senate)
 - Student Health Services
 - Students with Disabilities
 - Student Publications (*The Shorthorn*)
 - University Events
 - ADA (Americans with Disabilities Office) (2005-2010)
 - Student Legal Services (2005-2011)

Career Selected Accomplishments

Student Engagement and Success

- Developed for fall 2014 launch date a First-Year Experience class, 2013-2014.
- Developed new transfer orientation program that served over 3,000 students, 2013.
- Instituted New Maverick Way campaign designed to instill pride, spirit and traditions, 2013.
- Conducted research on student retention and graduation rates of students highly involved in programs and activities across the division. Key results indicated:
 - Persistence rates are 5% higher for freshmen and 7% for transfers highly involved in the Division of Student Affairs, 2012-2013.
 - Graduation rates for freshmen are 8% higher and 11% for transfers, indicating involved and engaged students persist and graduate at higher rates, 2012-2013.
 - The retention rates for highly involved students are 75% for full time first time freshmen, which exceeds the overall university average. The retention rates for full time transfers are 81%, which exceeds the overall university average, 2012-2013.
 - The six-year graduation rates for highly involved students are 57% for full time first time freshmen, which exceed the overall university average, 2012-2013.
- The Office of Student Conduct adjudicated 1,851 cases including 458 academic integrity cases, 2011-2012.
- The Parent and Family Center recruited 1,465 members, a 20% increase from previous year, 2011-2012.
- The UTA-HOSTS peer-mentoring program served 1,000 students, 2010-2011.
- *The Shorthorn* was named Best College Newspaper in its division and the Texas Intercollegiate Press Association named theshorthorn.com Best Affiliated Website. *The Shorthorn* received more than 50 state, regional and national awards, 2010-2011.
- The cheerleaders won the national championship at the NCAA Collegiate National Cheerleading Championships in 2009-10, placed 2nd in 2009, and 3rd in 2005-06, 2009-2010.
- Selected new University mascot, Blaze, in partnership with Student Congress and University Communications, 2007-2008.
- Established Spirit and Pride Fridays, 2005-2006.

Development and Fundraising

- In partnership with the Office of Development since 2005-2006, total gifts to the Division of Student Affairs are \$861,000. In partnership with the Office of Development, total gifts to the Division of Student Affairs: 1,421 gifts for \$159,719.74 in 2011-2012; total gifts: 1,362 gifts for \$209,186.59. This represents a 31% increase in funds for 2012-2013.
- The Division increased the number of Student Affairs staff donors by 50% in 2012-2013.
- Fraternity and Sorority Life chapters raised over \$143,000 for various local and national philanthropic organizations and served 14,414 hours of community service, 2012-2013.
- In partnership with the Office of Development, raised \$160,000 in gifts from various sources, 2012-2013.
- *The Shorthorn* received a \$10,000 gift from the Hope Charitable Foundation, 2012-2013.
- Student Conduct submitted a successful \$15,000 grant proposal to the Texas Alcoholic Beverage Commission, 2011-2012.
- The Parent and Family Center established a \$50,000 endowment for scholarships, 2011-2012.
- Received Prevention Research Center Grant with AlcoholEdu worth \$60,000. The study addressed population level effects of AlcoholEdu on alcohol misuse and its negative consequences among college freshmen, 2008-2009.
- In partnership with Student Congress, the Student Life Initiative II was passed to increase funds for campus programs by \$200,000, 2006-2007.

Strategic Initiatives

- The Division of Student Affairs completed a report and recommendations to address Fraternity and Sorority Life and Risk Management policies across the Division, 2012-2013.
- Established a five-year strategic plan for The Division of Student Affairs, 2011-2012.

- Served as a member of the President's Strategic Vision Task Force, Member, 2010-2011.
- Engaged the Division of Student Affairs in a successful three year CAS departmental review process, 2010-2011.
- Established the Off-Campus Mavericks department to serve commuter students, 2010-2011.
- Revised mission, vision and core values statements to promote unity of purpose and establish a transformational culture for the Division, 2010-2011.
- Started Transfer Orientation Program, 2008-2009.
- Revised Student Code of Conduct, 2007-2008.
- The Division of Student Affairs established four new departments:
 - Relationship Violence and Sexual Assault (RVSP) Program, 2006-2007
 - The Parent & Family Center, 2006-2007
 - Mediation Center, 2006-2007
 - The Leadership Center, 2006-2007
- Reorganized the Division in June 2006 to more effectively serve UT Arlington students' co-curricular needs, 2006-2007.
- Established the class ring program and updated the design of the university ring with Alumni Association, 2006-2007.

Academic Initiatives and Curriculum Development

- Led task force to develop and implement First Year experience course for new students, implemented Fall 2014.
- International Office entered into new exchange agreements with universities in Chile, Spain and Ecuador, 2013.
- Assisted International Education faculty in the development of 16 new institutional linkages and created four new Study Abroad Reciprocal Exchange Agreements, 2012-2013.
- The Office of International Education hosted three Fulbright scholars, 2012-2013.
- The Center for Community Service Learning completed 20,000 hours of service learning, 2012-2013.
- The Vice President for Student Affairs Office and Provost established an academic integrity task force, which paved the way for the creation and implementation of a university wide Honor Code in Fall 2012.
- Led Leadership Center and the College of Education and Health Professions collaboration on a university leadership minor, 2011-2012.
- Led with Provost establishment of honor code at the university, 2009-10. Implemented Fall 2010.
- Developed an alternative break program with colleges to instill civic engagement and volunteerism in students, 2005-2006.

Crisis Management

- The Relationship Violence and Sexual Assault Prevention program was awarded a gold NASPA Excellence Award in November 2012 for peer education and bystander intervention programs, 2012-2013.
- Created the Relationship Violence and Sexual Assault Prevention program to educate and assist students, staff and faculty members with matters surrounding sexual assault, dating violence and stalking on college campuses, 2007-2008.
- Created a Sexual Assault Response Network to assist students impacted by violence, 2007-2008.
- Established the Behavior Intervention Team, which reports to The Office of the Vice President for Student Affairs. This network of professionals from across campus provides support and intervention to students in crisis, 2007-2008.

Health and Wellness

- Developed new department Center for Students in Recovery with new mission, vision and goals, 2013.
- AlcoholEdu program served 70% of incoming first-time, full-time freshmen by providing alcohol education, 2012-2013.
- Launched The LiveWell MavWell program including a 12-week challenge where students tracked their wellness activities, 2012-2013.

Diversity Initiatives

- Hispanic, Black, Asian and Women's History heritage months offered 21 different cultural programs and activities. Participation more than doubled with 5,600 participants, 2012-2013.
- The Movin' Mavs Wheelchair Basketball program was awarded a gold NASPA National Association of Student Personnel Administrators Excellence Award in November 2012 for their program, creating an Inclusive Environment for Sport, Recreation and Fitness, 2012-2013.
- Led the Establishment of the LGBTQA program in the Multicultural Affairs office, 2011-2012.
- Over the last five years, drastically increased the number of underrepresented staff in the Division of Student Affairs to approximately 30%, 2011-2012.
- The Movin' Mavs Adapted Sport and Recreation program was selected as the NASPA Excellence Award Silver Honoree in the category for Athletics, Recreation, Physical Fitness, Non-Varsity Sports and Related, 2010-2011.
- Diversity Week: It's a Maverick World was selected as the NASPA Excellence Award Silver Honoree in the category for International, Multicultural, Cultural, Gender, LGBTQ, Spirituality, Disability and Related, 2009-2010.
- The Diversity Lecture Series was hosted legendary civil rights attorney, Morris Dees and social justice educator, Dr. Maura Cullen who both spoke to sold out crowds in Texas Hall, 2009-2010.

Leadership and Civic Engagement

- The Leadership Center awarded \$35,000 in scholarships, 2012-2013.
- The Fall Leadership Retreat had record attendance of 258 students representing over 80 different organizations and groups from across campus, 2012-2013.
- Spearheaded The Big Event with a total of 964 UT Arlington students, staff and faculty, and community members performing community service throughout the Metroplex, 2011-2012.
- The Freshmen Leaders on Campus won the Bronze Program Excellence Award from NASPA, 2008-2009.
- The Freshmen Leaders on Campus' Tent of Hope was selected to be placed on the National Mall in Washington, D.C. in November. The tent was then sent to Darfur, Sudan, 2008-2009.

Auxiliary Enterprises and Building Projects

- The Lofts at College Park and Vandergriff Hall in College Park District, added housing for a total of 600 students to the on campus population, 2012-2013.
- The Division generated over \$1.6 million in revenue, 2012-2013.
- Served as a consultant to the creation of the College Park Center, a 20 acre \$160 million project that includes a residence hall, apartments, parking garages, 7,000-person arena and retail space, 2011-2012.
- Completed \$500,000 renovation of Student Affairs spaces in University Center, 2010-2011.
- Worked with College of Architecture and Facilities Management to build a state-of-the-art \$300,000 computing learning laboratory in Campus Recreation facility, 2010-2011.
- Completed \$34.5 million addition and renovation project of The Maverick Activities Center (MAC), Campus Recreation facility. Opened Phase I and Phase II, 2007-2008.
- Constructed a state-of-the-art facility for disabled students with assistive technology lab and testing center, 2005-2006.

Assessment

- The Division of Student Affairs received a national award, the Ted K. Miller Achievement of Excellence Award from the Council for the Advancement of Standards for conducting outstanding work assessing student learning and development, 2008-2009.
- Successfully completed SACS Review of the Division of Student Affairs, 2005-2006.

Technology/Marketing and Communications

- *The Shorthorn* launched a "digital first" publication strategy as only the second college newspaper nationally to make this change. Currently there are more than 38,000 subscribers to the online Daily Digest, 2012-2013.
- Led President's Committee on Student Technology, Co-Chair, 2010.
- Launched a new Student Affairs website, established an electronic newsletter, created a new divisional brochure and redesigned the Student Handbook publication, 2006-2007.

Committees

- Accreditation team, Member, 2005-2006.
- Enrollment Management and Student Success Committee, June 2013-May 2014.
- Search Committee for Director of University Police, Member, 2012-2013.
- Homecoming Steering Committee, Chairperson, Spring 2012-May 2014.
- University College Advisory Board, Co-Chair, Fall 2010-May 2014.
- University Center Upgrade Committee, Co-Chair, Fall 2010-2011.
- President's Convocation Committee, Chairperson, 2005-2010 and 2012-2014.
- Search Committee for Alumni Executive Director, Member, 2010.
- Tobacco Free Campus Committee, Member, 2009-2010.
- Leadership Center Planning Committee, Chair, 2005-2007. Member 2007-2014.
- Advisory Committee on Student Affairs, Chair, 2005-2014.
- President's Roundtable Committee, Co-Chair, 2005-2014.
- Student Service Allocation Advisory Committee, Advisor, 2005-2014.
- Tuition Review Committee, Member, 2005-2014.
- Student Fee Oversight Committee, Member, 2005-2014.
- Centennial Court Apartments Management Committee, Member, 2005-2014
- MavsMeet Convocation Long Range Planning Committee, Executive Committee Member, 2005-2008.
- Activities Building Expansion/Renovation Ad Hoc Committee, Member, 2005-2008.
- Campus Master Planning Subcommittee, Member, 2005-2007.
- Athletics, Physical Education, Recreational Sports Committee, Member, 2005-2008.
- Diversity and International Understanding Committee, Chair, 2006-2007.
- NCAA Recertification Team, Member, 2006-2007.
- Brand Initiative Group, Member, 2005-2007.
- Deans Council, Member, 2005-2006.
- Hurricane Katrina Committee, Member, 2005-2006.

August 2012 – May 2014

The University of Texas at Arlington | Arlington, Texas
Assistant Professor, College of Education and Health Professions

December 1995 – July 2005

Rochester Institute of Technology | Rochester, New York
Associate Vice President for Student Affairs

- January 2001 - December 2001 - *Interim Vice President for Student Affairs*
- September 1999 - *Promoted to Associate Vice President for Student Affairs*
- December 1995 - September 1999 - *Assistant Vice President for Student Affairs*

September 1999 – July 2005

Rochester Institute of Technology | Rochester, New York
Associate Vice President for Student Affairs

- Second in charge of the Division of Student Affairs of a highly selective, private comprehensive university with an undergraduate student body of 15,000 and a graduate population of 5,000 with approximately 8,000 residential students.

- Responsible for supervision of the departments and staff within following areas:
 - Center for Campus Life (*Greek Affairs, Student Alumni Union, Student Government, College Activities Board, Student Clubs and Organizations, Volunteer Center, Performing Artists Series and Cultural Spotlight Series*)
 - Center for Intercollegiate Athletics and Recreation (*Intercollegiate Athletics, Recreation, Wellness, Student Life Center, Intramurals, and Gordon Field House and Activities Center*)
 - Center for Religious Life
 - Center for Residence Life
 - Director of Student Affairs Development
 - Leadership Institute and Volunteer Center
 - Margaret’s House (Childcare Center)
 - Liaison to National Technical Institute for the Deaf
 - Liaison to North Star Academic and Cultural Center (*Latino, African and Native American programs*)
 - Summer Camp Programs
- Administered a budget of approximately \$8 million, 58 full-time staff members, many part-time staff and hundreds of student employees.
- Assisted Vice President in overall leadership, professional staff hiring/development, supervision and management of the Division of Student Affairs (\$15 million budget with 175 employees).
- Participated in developing budget proposals, resource allocation and setting final allocation of capital budget funds.
- Coordinated Division external/restricted funding initiatives, 1995-2004.
- Served as media spokesperson for division, 1995-2005.
- Provided leadership for division’s networks and task forces, 1995-2001.
- Served and chaired a number of university and divisional and university committees, 1995-2005.
- Responded to faculty concerns, student problems and crisis situations, 1995-2005.
- Oversight for Intercollegiate Athletics program, 1995-2003.

January 2001 – December 2001

Rochester Institute of Technology | Rochester, New York
Interim Vice President for Student Affairs

- Administered a budget of approximately \$15 million and division, which included approximately 175 staff members. Responsible for supervision of all centers within Student Affairs Division including:
 - Athletics and Campus Recreation
 - Campus Life
 - Counseling
 - English Language Institute
 - Learning Development (*Disability Services, Academic Accommodations, Higher Education Opportunity Program, Special Services Program*)
 - Margaret’s House Day Care Center
 - Religious Life
 - Residence Life
 - Student Conduct and Mediation Services
 - Student Health Center
 - Student Transition and Support (*Orientation, First Year Experience, International Student Services, Women’s Center*)

Selected Accomplishments

Student Engagement and Success

- Conducted a study of student athlete graduation rates with results indicating a 76% graduation rate for athletes enrolling as freshmen and 84% for transfer students surpassing university graduation rates by 18% and 26%.

Development and Fundraising

- Member of Agenda for Action Strategic Planning and Fundraising Team which raised over \$300 million, Member, 2003-2005
- Partnered with Development Office on \$14 million fundraising activity prior to completion of \$30 million field house, activities center and turf field project, 2004-2005.

- Developed Student Affairs capital campaign fundraising strategy and implementation with 55% individual giving rate, center projects raising \$11,000 and Save a Seat program in new Gordon Field House/Activities Center raised \$30,000, 2004-2005.
- Member of United Way Steering Committee, Co-Chairperson of Student Giving, 2003-2004.
- Served as United Way Loan Executive, Major Accounts Division Representative (Raised Over One Million Dollars in Contributions), 2003-2004.
- Established Margaret's House as a United Way donor institution and received \$12,400 in gifts, 2003-2004.
- Served on Institute Capital Campaign, Faculty/Staff Steering Committee, and Athletic Fundraising Committees in which university raised over \$300 million during this campaign, 2002-2005.
- Awarded \$600,000 Schmidt Foundation Grant to endow Director of Religious Life position, 2001-2002.

Strategic Initiatives

- Served on University Strategic Planning Committee Community Task Force, 2003-2004.
- Created new vision/direction for Student Affairs Division. Established nine major goals, 2001.
- Launched new 'Late Night' programming initiative with \$100,000 in funding, 2001.
- Encouraged and supported collaborative and cooperative relationships with other divisions and colleges of the university. As Interim Vice President, partnered with key institute players (Academic Affairs, Finance and Administration, Enrollment Management and Development) to achieve the following:
 - Revised First Year Experience Course, 2001.
 - Implemented New Fall Orientation and Week of Welcome Program, 2001.
 - Established Center for Academic Success and Cultural Affairs (Northstar), 2001.
 - Established 12 Corners Coffeehouse on campus, 2001.
 - Awarded Ben & Jerry's franchise, placed in Student Alumni Union, 2001.
- Implemented a new Women's Cross Country Team, 2001.
- Led efforts with Director of Intercollegiate Athletics to move Hockey program to Division I, 2001.

Academic Initiatives and Curriculum Development

- Led revision of freshmen year experience with faculty and deans, 2001.
- Participated and led recruitment of underrepresented faculty/staff 2000-2005

Crisis Management

- Coordinated, advised, and provided training and direction for Institute Appeals Board, 1995-2005.
- Served as Judicial Appeals Hearing Officer, 1995-2005.
- Student Behavior Consultation Team, Member 1995-1996, Chairperson, 1996-2001. The post crisis response team assisted 275 (85%) students to stay in school making progress toward their degrees.

Diversity Initiatives

- Diversity Committee, Member, Innovative Recruitment Strategies for Faculty and Staff Sub-Committee, Member, 2000-2005.
- Latin American Student Association (LASA) Advisory Board, 1995-2005.
- Conducted a study of Hispanic student needs at RIT. Implemented new programs for incoming Hispanic students, 2004.
- Partners in Pluralism Committee, Member, Teamed with Dean of College of Science, 2003-2005.
- President's Task Force Studying Campus Climate, Member, 2003-2005.
- Rivers Run Senior Housing Committee, Member, 2003-2005.
- Developed Building Cultural Competency Workshop pilot program with Worksmart Learning Systems Inc. and Human Resources department, Fall 2002.
- Harassment and Discrimination Committee, Division Representative, 1995-1997.

Leadership and Civic Engagement

- Led Greek Life Study Strategic Implementation, Co-Chair, 2003-2005.
- Established partnership with academic college to provide three team taught courses on leadership, 2003-2005.

Faculty Recruitment and Engagement

- Diversity Committee, Member, Innovative Recruitment Strategies for Faculty and Staff Sub-Committee, Member, 2000-2005.

Auxiliary Enterprises and Building Projects

- Led Approximately \$100 million in Capital Projects at RIT including:
 - Provided divisional leadership and vision on \$30 million Field House/Activity Center (160,000 sq. ft., two pools, arena and fitness center) and approximately \$2 million turf field project completed in Spring 2004.
 - Completed final phase of \$65 million residence hall renovation, 2001.
 - Completed six new freestanding Greek houses, budget approximately 1.8 million, Fall 2001.
 - Completed \$500,000 project in first phase of re-modeling of Student Alumni Union, 2001.
 - Member of program design team that built \$1 million RIT Boathouse, 1999-2000.
 - Completed capital projects including raising several million dollars for new practice and intramural fields, upgraded Ritter Ice Arena, Clark Gym, Student Life Center, two phases of stadium project, and trainer's room renovation, 1995-2001.
 - Responsible for Margaret's House construction project team with budget of approximately \$700,000.

Assessment

- Institute Assessment Committee, Member, 2001-2004.
- Developed Assessment Plan for the Division, 2001. Responsible for Division assessment, 2000-2005.
- Supervised divisional efforts in research and assessment areas, 1995-2004.

Board Relations and Governance

- Led with Vice President of Student Affairs sub-committee of Board of Trustees, 1995-2005.

Committees

- Health Challenge Mentor, 2005.
- Coast to Coast Run, Planning Team, Chairperson, 2004.
- Senior Research Administrator for Grants/Contracts Search Committee, Member, 2004.
- Director of Residence Life Search Committee, Chairperson, Spring 2003.
- Delta Phi Epsilon, Advisory Board, Member, 2003-2005.
- Environmental Health and Management Executive Team, 2003-2005.
- President's Task Force Studying Campus Climate, Member, 2003-2005.
- Campus Ombudsperson Advisory Board, Chairperson, 2003-2005.
- Strategic Planning Committee, Community Task Force, Member and Sub-Committee Chairperson, 2003-2004.
- Served on NTID Dean's Advisory Board, Member, 2002-2005.
- RIT 175th Anniversary Planning Committee, Member, 2002-2005.
- New York Campus Compact, Campus Representative, 2001-2005.
- Student Affairs Leadership Retreat Committee, Member, 1996-2001, Chairperson, 2001-2005.
- New Student Orientation Committee, Co-Chairperson with Provost, 2001-2002.
- Calendar Committee, Member, 2001.
- Institute Council, Member, 2001.
- Student Affairs Committee of Academic Senate, Member, 2001.
- Served on Hopkins Committee, Division Representative, Evaluating Institute Calendar Change Options, 2000.
- Assistant Provost for Diversity Search Committee, Division Representative, 1998-1999.
- Served on Margaret's House Program Advisory Board, Member, 1997-2005.
- Student Affairs Staff Awards Committee, Member, 1997-2001.

- Middle States Accreditation, Division Representative, 1997.
- Payroll and Human Resources Committee, Member, 1997.
- RIT Ethnic Faculty/Staff Committee, Member, 1996-2005.
- Women's Basketball Coach Search Committee, Member, Summer 1996.
- Established a summer camp program at Margaret's House Daycare Center, 1996-1997.
- Advisory Committee on Campus Safety – LaValle Act, Division Representative, 1995-2005.
- Student Life Committee of Board of Trustees, Member and Chairperson, 1995-2005.
- Alpha Sigma Lambda Honorary Society Selection Committee, Chairperson, 1995-2005.
- Served on K-12 Advisory Board, Involved in Outreach Activities in the Rochester Community, 1995-2001.
- Institute Space Allocation Committee, Division Representative, 1995-2001.

January 1997 – December 2001

Canisius College | Buffalo, New York

Assistant Professor, College Student Personnel/Higher Education Program

- Taught Introduction to College Student Personnel Administration.
- Advised students in program regarding educational and professional development issues.
- Established assistantship/internship pipeline at RIT, 1996-2005.

July 1990 – July 1994

Western Maryland College (Now McDaniel College) | Westminster, Maryland

Associate Dean of Student Affairs

- Second in charge of the Division of Student Affairs with an undergraduate residential student body of 2,500.
- Responsible for supervision of the departments and staff within the areas of:
 - Alcohol Education
 - Campus Safety
 - College Judicial Board
 - Judicial Administration (Honor Code)
 - New Student Orientation
 - Residence Life
- Administered budget of approximately \$1 million and supervised 20 staff members, 1990-1994.
- Assisted the Vice President for Student Affairs with the supervision of other Student Affairs departments including Campus Activities, the Counseling Center, Career Planning and Placement, Greek Affairs, Health Center, International Student Services, Minority Student Services, and Religious Life, 1990-1994.
- Assisted the Vice President for Student Affairs with staff recruitment and development, program design and administration, policy development and publications, 1990-1994.
- Worked closely with academic deans and other administrative divisions in areas related to enhance student academic success and out of the classroom learning experiences, 1990-1994.
- Provided leadership and assistance in the resolution of student, parent, and faculty concerns, 1990-1994.
- Instituted and conducted dean's chats program to obtain feedback from students regarding matters of interest and student concern, 1990-1994.
- Reorganized, restructured, initiated staffing changes to redirect the efforts of the Residence Life and Campus Safety Departments, 1990-1991.
- Established strong working relationships with community agencies, Westminster Police Department, States Attorney's Office, and emergency and medical agencies, 1990-1994.
- Developed a comprehensive five-year capital projects plan for residence halls and safety related projects, 1991. Conducted a comprehensive student satisfaction survey in spring semesters, 1991-1994.
- Developed a comprehensive training program and provided joint training opportunities for Residence Life, Campus Safety, and Orientation staff, 1991-1994.

Committees

- First Year Experience Program, Developed and Implemented, 1994.
- President's Residential College's Task Force, Member, 1993-1994.
- College Food Services Advisory Task Force, Co-Chairperson, 1993-1994.
- College Retention Committee, Member, 1993-1994.
- Affinity (Special Interest) and Honor's Housing Selection Committee, Member, 1992-1994.
- Board of Trustees Committee on Student Affairs, Member, 1990-1994.
- Personnel Employee Classification Appeals Committee, Member, 1990-1994.
- President's Administrative Council, Member, 1990-1994.
- Enrollment Planning Committee, Member, 1990-1994.
- Staff Development Committee, Chairperson and Member, 1990-1994.
- Parent and Student Guidance Day Committee, Member, 1990-1994.
- Orientation Committee, Chairperson, 1990-1994.
- Greek Housing Issues Committee, Chairperson, 1992-1993.
- College Bookstore Advisory Task Force, Member, 1991-1992.
- College Safety Management Committee, Member, 1990-1992.
- Director of Campus Safety Search Committee, Chairperson, Summer, 1991.
- Board of Trustees Day Care Advisory Task Force, Member, 1990-1991.
- College Parking Committee, Chairperson, 1991-1992, Member, 1990-1991.
- Sexual Assault Policy Committee, Member, 1990-1991.

August 1989 – May 1990, 1994 – 1995

Department of Educational Administration and Policy Studies | Albany, New York *Fellowship*

- Assigned to administrative responsibilities assisting chair of department.

August 1988 – May 1989

State University of New York at Albany | Albany, New York *Graduate Assistant, Administrative Assistant to the Vice President for Student Affairs*

- Major responsibilities included staff support for the Vice President for Student Affairs.

Committees

- Student Affairs Cabinet, Member, 1988-1989.
- Planning and Budget Development Advisory Committee, Member, 1988-1989
- Committee on Racial Concerns Across the Campus, Member, 1988-1989.
- Student Development Center Task Force, Member, 1988-1989.
- Academic Support Programs and Services and University Facts and Information Publications, Editor, 1988-1989.
- Student Handbook Committee, Member, 1988-89.

August 1981 – August 1988

Ithaca College | Ithaca, New York *Executive Assistant to the Vice President for Student Affairs and Director of Judicial Administration*

- Second in charge of the Division of Student Affairs of a selective private college with an undergraduate student body of 5,800 consisting mostly of residential students.

- Responsible for supervision of departments and staff within following areas in absence of the Vice President:
 - Campus Activities
 - Campus Center
 - Campus Ministries
 - Career Planning and Placement
 - College Safety and Security
 - Counseling Center
 - Educational Opportunity Program
 - Financial Aid
 - Health Center
 - Judicial Administration
 - Orientation
 - Residential Life
- Assisted Vice President for Student Affairs administering budget of approximately \$5.5 million and supervising 100 staff members, 1981-1988.
- Coordinated college leave of absence, withdrawal, and readmissions process, 1981-1988.
- Responsible for administration, evaluation and revision of Campus Judicial System and Student Conduct Code, 1981-1988.
- Selected, trained and supervised hearing officers and approximately 40 student, faculty and staff justices, 1981-1988.
- Implemented computerized judicial reporting and analysis system, 1981-1988.
- Served as Acting Director of Residence Life Department, May-September, 1985.

Committees

- Presidential Task Force on the 'Minority Experience' at Ithaca College, Member, 1987-1988.
- Common Intellectual Experience Committee, Core Curriculum Sub Committee on 'Values and Ethics Across the Curriculum', Member, 1987-1988.
- Student Affairs/School of Humanities and Sciences Task Force, Co-Chairperson, 1987-1988.
- Fall Orientation Program Committee, Member, 1986-1988.
- Campus Affirmative Action Committee, Member, 1982-1988.
- Student and Parent Orientation Committee, Member, 1982-1988.
- Helping Resources Program, Presenter, Summer, 1981-1988.
- Alcohol/Drug Education Committee, Member, 1981-1988.
- Alcohol/Drug Education Seminar, Developer and Coordinator, December, 1981-1988.
- Orientation Leader Training, Summer, 1981-1988.
- Enhancing Student Development In and Out of the Classroom, Presenter, Spring 1986 and 1987.
- Middle States Institutional Steering Committee, Student Affairs Division Representative, 1985-1987.
- Commencement Committee, Member, 1981-1987.
- New Alcohol Beverage Control Law Committee, Chairperson, 1983, 1985-1986.
- Campus Life Committee, Chairperson, 1981-1985.
- *Ithaca-Our Home Away From Home*, Executive Producer, 16-Minute Video Production, 1985.
- Role of the Chaplaincy Committee, Chairperson, 1982-1983.
- Student Leadership Workshop Planning Committee, Member and Presenter, Fall 1982.
- Housing Room Assignment Task Force, Member, 1981-1982.
- MASH Week Programming Committee, Member, 1981-1982.
- Staff Development, Committee, Chairperson, 1982-1988 and Member, 1981-1982.

July 1980 – August 1981

Youngstown State University | Youngstown, Ohio ***Director of Housing and Residence Life***

- Responsible for program serving approximately 2,500 students at university of 17,000 undergraduates, 1980-1981.
- Administered budget of \$500,000 and supervised seven staff members, 1980-1981.
- Directed, evaluated, restructured and coordinated all facets of the Residence Life and Off-Campus Housing Program, 1980-1981.
- Responsible for selection, training, supervision and evaluation of residence life staff, 1980-1981.
- Responsible for budget analysis, preparation and budget management, 1980-1981.

- Coordinated residence hall operations, room assignments, damage billing, renovations, and facilities management, 1980-1981.
- Supervised food and cleaning service contractors, 1980-1981.
- Developed and implemented a \$1.8 million plan to renovate and reallocate the use of space in residence hall complex, 1980-1981.

Committees

- Residence Hall Association, Advisor, 1980-1981.
- Marketing Student Services Committee, Member, 1980-1981.
- Counseling Center Advisory Committee, Member, 1980-1981.
- City of Youngstown Consumer Advisory Council, Member, 1980-1981.
- Northside Citizens Coalition, Member, 1980-1981.

August 1977 – June 1980

State University of New York at Oneonta | Oneonta, New York *Assistant to the Dean of Student Affairs/Residence Hall Director*

- Responsible for selection, training, supervision and evaluation of resident assistants and student residence hall staff. Coordinated general academic advisement of all undeclared majors, career counseling, and personal counseling of individuals and groups within residence halls. Facilitated educational programming for freshmen and transfer student orientation, 1977-1980.
- Performed all administrative duties within the residence hall, 1977-1980.
- Conducted administrative judicial hearings. Responsible for rotating evening on-call responsibilities for the entire campus, 1977-1980.
- Coordinated summer conference and student housing program, 1977-1980.

Committees

- Residence Hall Government, Advisor, 1977-1980.
- Resident Assistant Selection Committee, Chairperson, 1978-1980.
- Professional Development Committee, Member, 1978-1980.
- Staff Hiring Committee for Assistant Dean of Student Affairs/Residence Hall Director, Member, 1977-1980.
- Campus Spring Weekend, Co-Coordinator, 1978-1979.
- College Senate, Member, Represented the Student Affairs Division, 1978-1979.

August 1976 – May 1977

State University of New York at Potsdam | Potsdam, New York *Acting Residence Hall Director*

August 1975 – May 1977

State University of New York at Potsdam | Potsdam, New York *Resident Assistant*

PROFESSIONAL ACTIVITIES AND ORGANIZATIONS

- Berkeley Executive Leadership Program, Participant, 2016.
- NASPA Presidential Review Committee, Member, 2013-2015 and Chairperson, 2015-2017.
- NASPA Closing the Achievement GAP: Student Success in Higher Education, Founder and Presenter, 2016.
- NASPA Policies, Resources, Academic, Compliance, Technology, Innovation, Community, Evidence, Students, Division Self Study and Evaluation, Founder and Co-Chair, 2016.
- NASPA Function, Institution, and Team (F.I.T) vs. Job Title: Best Practices for Organizational Advancement, Presenter, 2016.
- NASPA National Conference Speaker and Organizer, 2016.
- NASPA Greek Summit Convener, Fall 2015.
- NASPA Escaleras Presenter, Coordinator, Fall 2015.
- NASPA Staffing, Budget Benchmark Study, Fall 2015.
- NASPA Behavior Intervention Training Program for CSU, Coordinator and Presenter, Fall 2015.
- NASPA Chairman of the Board, 2015-16. Led new assessment initiative activity for Divisions of Student Affairs, Global strategy and strategic policy changes for organization on diversity and social justice.
- Elected NASPA Chairman of the Board, 2014-2017.
- NASPA Selections and Awards Committee, Chairperson, 2014.
- ACE Spectrum Executive Leadership Program for Future College Presidents, Participant, 2013.
- NASPA 2014 Annual Conference Chair, Baltimore, 2013-2014.
- NASPA Audit Committee, September 2012.
- NASPA Board of Directors, Member-at-Large, 2011-2013.
- NASPA Search Committee for NASPA Executive Officer, August 2011-2012.
- NASPA Search Committee for NASPA Executive Editor of the Journal of Student Affairs Research and Practice, April 2011-2012.
- NASPA Concealed Weapon and Campus Safety Task Force Committee, March 2011.
- NASPA Membership Appeals Committee, March 2011-2012.
- Council of Student Services Vice Presidents (COSS/VP), Chair 2011-13, Chair Elect, 2009-2011, and Member 2005-2014.
- Association for the Study of Transfer Students (ASTS), Charter Member, 2009.
- NASPA Pre-Conference Workshops Program Proposal Reviewer, 2008.
- NASPA State Public Policy Committee, Member, 2007-2008.
- NASPA New Vice Presidents for Student Affairs Institute, 2006.
- American Association of Hispanics in Higher Education, Inc., 2006-2014.
- UT System Vice Presidents, Member 2005-2014.
- Texas Association of College and University Student Personnel Administrators, Member, 2005-2014.
- Metroplex Vice Presidents Council, Founder 2006 and Member, 2006-2014.
- NASPA Institute for Aspiring Senior Student Affairs Officers, January 2005.
- NASPA Region II Advisory Board, Latino Knowledge Community, Chair, 2003-2005.
- NASPA National Network on Educational Equity and Ethnic Diversity Collective, Chairperson for Latino Issues, 1999-2001.
- NASPA Region II Conference Committee, Member, 1996-1997.
- National Orientation Directors Association, Member, 1990-1994.
- Campus Crime Prevention Center, Member, 1990-1994.
- ACUHO, Member, 1990-1994 and 1980-1981.
- Association of Student Judicial Administrators, Charter Member, 1988.
- NASPA Region II Conference, Program Chairperson, August 1986-June 1987.
- Region II Outstanding Young Professional Award Selection Committee, Chairperson, 1986.
- NASPA Region II Advisory Board, Member, June 1983-1987.
- William Paterson College, Consultant, Spring 1984.
- Ohio College Personnel Association (OCPA), Member, 1980-81.
- NASPA Member, since 1980-Present.

ACADEMIC AWARDS AND HONORS

- Class of 2017 NASPA Pillar of Profession Award for professional distinction over a career, leadership roles, extraordinary services, and lifetime contributions to higher education.
- Selected Most Promising Places to Work in Student Affairs Award from the Center for Higher Education Enterprise (CHEE), 2015.
- Selected Most Promising Places to Work in Student Affairs at Minority Serving Institutions Award from the Center for Higher Education Enterprise (CHEE), 2015.
- Selected NASPA Excellence Award to Associated Students Inc., (ASI) at Fresno State in recognition of the Civic Learning, Democratic Engagement, Service-Learning and Community Service Gold Award, 2015.
- Awarded the I Am Community Municipal Volunteer Program award by the City of Arlington, 2011.
- Inducted into Omicron Delta Kappa, 2010.
- Ted K. Miller Achievement of Excellence Award from the Council for the Advancement of Standards, 2009.
- The Maverick Activities Center (The MAC): Athletic Business Facilities of Merit Award, 2008-2009.
- Who's Who in Administration Higher Education, 2007.
- Phi Kappa Phi, Honor Society, Founding Member, 2007.
- UT Arlington Campus Kahuna Award, September 2005.
- Golden Key International Honor Society Inductee, Fall 2005.
- RIT Student Government Extra Mile Award, April 2005.
- RIT Commission for Promoting Pluralism Diversity Trailblazer Award, April 2005.
- Certificate of Appreciation, Brothers of Beta Chapter, Lambda Upsilon, 2005.
- Inducted into Order of Omega, Rochester Institute of Technology, 2005 and UT Arlington, 2008.
- Selected for United Way Hispanic Leadership Development Program, 2003.
- RIT Coaches Appreciation Award, 2002.
- RIT Student Government Distinguished Administrator Award, 1999 and 2001.
- Delta Phi Epsilon Leadership Award, 2001.
- Phi Kappa Tau Certificate of Appreciation Award, 2001.
- Office of Special Services Distinguished Service Award, 2001.
- Assistant Provost for Diversity Certificate of Appreciation, 2001.
- Selected for "Tribute Display" by the RIT Hispanic Heritage Month Committee, 2000 and 2004.
- NASPA National Exemplary Program Award, 2000.
- NASPA Educational Exchange Program Participant in France. One of Five College Administrators Nationwide to Participate in Exchange Program, 1997.
- Western Maryland College Distinguished Service Award, 1990-1994.
- State University of New York at Albany, Fellowship Recipient, 1989-1990 and 1994-1995.
- Division of Student Affairs "Outstanding Student Achievement Award", Presented to Four Graduating Seniors on the Basis of Citizenship and Leadership Qualities, Academic and Co-Curricular Achievement. State University of New York at Potsdam, May 1977.

ACADEMIC TEACHING EXPERIENCE

- Assistant Professor, College of Education and Health Professions, Higher Education Administration and Student Affairs, The University of Texas at Arlington, Fall 2012-2014.
- Instructor and Performance Coach, First Year Experience Class, RIT, 2000-2001.
- Assistant Professor, Student Personnel/Higher Education Program, Canisius College, 1997-2001.
- Student Teaching, Canton High School, Canton, New York. Social Studies Grades 9 and 10, 1997.
- Coordinator and Instructor of Three-Credit Peer Group Communications Course, State University of New York at Oneonta, August 1977-June 1980.
- Permanent New York State Teaching Certification Grades 7-12 in Social Studies, 1977.

PUBLICATIONS (SELECTED)

NO LIMITS—Foundations and Strategies for College Success, The University of Texas at Arlington, 1st Edition, Hayden-McNeil Publishing, Plymouth, MI, Chapter 3: Campus Life—The Value Added From Involvement, New Beginnings: Becoming Involved On Campus, 35-39, 2010.

- *Social and Academic Determinants of Retention Among Cuban-Americans in Higher Education: A Study of Florida International University*, Dissertation, August, 1995.
- NASPA National Communication Services Division, Member, June 1983-June 1986.
- NASPA Region II Newsletter and Advertising Editor, June 1983-June 1986.

SPEECHES AND PRESENTATIONS (SELECTED)

Conferences

- PowerTalk Radio “Student Success Programs on College Campuses”, September 2016.
- NASPA – Closing the Achievement Gap: Student Success in Higher Education, June 2016
- Hanford High School, Central Region Conference, “Bright Futures,” April 2016.
- Opening speaker, NASPA 2014 and 2016 National Conference.
- NASPA Multicultural Conference, Speaker, December 2015.
- Old Town Kiwanis Club, Speaker, Student Success at Fresno State, November 2015.
- Escaleras: Student Affairs Latino/Latina Leadership Institute, Speaker and Panelist, October 2015.
- NASPA Region II Conference, Keynote Speaker, June 2015.
- NASPA Western Regional Conference, Speaker, November 2014.
- Coalition of Urban and Metropolitan Universities Conference, Universities as Anchor Institutions, Speaker, Syracuse University, October 2014.
- NASPA Chief Student Affairs Institute 2014, Moderator of Presidential Panel on Issues Impacting Higher Education Today and Into Future.
- Presenter NASPA 2014 Annual Business Meeting.
- Closing Speaker NASPA 2014 National Conference.
- NASPA 2014 National Conference, Program Presenter on Assessment is a Marathon not a Sprint – UT Arlington’s Journey.
- PowerTalk Radio “Existing/New Sexual Assault Laws and University Existing Practices”, October 2014
- Fireside Chat, Interviewed Dr. Vincent Tinto on Student Success Initiatives, Texas Association of College and Universities Student Personnel Administrators (TACUSPA) Conference, October 2013.
- Webinar Presenter, Crisis Management in Higher Education, September, 2013.
- NASPA Assessment and Persistence Conference Keynote Speaker, Denver, Colorado, June, 2013.
- Texas Council of Chief Academic Officers (TCCAO) and Council of Student Services Vice Presidents (COSSVP) Winter Meeting, Moderator, Panel on Student Success, January 23, 2013.
- Texas Association of College and University Student Personnel Administrators (TACUSPA) Annual Conference, San Antonio, TX, Presenter, Turning Points: Reflections from Senior Student Affairs Officers, October, 2012.
- Academic Integrity and Developing Honor Codes, Council of Student Affairs Services Vice Presidents (COSS/VP) Retreat, Presenter, Summer 2011.
- Cleary Reviews, Council of Student Affairs Services Vice Presidents (COSS/VP) Retreat, Presenter, Summer 2011.
- New Challenges for Student Affairs: What Do We Need to Be Prepared for in the Future, Council of Student Affairs Services Vice Presidents (COSS/VP) Retreat, Presenter, Summer 2011.
- Academic Integrity and Developing Honor Codes, Council of Student Affairs Services Vice Presidents (COSS/VP) Retreat, Presenter, Summer 2011.
- Panel on Student Affairs Challenges on the Horizon, Council of Student Affairs Services Vice Presidents (COSS/VP) Retreat, Moderator, Summer 2011.
- Responding to Challenges: Telling Your Story, Council of Student Affairs Services Vice Presidents (COSS/VP) Retreat, Presenter, Summer 2010.
- Hispanic Women’s Network of Texas, Keynote Speaker, Fall 2009.
- “Panel on Current Issues in Field of Student Affairs”, Texas Christian University, Presenter, 2008.
- “Student Success, The Path to College”, Arlington Independent School District AVID Program Speaker, May 2008.

- Student Engagement: Co-Curricular Connections That Make a Difference, UT Arlington Academic Advising Conference, Presenter, February 2006.
- “Working Within Our Educational System”, Latino Political Campaign Academy, Latino Alliance Conference, Presenter, March 2005.
- “Greek Affairs for the Future: Developing a Community-Based Strategic Plan”, NASPA Conference, Presenter, Spring 2005.
- “Paving the Way for Student Success: Special Focus on Hispanic Students”, Expressions of Diversity Conference, Presenter, 2004.
- “SBCT Post Crisis Response Team”, NASPA National Conference, Presenter, 2001.
- “Mentoring of Underrepresented Staff”, NASPA National Conference, Panel Presenter, 2001.
- “Finding Your College/Making the Most of It”, Seminar at SUNY Brockport, Panelist, 2001.
- Hispanic Youth Leadership Conference, Welcome Address, March 2000.
- “The Student Behavior Consultation Team: A Model for Collaboration Regarding Student Mental Health Issues”, NASPA Region II Conference, Presenter, 1999.
- “Climbing the Ladder in Student Affairs Field”, NASPA New Professionals Conference and the NASPA Regional Conference, Panelist, 1997.
- “Is Affirmative Action Now Negated for Student Affairs?”, NASPA Region II Conference, Panelist, 1997.
- “Developing Strategies for Career Advancement”, NASPA Region II New Professionals Conference, Panelist, 1996.

Campus

California State University, Fresno

- College/Career Boot Camp, Presenter, June 2016.
- Native American Day, Presenter, September 2015.
- Student Success Summit, Presenter, March 2015 and 2016.
- Journey to Success, Asian American Pacific Islander Counselor Conference, Presenter, April 2016.
- New Student Convocation, Presenter, August 2015 and 2016.

The University of Texas at Arlington

- The Center for Community Service Learning Partner Breakfast, Keynote Speaker, September 2013.
- Concepts on Campus 2012, Guest Speaker, February 2012.
- Convocation Speaker, 2005-Present.
- Student Leadership Fall Retreat, Closing Speaker and Presenter, 2005-Present.
- 9-11 Speaker, 2009.
- Special Olympics of Texas, Speaker, 2009-2010.
- International Week, Grand Opening Speaker, April 2009.
- Tarrant County Challenge ‘Those Who Host, Lose the Most’, Press Conference Speaker, March 2009.
- Special Olympics of Texas, Speaker, May 2005 and May 2008.
- Advising Association, Conference Speaker, 2006 and 2007.
- Student Engagement: Connecting the Pieces, Conference Presenter, 2006.
- Faculty Senate, Establishing a Behavior Intervention Team, Speaker, August 2007.
- Who’s Who Awards Ceremony, 2006-2007.
- Intercollegiate Athletics Banquet, Keynote Speaker, May 2006.
- Student Governance and Organizations Banquet “Making a Difference and Making Memories”, Keynote Speaker, May 2006.
- Leadership Academy Induction Ceremony, “What is Leadership”, Speaker, April 2006.

Rochester Institute of Technology

- Greek Affairs Strategic Plan, Presenter, January 2005.
- Student Government Association Training, Speaker, September 2004.
- Gordon Field House/Activities Center Dedication Ceremony, Speaker, September 2004.

- ALANA Orientation Welcome Program, Speaker, September 2004.
- Graduate Assistant Training “Role of Student Affairs Division”, Speaker, August 2004.
- Resident Assistant College Commencement Address, Speaker, August 2004.
- “Greek Life at RIT: A Foundation for Future Direction of the Greek Community”, Presentation to the Student Life Committee of the Board of Trustees, July 2004.
- NTID, “Hispanics Today National Context”, January 2004.
- Future of Athletics: Discussion of Conference Affiliation, Division Status and New Sport of Football, Student Life Committee of Board of Trustees, Presenter, Spring 2004.
- United Nations Day, Flag Raising Speaker, October 2003.
- Student Affairs Capital Campaign Presentations, 2003-2005.
- Greek Retreat “Greek Life Study at RIT: Recommendations for the Future”, April 2004.
- Martin Luther King Celebration, Luncheon Speaker, 2004.
- “Live on Campus”, Nathaniel Rochester Society, Presenter, January 2003.
- Field House/Activities Center Groundbreaking Ceremony, Presenter, September 2002.
- New Student and Parent Orientation Program, Welcome and Parent’s Address, Fall 2002.
- Future of Orientation, Institute Council, March 2002.
- “Achieving a Diverse Faculty at RIT”, Diversity Conference, Panel Member, March 2002.
- New Greek Housing Ribbon Cutting Ceremony, Speaker, October 2001.
- Student Affairs Division Convocation, Address, September 2001.
- Inaugural Interview, Student Government Television, September 2001.
- Margaret’s House 5th Anniversary Celebration, Speaker and Master of Ceremony, 2001.
- New Student Convocation, Speaker, September 2001.
- Welcome Address to New Students and to International Students, September 2001.
- All-Governance Retreat, Welcome Address, August 2001.
- Residence Life Staff Celebration, Keynote Address, May 2001.
- Greek Awards Banquet, Kathleen M. Keyes Memorial Scholarship Award, Speaker, 2001.
- LEAD Program Year End Celebration, Keynote Address, 2001.
- “Who Are Our Students?” RIT College of Liberal Arts, 1999.
- “Students of Color on a Predominately White Campus”, Presenter, BACC, 1999.
- “Addressing the Issue of Diversity as Leaders”, RIT Student Leadership Seminar, 1998, 1999.
- Welcome Address Naturalization Ceremony, Spring 1996, 2000, 2001.
- Welcome Address for Parents/Student Orientation Programs, 1996-2000.

COMMUNITY ACTIVITIES

- Fresno Compact Board of Directors, 2014-Present.
- College Futures Foundation, 2014-Present.
- IHEP Learning Lab on Supporting Postsecondary Student Success, June 2016.
- Cesar Chavez Day Celebration, Speaker, March 2016.
- Pastors’ Breakfast, Community Outreach, Spring 2014 - 2016.
- CSU Impact Day, January 2016.
- Central Valley Higher Education Consortium Lumina 2025 Best Practices in student success video, Participant, November 2015.
- California Latino Leadership Education Summit, October 2015.
- Making a Difference: Superintendent’s Back to School Breakfast, October 2015.
- Fresno County C.H.I.P.S. Program (Character, Honor, Integrity, Perseverance and Service), June 2015.
- Hunger Banquet, April 2015.
- The BIG Event, UT Arlington Community Service Day in Metroplex, Executive Committee, 2005-2014.
- Arlington Alliance for Youth, Board Member, 2009-2010.
- Academy of Performing and Visual Arts, Board Member, 2008-2010.
- United Way, Co-Chair for Hispanic Leadership Development Program, October 2004-2005.
- IBERO Action League, Board Member, 2003-2005.
- RIT United Way Loaned Executive, March-May 2003.
- Rochester Latino Alliance, Member, 2003-2005.

- Northeast Neighborhood Alliance, 2001-2003.
- United Way Steering Committee and Leadership Sub-Committee, Member, 2000-2001.
- RIT United Way Annual Fund Kick-Off Campaign, Faculty/Staff Representative, 1996-2005.
- Brighton Baseball League, Co-Commissioner, 1997-99, Board Member, Coach, 1996-2005 (Led capital campaign and raised approximately \$30,000 in donations/grants for program).
- Bethlehem Little League, Baseball Coach, Summer 1995.
- Hanover YMCA, Baseball Coach, Summer 1993.
- United Way of Tompkins County, Campus Representative, 1984-1985 and 1986-1987.
- Cystic Fibrosis Organization, Member, 1981-1988.
- Assistant Varsity Basketball Coach (Voluntary), Ithaca College, 1983-1984.
- Assistant J.V. Basketball Coach (Voluntary), S.U.C. at Oneonta, 1979-1980.
- Oneonta Boys Club, Basketball Coach, 1978-1979.

UNERGRADUATE ACTIVITIES

- Varsity Basketball
- Economic Development Group
- Orientation Leader
- Resident Assistant
- Residence Hall Association
- Student Government