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### Education

<b>Doctor of Philosophy (Ph.D), Organizational Leadership</b> Our Lady of the Lake University Dissertation: <i>The Full-Range Leadership Styles of SACSCOC Presidents and their Perceptions of Institutional Effectiveness</i>	2013 San Antonio, TX
<b>Master of Arts (M.A.), English</b> University of Texas at Brownsville (now UT Rio Grande Valley)	1998 Brownsville, TX
<b>Bachelor of Arts (B.A.), American Studies</b> University of Notre Dame	1989 Notre Dame, IN

### Academic and Professional Appointments

<b>The University of Louisiana at Lafayette</b> Assistant Vice President for Institutional Effectiveness	Lafayette, LA 2019- present
<b>The University of Texas Health Science Center at San Antonio (UT Health San Antonio)</b> Assistant Vice President, Academic Assessment and Effectiveness SACSCOC Accreditation Liaison	San Antonio, TX 2015 – 2019
<b>The University of Texas at Brownsville and Texas Southmost College (UTB-TSC)</b>  Executive Director, Institutional Research, Planning & Effectiveness, 2010-2015 SACSCOC Accreditation Liaison, 2009- 2015 Director—Institutional Effectiveness, 2009-2010 Institutional Research Analyst and Grant writer, Division of Student Affairs/Sponsored Programs, 2007-2009 SACSCOC Reaffirmation Response Coordinator/Writer (temporary reassignment), 2007-2008 Development Research Associate, Enrollment Management Division and Office of Sponsored Programs, 2006-2007 Adjunct Faculty, Department of English, 2007- 2009 Adjunct Faculty, University Seminar Course, 2010 -2013	Brownsville, TX 2006- 2015
<b>Texas State Technical College Harlingen (TSTC Harlingen)</b> Director, Institutional Effectiveness & Research SACSCOC Accreditation Liaison, 1999-2005 Adjunct Faculty (English and Freshman Seminar courses), 2000 -2004 Executive Assistant to the President, 1997- `1999 Director, Student Support Services, 1993 -1997 Equity Advocate Counselor, 1991- 1993	Harlingen, TX 1999-2005
<b>Archdiocese of New York Volunteer Teacher (St. Jean Baptiste High School)</b> Teacher Volunteer Program through Archdiocese of NY (taught American History, Government, Economics, Spanish, and Business Law to inner city high school youth)	New York, NY 1989-1991

## Executive Summary of Prominent University Roles and Initiatives

### University Leadership

#### UT Health San Antonio

- Chair, Executive Leadership Team for decennial reaffirmation review by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)
- Chair, Quality Enhancement Plan Development
- Presidential Appointee to:
  - Educational Strategic Planning Committee (2016- 2017)
  - Educational Domain Council (2015 – present)
  - Library Committee (2015- 2016)
  - Committee for the Advancement of Women and Minorities (2016 – 2017)
- Created institution’s operational curriculum approval/revision processes
- Founded institutional advisory committees for oversight of (1) all undergraduate core curriculum assessment; and, (2) distance education activities
- Led institution through successful reaffirmation (authoring all reaffirmation reports & developing online presentation website)
- Developed the structure and activities for Linking Interprofessional Networks for Success, the institution’s Quality Enhancement Plan (QEP) required by the regional accrediting agency
- Coordinated with school and program faculty to launch nine new academic programs

#### UTB/TSC

- Chair, Executive Leadership Team Fifth Year Interim Report to SACSCOC (received commendation on QEP implementation/outcomes and maintained full compliance with all standards)
- Leader or member of numerous high level institutional teams and committees charged with developing numerous academic and student support programs including: Linked to Success (QEP), Title V grant (support for STEM majors); Achieving the Dream (focused on use of data for informed academic and student support decision-making); the Foundations of Excellence project (utilizing data to engage and retain new students); the attainment of Carnegie Community Engagement classification; and, the development of grants that supported partnerships with area school districts/community agencies.
- Co-chair, Data Integrity Task Force charged with overhauling entry/flow of data and creating tracking mechanism in the Enterprise Reporting Platform (ERP) for more accurate and efficient reporting and data generation
- Developed the institution’s first “vital signs”/performance indicators in conjunction with the CFO
- Restructured the Office of Institutional Planning, Research and Effectiveness to better serve institutional needs
- Chaired the General Education Core Committee charged with redesign of the institution’s core curriculum and its comprehensive assessment model
- Raised a total of \$8.36 million through grant applications designed to increase undergraduate student access, success, and completion
- Officially transformed misrepresented method the state reported UTB’s institutional graduation rates, correcting the metric from 12% 6-year graduation rate to 42% 6-year graduation rate based on more appropriate methodology
- Initiated the publication of “Research Briefs” to educate and promote key institutional facts and data to campus and external community
- Submitted multiple uniform external reports for the state and UT System for comparison purposes

#### TSTC Harlingen

- Chair, SACSCOC Executive Leadership Committee that completed successful SACSCOC decennial reaffirmation (resulted in 100% compliance with all standards and a commendation on the proposed QEP)
- Raised a total of \$4.9 million in grant funding for student support and success programs including a Title V: Strengthening Hispanic Serving Institutions grant (\$3.1 million), and numerous Carl D. Perkins grants to support special populations (\$1.8 million)

- Established the Office of Institutional Effectiveness and Research that united strategic planning with operational activities and budgetary data, developing the institution's first Key Performance Indicators and an annual Report Card of the measures
- Established three on-site child care facilities for TSTC through collaborations with local Head Start Agency that served over 200 children of TSTC students as well as community children; and, secured funding/resources for exemplary Early Head Start newborn through 3-year-old facility (\$2.4 million)
- Led the institutional strategic planning process, including tracking mechanisms, budget alignment, and monitoring for two five-year strategic plans
- Successfully established numerous academic institutional effectiveness process including outcomes assessment, academic program review, assessment of the general education core, student achievement metrics, and program outcomes measures
- Grant writing successes led to the establishment of a formal "Grants and Contracts" department

## **Academic Program Support**

### UT Health San Antonio:

- Led development/approval process for 9 new academic programs
- Developed policies and protocols for academic substantive changes
- Collaborated with programs to successfully complete 10 program/discipline specific reaccreditation reports and site visits and an application to a new accreditor for newly approved program
- Developed policies, processes, and monitoring system for the institution's distance education portfolio
- Established required coordination and assessment of the General Education Core
- Developed electronic business intelligence dashboards of key institutional and program level metrics and performance indicators
- Developed protocols/timelines and manage the administration and analysis of the institution's Student Satisfaction Survey
- Guided the establishment of uniform student achievement metrics across programs
- Led the Office of Institutional Research to increase delivery of usable data for academic programs

### UTB/TSC

- Led the development of program student learning outcomes plans for all academic programs
- Created formal processes and associated policies for academic program review for graduate and undergraduate programs
- Raised \$8.36 million through grants supporting student access and success through successfully funded grants
- Introduced and managed online course evaluations for all UTB/TSC courses each term (approx. 15,000 sections)
- Spearheaded assessment of the General Education Core, defined achievement targets, and gathering/rating artifacts for data collection
- Provided multiple data and reports to campus divisions, programs, and other constituents to support their decision-making for multiple issues (course offerings, grade distributions, high volume/peak times for student traffic, leavers/stop-outs, building/space utilization, program formula funding projections, etc.)
- Mobilized all academic programs to adopt capstone courses/ experiential learning experience to facilitate data gathering for learning outcomes assessments
- Created first institutional new student survey and graduating student survey, administered the NSSE, Noel Levitz, and standardized testing assessments
- Provided multiple professional development presentations, work sessions, and training on a variety of academic program requirements and processes, use of data, and program/unit improvement strategies
- Provided ongoing data and analysis of the institution's developmental studies population and integrated targeted academic interventions through activities and initiatives in which the institution engaged

### Texas State Technical College Harlingen

- Led the establishment of college-wide institutional effectiveness efforts including academic and administrative unit planning and assessment, tying budgets to planning, academic program review, assessment of the general education core, and developed associated academic policies
- Developed and authored the SACSCOC Quality Enhancement Plan, “Developing Critical Thinking,” aimed at integrating the development of student critical thinking skills and competencies across the curriculum (received SACSCOC commendation)
- Developed and authored concepts and activities for Title V Strengthening Hispanic Serving Institutions grant (\$3.1)
- Negotiated approval of delivery of 60 hour Core Curriculum at TSTC Harlingen by lobbying Texas Higher Education Coordinating Board to grant permission to institution with technical mission to offer the general education core curriculum at a technical college as a transfer option to local students to meet community needs

### **Student Engagement**

- Developed concepts and authored: “Improving the Academic Success of SMART field students through Technology, Communication Skills, and Learning Communities” initiative funded by the U.S. Department of Education *Title V: Improving Hispanic Serving Institutions* program (\$3.2 million) at UTB/TSC, and a \$3.1 Title V grant at TSTC directed at student retention that introduced the freshman seminar orientation course, mentoring, and student engagement activities
- Authored and co-developed *Linking Interprofessional Networks for Collaborations (LINC)* as UT Health San Antonio’s QEP, co-developed and authored *The Power of Two: Enhancing Student Writing through Linked Courses* for the QEP at UTB/TSC, and developed and authored *Developing Critical Thinking* for TSTC Harlingen’s QEP
- Developed and authored a successful \$3.5 AmeriCorp grant aimed at increasing college access of underserved and underprepared South Texas students at UTB/TSC
- Co-chaired the *Foundations of Excellence* project that initiated the UNIV (Freshman Seminar) course at UTB/TSC
- Established assessment of student learning outcomes for Student Affairs activities and co-curricular academic support services at UTB/TSC
- Proposed the new tradition of Freshman Convocation which was adopted in fall 2011 at UTB/TSC
- Led student affairs units to create tracking mechanisms for student cohorts through the student information system at UTB/TSC and UT Health San Antonio for more efficient tracking and reporting
- Set official institutional targets and strategic benchmarks through forecasting for university in annual Strategic Enrollment Management Plan, including goals for student enrollment, graduation rates, degrees awarded, retention, and institutional research dollars awarded for both UTB/TSC and TSTC Harlingen

### **Accreditation and Compliance**

#### SACSCOC Decennial Reaffirmations & Fifth Year Reports

- UT Health San Antonio: Led, directed, and authored all required reports, site visits, and special initiatives related to institutional accreditation including the Quality Enhancement Plan (QEP)
- UT Brownsville/Texas Southmost College: provided expertise for decennial reaffirmation and the development of a QEP (Institution was reaffirmed with 100% compliance and no monitoring report)
- UT Brownsville/Texas Southmost College: Directed development/completion of SACSCOC Fifth Year Interim Report (received commendation on progress and outcomes of the Quality Enhancement Plan assessment)
- Texas State Technical College Harlingen: Led, directed, and authored all required reports, site visits, and special initiatives related to institutional accreditation including the Quality Enhancement Plan (QEP)

#### Institutional Substantive Change Visits

- Established 2 new off-site locations for UT Health San Antonio in downtown San Antonio and downtown Houston
- Instituted six new off-campus teaching sites for UTB/TSC
- Revised classification of Laredo Regional Campus to an off-site location to meet SACSCOC compliance standards and transferred Regional Academic Health Center (RAHC) medical training site from UT Health San Antonio to newly created UT Rio Grande Valley

#### Institutional Candidacy Reports/ Site-Visits

- Served as a consultant for Texas Southmost College (TSC) as they pursued independent accreditation from SACSCOC after formal separation from UT Brownsville
- Wrote the majority of institutional effectiveness, library, and academic narratives for TSC's candidacy application for independent accreditation from SACSCOC

#### Institutional Mergers

- Participated in activities designed to address the separation of UT Brownsville (university) from TSC (community college) to create two stand-alone institutions, submitting reports for approval for both institutions
- Served on multiple committees, including the Executive Steering Committee, for the merger of UT Brownsville and University of Texas Pan American (UTPA) to create the new UT Rio Grande Valley

#### Experience with Discipline- Specific Accreditors including:

- Council on Education of the Deaf (CED)
- Committee on the Accreditation of Educational Programs for Emergency Medical Services Professions (CAEP-EMS)
- Accreditation Review Commission for the Physician Assistant (ARC-PA)
- American Occupational Therapy Association Accreditation Council for Occupational Therapy Education (AOTA)
- Commission on Accreditation for Respiratory Care
- Commission on Collegiate Nursing Education (CCNE)
- Commission on Accreditation in Physical Therapy Education (CAPTE)
- Liaison Commission on Medical Education (LCME)
- Commission on Dental Accreditation (CODA)
- National Accrediting Agency for Clinical Laboratory Sciences
- Commission on Accreditation of Medical Physics Education Programs
- American Speech Language Association (ASHA)
- Accreditation Board for Engineering and Technology (ABET)
- National Association of Schools of Music (NASM)
- Council for Accreditation of Counseling & Related Educational Programs (CACREP)
- Council for the Accreditation of Educator Preparation (NCATE)
- Accrediting Association for Colleges and Schools of Business (AACSB)

#### **Strategic and Financial Planning and Administration**

- Coordinated the alignment of biennial budgets for the institution's 139 administrative units and 162 academic programs to operational strategic and other plans at UTB/TSC as well as for the 68 administrative and academic units at TSTC Harlingen
- Member of the THECB's state-wide Outcomes Based Funding Task Force determining appropriate weights for funding targeted undergraduate outcomes as part of the university formula funding for higher education in Texas
- Conducted funding projections from the State of Texas based on student enrollments in courses and programs each term for UTB/TSC and TSTC Harlingen
- Conducted cost recovery evaluation and research services for university-sponsored research and community-based organizations
- Chaired the Cost Containment and Resource Generation Committee at UTB/TSC
- Forecasted official institutional targets and strategic benchmarks for both UTB/TSC and TSTC Harlingen for annual Strategic Enrollment Management Plans, including targeted outcomes for student enrollment, graduation rates, degrees awarded, retention, and institutional research dollars awarded
- At TSTC Harlingen, directed the institution's strategic planning process and co-directed the process at UTB/TSC, including the development of key performance indicators and tracking mechanisms to monitor progress
- Developed institution's Key Performance Indicators (KPIs) and produced a "report card" for institution, academic programs, and administrative units against all KPIs biennially at TSTC Harlingen

## Economic Engagement and External Partnerships

- Principle investigator for multiple grants establishing relationships with South Texas school districts to support students and teachers, including \$3.2 million AmeriCorps grant placing college mentors in Brownsville ISD high schools, two \$350,000 grants to pay for master's degrees in STEM fields for teachers at 6 local ISDs, thus allowing them to teach STEM dual enrollment courses at their school districts; and, two \$480,000 grants that supported students from 6 local ISDs to attend UTB/TSC for summer dual enrollment program serving 420 high school students, each earning 6 to 12 college hours
- Coordinated with four ISDs to establish off-site teaching locations for 10 UTB programs
- Negotiated with the THECB for TSTC Harlingen's approval to deliver the state's 60 hour Core Curriculum as a transfer option for local students to meet community needs by mitigating transportation issues to other local institutions
- Organized and coordinated all community events and activities hosted by the President's Office during tenure as his Executive Assistant, including preparation for Board of Regents meetings, special fundraising and recognition events, special student recognitions, and community-wide outreach events at TSTC Harlingen
- Represented TSTC Harlingen President at community events and other meetings, acting as his spokesperson when appropriate
- Coordinated large scale events at TSTC Harlingen including an annual Woman's History Month Fair, and outreach activities to local school districts to promote non-traditional and math/science based programs and careers at events for more than 1,000 participants annually
- Fostered relationships with the Texas Rehabilitation Commission, NINOS Headstart, Texas Migrant Council, Harlingen CISD, local non-profits, and other service providers by connecting their services to the TSTC campus and its students including child care, housing services, food, transportation, seamless transitions, and other collaborations ensuring individuals with special needs were assisted

## Research

- Principle investigator for "Orienting Disadvantaged Students to College" grant funded by the U.S. Department of Education *Title V: Improving Hispanic Serving Institutions* program (\$3.1) for TSTC Harlingen
- Co-Principle Investigator for "Improving the Academic Success of SMART field students through Technology, Communication Skills, and Learning Communities" initiative funded by the U.S. Department of Education *Title V: Improving Hispanic Serving Institutions* program (\$3.2 million) for UTB/TSC
- Co-Principle Investigator for AmeriCorp State and National Grants-Targeted Priority Competition designed to increase college access to first-generation and disadvantaged South Texas student (\$3.2)
- Developer and author, THECB Teacher Preparation Grant competition award for two \$350,000 grants developed to fund graduate degrees for secondary teachers at 6 local ISDs to prepare them to teach STEM dual enrollment courses for UTB/TSC (\$700,000 total)
- Principle investigator, THECB Summer Bridge Grant program awarded two \$480,000 (\$960,000 total) grants to deliver instruction to students from 6 local ISDs at UTB/TSC for summer dual enrollment programs serving 420 high school students
- Developed comprehensive instruments (Freshman Profile, Graduating Student Survey, Student Satisfaction Survey) that collected essential information from all incoming students at UTB/TSC and TSTC Harlingen
- Developed and spearheaded a coordinated grant and fundraising function at TSTC Harlingen resulting in the creation of a grants department

## University Administration

- Ensured full institutional compliance with federal, state, system and other applicable laws and mandates required by multiple external regulators for TSTC Harlingen, UTB/TSC, and UT Health San Antonio
- Developed new policies to ensure faculty followed established protocols prior to seeking partnerships with external entities to safeguard against violations of unreported substantive changes or other prior state and federal approval requirements at UTB/TSC and UT Health San Antonio
- Custodian of all academic articulation agreements for institution at UTB/TSC and TSTC Harlingen

- Published Research Briefs on key issues for the university including the UTB/TSC Freshman, The UTB Student Experience, The Math and Science Academy Research Brief, The New UTB Freshman, the UTB Graduate, and UTB/TSC's biennial Fact Book
- Trained and facilitated numerous small and large group assemblies using formal facilitation processes for training and professional development and encourage support of and participation in process improvements and organizational change proceedings

## **Technology and Innovation**

- Institutional oversight responsibilities for all Distance Education policies, protocols, monitoring/reporting, and appropriate implementation of online delivery processes at UT Health San Antonio
- Co-director of academically-related distance education compliance, changes, growth, and monitoring for UTB/TSC
- Supervised the offices of Institutional Research (and Data Management and Reporting) at TSTC Harlingen, UTB/TSC, and UT Health San Antonio, ensuring accurate collection of data through automated coding to facilitate internal and external reporting and statistical analysis
- Member of UT System Task Force that developed system-wide institutional data and analytics infrastructure to support the creation of productivity dashboards, reports, and benchmarking studies for the UTS Regents, legislature, and the general public
- With the UTB/TSC CIO, continually monitored the flow of data into institutional information systems and assisted administrative units review and improve business processes to ensure accurate data entry
- Co-chaired the Data Integrity Task Force at UTB/TSC with the CIO to re-execute and “cleanse” twenty years of distorted data in the institution’s ERP; and, developed a data dictionary that had not previously existed
- At UTB/TSC, introduced online course evaluation process that replaced traditional pencil-and-paper method
- Developed and implemented activities that mandated students to use their “utb.edu” email addresses; administered all course evaluations; administered the freshmen, student satisfaction, and graduating student surveys; and introduced use of “clickers” for quick classroom assessment at UTB/TSC.
- At UT Health San Antonio, worked with faculty to adopt and implement real-time 360° assessments of interprofessional student teams delivering patient care
- Developed “home grown” technology applications for institutional units to document assessment plans, unit action plans, curriculum maps, program review reports, and other key institutional continuous quality improvement documents at TSTC Harlingen, UTB/TSC, and UT Health San Antonio
- Member of teams vetting new technology to be introduced to institution for increased efficiencies (assessment platforms, strategic planning platforms, course evaluation platforms, curriculum management, etc.)

## **Summary of Academic Teaching**

Composition I (ENGL 1301), Department of English, School of Liberal Arts, two sections (2007- 2008 and 2008–2009), UTB/TSC

University Seminar (UNIV 1101), one section (2010-2011, 2011- 2012, 2012- 2013), UTB/TSC

Composition I (ENGL 1301), English Department, Liberal Arts division, two sections (2000- 2001, 2001- 2002, 2002- 2003, 2003- 2004), TSTC Harlingen

Developmental Orientation/Freshman Seminar (DORI 1100), one section 2002 -2003 and 2003 - 2004

## **Professional Education**

UT Health San Antonio Healthcare & Administrative Leadership Development Program, 2017

SACSCOC Evaluator Training for Institutional Effectiveness, 2016

Harvard University Executive Education Institute: Performance Assessment in Higher Education, 2014

TSTC Chancellor’s Facilitator Training Institute, by Vicky Willis (Willis Consulting, Inc.), 2005

CAMP TSTC; representative to annual TSTC System Summer Leadership Summit; 2001, 2002, 2003, and 2005  
Leadership Harlingen, Class XV, 1999-2000

## **Other Relevant Experiences**

### **State of Texas, Higher Education Coordinating Board**

- THECB Graduate Education Advisory Committee (Fall 2016 – present)
- THECB Outcomes Based Funding Task Force (2011- 2012)

### **University of Texas System –Selected Service**

- UTS Women’s Senior Leader Network (2015-present)
- UTS Office of Strategic Initiatives Data and Reporting Team (2010 – present)
- UTRGV SACSCOC Executive Committee (2014 –2015)
- UTRGV Civitas Project Institutional Research Leader (2014 – 2015)
- UTRGV Executive Steering Committee (2013 – 2015)
- UTS Academic Administration Working Group: Academic Assessment, co-chair (2013-2015)
- UTS Academic Administration Working Group: Other Accreditations, co-chair (2013- 2015)
- UTS Academic Administration Working Group: IE/IR Operations, chair (2013- 2015 )
- UTS Academic Administration Working Group: General Education Core (2013 –2015)
- UTS Student Lifecycle Management Project member (2014 –2015)
- UTS System Student Performance Indicators Dashboard Workgroup (2011- 2013)
- UT System Office of Strategic Initiatives IR Director’s Team (2009-present)

### **UT Health San Antonio –Selected Service**

- Education Strategic Planning Committee (2016 – 2017)
- School of Dentistry Strategic Planning Committee (2017 to present)
- School of Dentistry Outcomes Assessment Committee (2017 to present)
- School of Dentistry Commission on Dental Accreditation (CODA) Task Force (2018 to present)
- Licensing Commission on Medical Education (LCME) Accreditation Task Force (2017 – present)
- Information Technology and Services, Educational Domain Council (2015-present)
- UT Health San Antonio Core Curriculum Steering Committee, Chair (2015-present)
- UT Health San Antonio Distance Education Task Force, Chair, (2015-present)
- Committee for the Advancement of Women and Minorities, (2016-present)
- Library Committee (2015-2017)
- Institutionally Accredited Health Science Centers SACSCOC Region Team (2015 to present)
- Advisory Committee Member: development of MS Speech Language Pathology program, Occupational Therapy Doctorate, Doctorate in Health Sciences, BS in Health Sciences, and International Dentistry Enrollment Program track (2015 to present)
- SACSCOC Executive Committee (2015 – present)

### **University of Texas Rio Grande Valley (UT Brownsville/Texas Southmost College) – Selected Service**

- UTB and TSC Separation Substantive Change and Accreditation Project Management Team (2013- 2015)
- Student Success Steering Committee (2012- 2014)
- Data Integrity Task Force, Co-Chair (2010 – 2014)
- MBRS RISE Steering Committee (2009-2015)
- UT Share/PeopleSoft ERP Conversion Steering Committee (2012-2015)
- General Education Core Committee Task Force for core redesign, chair (2011-2014)
- Title V Advisory Committee (2009 -2014), chair 2010
- Tuition and Fees Working Group (2011-2014)
- Achieving the Dream, Executive Leadership Team; Chair (2011 –2013)



- Distance Education Quality and Assessment Committee (2011-2015), Chair (2011-2013)
- TSC Presidential Search Committee (2011)
- Academic Team (2010-2015)
- Provost's Council (2010-2015)
- University Council (2009-2015)
- Academic Senate, Evaluation of Teaching subcommittee chair (2010- 2013)
- Foundations of Excellence Steering Committee, Co-chair; (2009-2011)
- General Education Core Committee (2009-2014), chair (2011 – 2014)
- Cost Containment and Resource Generation Steering Committee; chair (2010)
- Institutional Assessment Committee (2008-2015)
- Student Affairs Research and Assessment Steering Committee (2008-2011)
- Title V Executive Development Team (2007)
- Dual Summer Bridge Project Implementation Committee, chair (2007)
- Enrollment Management Customer Service Committee (2007)
- SACS Executive Response Team, co-chair (2008)
- QEP Development Steering Committee , author and co-chair (2008)
- QEP Assessment Committee, Chair (2008)
- QEP Budget Committee (2008)
- Institutional Effectiveness Coordination Committee, chair (2008-2009)
- Student Media Advisory Committee (2009-2013)

#### **Texas State Technical College –Selected Service**

- President's Council (1997-2005)
- SACS Executive Leadership Team, Chair (2001-2005)
- QEP Development Leadership Team, Chair and author (2002-2005)
- Title V Development Team, Chair and author (1998-2000)
- Title V Advisory Committee, chair (2000-2003)
- Institutional Strategic Planning Committee, chair (1995-2005)
- Institutional Measures and Standards Committee, co-chair (1995-2005)
- Institutional Research Committee, (1995-2005), chair (1995 -1998)
- Service Excellence Committee (2000-2003)
- Curriculum Review Committee (1999-2005)
- Safety/Risk Management Committee (1993-1996)
- Auxiliary Services Committee (1994-1995)
- General Education Assessment Team (2000-2005), chair (2000 – 2002)
- Grants Committee, Chair (1996-2004)
- Placement/Graduate Follow-up Committee (1995-2005)
- Student Success Advisory Committee, (1999-2004), Chair (2000-2002)
- Ad-hoc for the Improvement of College Communication, Chair (1999-2000)
- SACSCOC Self-Study Committee for Student Affairs (1993-1995)

#### **Selected Presentations and Publications**

- Bauer, B.T.**, Heise, E. (2011). *The One-on-one Capstone Course: A Case Study of STEM Faculty Roles and Engagement*. Presentation for the Southern Association of Colleges and Schools Annual Meeting, Orlando, FL.
- Baggerly-Hinojosa, B., **Bauer, B.T.** (2010). *Servant Leadership: Are you a "10"?* Presentation for Tech Prep of the Rio Grande Valley Regional Conference, South Padre Island, TX.
- Fossen, L., **Bauer, B.T.**, Johnson, M. (2009). *Dual Enrollment: An On Ramp to College Success*. OK: University of Oklahoma, Proceedings of the 5<sup>th</sup> Annual National Symposium on Student Retention.
- Bauer, B.T.** (2009, 2010, 2011). *Assessment as Accountability in Higher Education*. Guest lecture for Dr. Laura Jewett Curriculum and Instruction Program Graduate Course, University of Texas at Brownsville, Brownsville, TX.

- Bauer, B.T.** (2009). *Assessment 101*. Presentation to UTB and TSC faculty at the Inaugural Faculty Summer Institute at the University of Texas at Brownsville, Brownsville, TX.
- Bauer, B.T., Kennedy, K.** (2005). *Preparing for Reaffirmation: Hindsight is 20/20*. Presented at the Texas Association of Institutional Research Annual Conference, Arlington, TX.
- Bauer, B.T.** (2004). *Developing a QEP at a Level I Institution*. Round Table Facilitator at the Southern Association of Colleges and Schools Annual Meeting, Atlanta, GA.
- Bauer, B.T.** (2004). *How Effective Planning Can Simplify Your Life*. Presented at TSTC Harlingen Annual Faculty and Staff Professional Development Day, Harlingen, TX.
- Bauer, B.T.** (2003, 2004). *Developing Student Learning Outcomes: Assessment 101*. Presented to TSTC Harlingen Academic Programs of Study at Assessment Professional Development Day, Harlingen, TX.
- Bauer, B.T.** (2001, 2002, 2003). *Preparing for SACS Reaffirmation and the QEP*. Presented to TSTC Faculty and Staff for Professional Development and TSTC System Administration, Harlingen, TX and Waco, TX.
- Bauer, B.T.** (2003). *Woman Leaders of Our Community*. Panelist at Woman's History Month Annual Luncheon at Texas State Technical College Harlingen, Harlingen, TX.
- Bauer, B.T.** (2003). *Keynote Address*. Presented to the Annual Student Conference of Tech Prep of the Rio Grande Valley, Harlingen, TX.
- Bauer, B.T.** (2003). *Keynote Address*. Phi Theta Kappa Inaugural Induction Ceremony held at Texas State Technical College Harlingen, Harlingen, TX.
- Bauer, B.T.** (1993, 1994). *Higher Education Compliance Issues in the Era of ADA*. Presented to faculty, staff, and Texas Rehabilitation Commission professionals at Texas State Technical College Harlingen, Harlingen, TX.

### **Other Experiences, Honors, Awards**

- UT Health San Antonio Exceptional Merit Recipient, 2016, 2017, 2018
- University of Texas at Brownsville and Texas Southmost College Exceptional Merit Recipient, 2009, 2013, 2014
- Texas State Technical College Chancellor's Award for Team Excellence (SACS Leadership Team), 2005
- Texas State Technical College Harlingen Leadership Award (SACS Reaffirmation Project), 2004
- Texas Association of Institutional Research, Best Electronic Fact Book, 2004
- Texas State Technical College Presidential Award, Development, Writing, and Funding of Title V Project, 2000

### **Summary of Professional Work Experience**

#### University of Louisiana at Lafayette

- Lead accreditation, assessment, institutional research and academic affairs budgetary matters under the Office of the Provost
- Utilize data collection and resource analysis to conceptualize, organize, and prioritize objectives for institutional improvement and continuous compliance with accreditors and other regulators
- Oversees issues pertaining to budget management, position management, fund-raising stewardship, as well as committee work and support.
- Supervise Institutional Effectiveness units to ensure they provide effective and efficient administration to support and sustain strategic plan development and implementation, academic budget preparation, institutional research, planning and assessment, accreditation and program review.
- Lead assessment and evaluation across the institution including the collection, analysis and dissemination of key survey results and other institutional data
- Guides institutional research staff to manage and analyze institutional data effectively and remain current and compliant with all external reporting needs from the University of Louisiana System, the Louisiana Board of Regents, and other external entities.
- Directs the university's accreditation efforts, including all aspects of regional SACSCOC accreditation and serves as the institutional liaison to the accrediting agency

- Provides leadership and vision to the institutional strategic planning process, including academic planning
- Oversees the Academic Program Review process
- Manages budget planning and analysis for Academic Affairs, including budget requests, position management, requisitions, and analysis of financial information to support planning and decision-making
- Analyzes costs associated with academic program viability and the creation of new programs and initiatives, including determining special pricing of online academic programs
- Prioritize technological resources to support the academic affairs mission and which most benefit students and faculty and coordinates technology improvements with the Student Technology Enhancement Committee.

#### UT Health San Antonio:

- Oversee all regional accreditation activities for SACSCOC including decennial reaffirmation and QEP development
- Collaborate with 67+ academic programs across 5 schools to develop and submit new program proposals, substantive changes, academic program reviews, discipline-specific accreditation reports
- Develop and report institutional-level strategic goals related to academic, faculty, and student affairs
- Oversee curricular planning and implementation at the institutional level
- Direct/monitor all institutional requirements for faculty delivering distance education and serve as the institution's lead for all distance education issues
- Direct assessment of general education competencies for the institutions
- Develop resources for curriculum planning and protocols
- Review, monitor, and revise academic policies and procedures
- Direct academic program assessment including student learning outcomes, student achievement outcomes, and administrative outcomes to ensure protocols and reporting
- Develop benchmarks and produce data for student achievement
- Oversee academic program processes and protocols for the Chief Academic Officer for the 67+ UT Health San Antonio academic programs
- Collect and catalog academic credentials for all university administrators and faculty in a central institutional repository
- Supervise the Offices of Institutional Research, Academic Assessment and Compliance, and QEP
- Enhance capacity by implementing efficiencies in reporting data including the development of a data warehouse, automated programmed reports, and business intelligence dashboards
- Evaluate business processes, technology adoption, staff proficiency and efficiency in the production and dissemination of institutional research information

#### University of Texas at Brownsville/Texas Southmost College

- Oversaw all regional accreditation activities and ensured institutional compliance and required reporting
  - Founded institutional processes for program and course level student learning outcome assessment for 162 academic programs, assessment of the general education core, assessment of alternative delivery methods, and the development of student learning outcomes assessment in student affairs units and co-curricular activities
  - Led the institution's ongoing efforts to measure and improve student learning outcomes including customized assessment activities targeting specific needs of academic units to improve curriculum and the learning environment
  - Created formal processes and associated policies for academic program review for graduate and undergraduate programs where none previously existed
- Directed the institution's strategic planning process; and with the CFO coordinated the alignment of budgets to the planning process for the institution and its 139 administrative units and 162 academic programs
- Supervised the offices of Institutional Research and Data Management and Reporting, ensuring accurate collection of data, reporting, and statistical analysis with responsibility for all official institutional data
- Directed and conducted an array of research studies to assess the institution's short and long-range needs/opportunities
- Monitored the flow of data into institutional information systems and assisted administrative units to review and improve business processes

- Facilitated all official approvals for new online or off-site programs
- Acted as custodian of all academic articulation agreements for institution
- Assisted colleges and academic programs attain discipline-specific accreditations from ABET, NASM, CACREP, NCATE, and AACSB
- Oversaw all aspects of the general education core
- Oversaw academic program review
- Led the course evaluation function
- Developed multiple programs and authored grant proposal to fund and implement a variety of student and academic support programs

#### Texas State Technical College Harlingen

- Oversaw the Office of the President, working closely with the TSTC System administration, the institutional vice presidents and deans
- Managed short- and long-term priorities for the President
- Successfully led accreditation activities and developed/ maintained policies and procedures leading to a successful SACSCOC decennial reaffirmation with 100% compliance and no recommendations/follow up, with a commendation on Quality Enhancement Plan (QEP)
- Inaugurated development of student learning outcomes assessment on including setting academic learning outcomes for 33 programs
- Coordinated all ongoing assessment efforts including academic program review to ensure compliance with THECB's Guidelines for Instructional Programs in Workforce Education (GIPWE), Carl Perkins measures and standards, and assessment of the General Education Core
- Oversaw all external accountability and reporting requirements for institution, including federal (IPEDS), state (CBM, Accountability, Closing the Gaps, Carl Perkins, etc.), regional, TSTC System, and local regulator mandates
- Developed institution's Uniform Recruitment and Retention Plan aimed at meeting state targets for student access and success
- Developed/authored or revised emerging organizational policies, procedures, protocols, and systems to respond to regulatory mandates, new accountability requirements, organizational changes, and environmental fluctuations
- Wrote and presented high quality annual reports, accountability reports, organizational publications, speeches, presentations, and content for multiple institutional mediums and communications
- Directed all functions of Support Services department charged with providing services to special populations including disabled students, single parents, students in non-traditional programs of study, and others
- Developed institutional policies for compliance with the new American for Disabilities Act (ADA); trained faculty and staff in ADA requirements and created institutional protocols for compliance; and, acted as primary contact for all school districts, and other agencies and organizations serving individuals with disabilities
- Oversaw the provision of all services to special populations as required by the Carl D. Perkins Vocational Technology Act, including submitting funding applications, managing budgets, staff, and filing required reports

#### **Relevant Community Service**

- Youth Leadership Harlingen Steering Committee, 2012- 2015
- Harlingen South High School PTSA Executive Board, Treasurer, 2014 - 2015
- Harlingen South High School PTSA Board, Environmental/Beautification Chair, 2012-2014
- Harlingen CISD District-wide Educational Improvement Council, 2011-2012
- Leadership Harlingen Steering Committee, 2001- 2010; Executive Committee, 2004- 2010
- Professional Advisory Review Panel for the Lower Rio Grande Valley Development Council, 1999-2005; 2009-12
- Harlingen Junior League, 1996-1998
- Child Care Management Services Advisory Committee, 1992-1997, Chair 1994-1996
- Rio Grande Equity Center/Project FORMAR Advisory Committee, 1991-1998, Chair 1992-1997
- Harlingen Consolidated Independent School District Teen Parenting Advisory Committee, 1992-1996
- Harlingen Consolidated Independent School District Special Education Advisory Committee, 1994-1997