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EDUCATION

University of Illinois at Urbana-Champaign, Ph.D., Educational Psychology
University of Texas at San Antonio, M.A., Bilingual-Bicultural Education
Texas Tech University, B.A., Latin-American Studies

Leadership Certificates and Award:

Governor's Executive Development Program, Austin, TX, 2009
Fundacion Solidaridad Mexicano Americano XXII Senior Fellows Seminar 2004
National TRIO Achiever Award, Washington, DC, 2002
Kellogg Fellow Education Policy Fellowship Program, Washington, DC, 1983
Title VII Bilingual Education Fellowship, University of Illinois, Urbana-Champaign, IL, 1978-1981

ACADEMIC AND ADMINISTRATIVE POSITIONS

2018-present Professor of Practice, Department of Educational Leadership and Policy, The University of Texas, Austin, TX
2014 – 2017 Vice Chancellor for Student Affairs, University of California, San Diego, La Jolla, CA
2012 – 2014 Clinical Professor, Deputy Chair of Educational Administration, The University of Texas, Austin, TX
2012 - 2014 Program Head in Higher Education Leadership, The University of Texas, Austin, TX
2005 - 2012 Vice President for Student Affairs, The University of Texas, Austin, TX
2005 - 2012 Senior Lecturer, Higher Education Administration, The University of Texas, Austin, TX
2003 - 2005 Vice President for Student Affairs, Senior Lecturer, Arizona State University, Tempe, TX
2000 - 2003 Vice President for Student Affairs, Georgetown University, Washington, DC
1994 - 2000 Vice President for Student Affairs, Associate Professor, California Polytechnic State University, San Luis Obispo, CA
1990 - 1994 Vice President for Student Affairs, CSU San Bernardino, San Bernardino, CA
1987 - 1990 Assistant to the President, CSU San Bernardino, San Bernardino, CA
1986 - 1987 Visiting Research Associate, UCLA, Los Angeles, CA
1984 - 1986 Director, Academic Advancement Program, UCLA, Los Angeles, CA
1982 - 1984 Instructor/Coordinator, Bilingual Special Education Project, The University of Texas, Austin, TX
1981 - 1982 Director, La Casa Cultura Latina, University of Illinois, Urbana-Champaign, IL

ADMINISTRATIVE EXPERIENCE

UNIVERSITY OF CALIFORNIA, SAN DIEGO VICE CHANCELLOR FOR STUDENT AFFAIRS

2014 – 2018

The Vice Chancellor for Student Affairs (VCSA) is the chief student affairs officer at UC San Diego. Reporting jointly to the Chancellor and the Executive Vice Chancellor for Academic Affairs, the VCSA is responsible for undergraduate student recruitment, retention, and post-baccalaureate opportunities, and overall campus initiatives to improve the quality of student life and experiences at UC San Diego for undergraduate and graduate students. In this capacity, the VCSA coordinates with the College Provosts to enhance the undergraduate student experience.

The VCSA is a member of the Chancellor's executive Cabinet of advisors and represents the campus' student affairs interests at system-wide meetings of his peers. He works in close collaboration with Academic Affairs, the Academic Senate and other Vice Chancellors to provide programs and services that support the vision and advance the mission of UC San Diego.

Administration Overview:

- The Vice Chancellor – Student Affairs (VCSA) is responsible for the development, assessment and improvement of services that meet and support the needs of students and the University's mission. The VCSA analyzes issues, with the cooperation and collaboration of students, faculty and staff, and identifies creative and innovative initiatives that result in a living and learning environment that fosters the intellectual, psychological, social, cultural, ethical and career development of a diverse student body at UC San Diego. In addition, he assists in ensuring that the student experience includes opportunities for students to participate in undergraduate research.
- The VCSA serves as the Chief Officer responsible for student conduct and discipline matters. The VCSA also has responsibility for coordination with schools, extramural agencies, the public and campuses offices, and the Academic Senate on student affairs matters.
- With an operating budget of approximately \$75 million, the VCSA oversees approximately 650 employees. In addition, the VCSA oversees the administration of the undergraduate student aid program budget of approximately \$150 million.

Brief Position Description:

Provides executive leadership and accountability for overseeing the student experience at UC San Diego; directly responsible for strategic planning and leadership for a division serving over 31,000 students in the following areas:

- Admissions and enrollment services
- Student life
- Student educational advancement
- Intercollegiate athletics
- Club sports, sports facilities and related fitness programs
- International Center and Student Abroad programs
- Student judicial affairs, including student conduct and student legal services
- Student activities, including student co-ops, student media and initiatives that support the student social and educational experience
- Efforts to raise funds for student scholarships and student-centered services

THE UNIVERSITY OF TEXAS AT AUSTIN VICE PRESIDENT FOR STUDENT AFFAIRS 2005-2012

Brief Position Description:

Directly responsible for strategic planning and leadership for a division serving over 50,000 students in the following areas:

- Residence life and residential education
- Student publications and media
- Recreational sports (intramurals, club sports, and informal recreational programs)
- Student life, campus community and climate (student government and 1000 student organizations, cross cultural and ethnic student services, and international services)
- Student Leadership development

- Learning, internships and career exploration
- Multicultural programming
- Enrollment services (financial aid, registrar and student information systems)
- Academic support services (orientation, learning skills, pre-graduate/professional advising, transfer students, veterans, and disabled students)
- Student health and psychological services
- Campus unions and food service
- Student-centered research and analysis

Financial Achievements, Revenue Generation and Development:

- Managed an annual operating budget of over \$100 million, responsible for the distribution of \$600 million in financial aid.
- Responsible for over 900 staff and 1000 student employees.
- Successfully adjusted divisional budget to accommodate over \$6 million in reductions via creative cost cutting, revenue generation and administrative efficiencies.
- Instituted the Office of Development in Student Affairs in December 2010 and raised \$10.5 million (including \$3 million for the renovation for Clark Field, the longest-standing intramural field on campus).
- Through tutorial and supplemental instruction reduced time-to-degree for both incoming freshman and transfer students.
- Provided key leadership in the Health and Counseling Center's creation of a uniform student health insurance program for all students and graduate students that contained costs while improving benefits.

Recruitment, Retention, Graduation, Diversity and Reputation:

- As Chair of the Enrollment Services Committee, provided leadership in steadily increasing Hispanic enrollment at UT to the current figure of 17.5%. Increase attributable to more aggressive recruitment, enhanced financial aid, and improved relations with local schools and communities.
- Maintained freshman enrollment while increasing the academic metrics, and increased percentage of Black and Hispanic students to 5 percent and 25 percent, respectively. Asians account for 18 percent of freshmen.
- During my tenure, transfer enrollment held steady at approximately 2,500 and the percentage of underrepresented transfer students increased.
- Maintained freshman retention at 92.3%, one of the highest in the nation for large public institutions.
- Developed strong partnerships with Austin Community College and other state-wide community colleges.
- Created task force to enhance services for undocumented students. Initiated fundraising efforts to create scholarships, provided staff training and student information regarding resources for these students.
- Supported efforts which increased the number of diversity and community recognition awards to staff in Student Affairs.
- Significantly increased the percentage of underrepresented staff in senior leadership positions within the Division.
- In collaboration with campus entities, provided data to secure UT Austin as one of the nation's Best Value Colleges for 2012 by *The Princeton Review*.

Capital Improvements:

- Management of a \$125 million capital budget, including funds for new and renovation projects totaling over \$100 million, and salaries for 900 staff and 1000 student employees.
- In partnership with students, built and opened new aquatic facility in 2005. Students approved recreation fees for new pools. RecSports covered cost of \$13.9 million.
- Planned, funded and commissioned the construction of the César Chávez and Barbara Jordan statues, first minority male and female statues on UT campus.
- Managed planning and construction of a \$48 million student activity center.
- Managed planning and construction of Almetris Duren Residence Hall, opened in 2007. Named after Almetris Marsh Duren, a maternal figure to African American students at UT during UT's racial integration in the 60s.

Academic Initiatives:

- Chaired the Enrollment Services Committee to improve recruitment, retention, and graduation rate of students.
- Created a Transfer Students Center and a Veteran Center.
- Met regularly with the Provost to discuss and coordinate matters of mutual interest, including admissions, financial aid, orientation, undocumented students, registrar and support for supplemental instruction to academic curriculum.
- Worked closely with Deans and Academic Senate on ensuring the coordination and integration of academic programs and priorities with student affairs services, including efforts in recruitment, retention, tutoring, supplemental instruction, advising, internships, pre-graduate and pre-professional advising, counseling and health issues, disability issues, and graduation rates.

ARIZONA STATE UNIVERSITY VICE PRESIDENT FOR STUDENT AFFAIRS 2003 - 2005

Brief Position Description:

- Advised and assisted the President and other administrators of a multi-campus university with enrollment of over 57,000 on all non-instructional student-related matters. Ensured quality, effective student support programs and services were available consistent with overall university goals and objectives.
- Annual Student Affairs Division appropriations and revenue of approximately \$49 million. Responsible for these programs and services:
 - Residence life and residential education
 - Student publications and media
 - Recreational sports (intramurals, club sports, and informal recreational programs)
 - Student life, campus community and climate (student government and 800 student organizations, cross-cultural and ethnic student services, and international services)
 - Student Leadership development
 - Learning, internships and career exploration
 - Multicultural programming
 - Academic support services (orientation, learning skills, pre-graduate/professional advising, transfer students, veterans, and disabled students)
 - Student health and psychological services
 - Campus unions and food service
 - Student-centered research and analysis

Financial Achievements and Campus Improvements:

- Managed budget of over \$49 million and 600 staff.
- Initiated comprehensive planning with academic leadership for multiple housing units with third-party housing vendors. This entailed specific planning for the \$110 million Barrett College residence facility for 1,700 students.
- Created plans to best accommodate housing needs at Downtown, West and East campuses.
- Led a master plan with architectural and fiscal components to project housing construction over a period of ten years at an approximate investment level of \$500 million.

Reputation and Awareness:

- Actively engaged community to ensure university was socially engaged in community needs and priorities.
- Provided leadership in creating better marketing efforts to improve visibility for various campus sites in metro area of Phoenix.

GEORGETOWN UNIVERSITY VICE PRESIDENT FOR STUDENT AFFAIRS 2000 - 2003

Brief Position Description:

- Provided leadership and direction for comprehensive services to 12,000 undergraduate and graduate students on the main campus.
- Annual Student Affairs Division appropriations and revenue of approximately \$18 million. Responsible for the following programs and services:
 - Residence life and education
 - Student life programs
 - Student conduct
 - Division I and II athletics
 - Community affairs
 - Career services
 - Minority educational affairs
 - Center for volunteer and public service
 - Public safety
 - Health education and psychiatric services

Financial Achievements, Revenue Generation and Development:

- Staffing for Division of Student Affairs was approximately 300, with corresponding net annual budget of \$18 million.
- Development constituted approximately 50 percent of my responsibilities. Upon my arrival at Georgetown University, Fr. Leo O'Donovan charged me with the lead assignment in raising \$50 million for the new South Quadrangle, which included three residence halls and a new dining facility, in addition to the new Jesuit community. We were successful in applying for and receiving a 5-to-1 leveraging challenge gift from the Kresge Foundation to assist in reaching the last \$10 million of the \$50 million goal. The complex opened in the fall of 2003.

**CALIFORNIA POLYTECHNIC STATE UNIVERSITY VICE PRESIDENT FOR STUDENT AFFAIRS
1994-2000**

Brief Position Description:

- Provided leadership and direction for comprehensive services to 16,800 undergraduate and graduate students.
- Annual Student Affairs Division appropriations and revenue of approximately \$54 million. Responsible for the following programs and services:
 - Student Academic Services
 - Education Opportunity Program
 - Academic Skills Center, Assessment and Testing Center
 - Disabled Student Services
 - Summer Institute, and Student Support Services
 - Upward Bound
 - Student Life and Activities
 - Health and Psychological Services
 - Housing and Residential Life
 - Campus Student Relations and Judicial Affairs
 - Career Services
 - Parents' Program

Financial Achievements, Revenue Generation and Development:

- Served as university liaison to the Associated Students, Incorporated, a \$10 million not-for-profit university auxiliary and representative student government.

- Created Student Affairs Parent Advisory Committee focused on identifying and cultivating donors. This was the first attempt at creating a development office within the Student Affairs portfolio.
- Created a fundraising training seminar for all Vice Presidents for Student Affairs and their staff within the CSU system. Seminar required that I raise \$20,000 to hire and host a development consultant and logistics for seminar.
- Member of the Cal Poly Foundation Board, which oversaw the bookstore, food services, sponsored programs, University endowments and investments, and residence life and education.

CSU, SAN BERNARDINO VICE PRESIDENT FOR STUDENT AFFAIRS 1990 - 1994

Brief Position Description:

- Provided leadership and direction for comprehensive services to 12,500 undergraduate and graduate students on campus.
- Responsible for the following programs and services:
 - Admissions and Records
 - Career Services
 - Financial Aid
 - Health and Psychological Services
 - Residence Life/Housing
 - Student Life and Activities
 - Recreational Sports
 - Student Conduct
 - Student Union
 - Child Care Center
 - Services to Disabled Students
 - International Student Services
 - Outreach Services
 - Upward Bound
 - Student Affirmative Action Services
 - Division III athletics
- Planned and implemented \$5.5 million renovation and expansion of the Student Union.
- Submitted proposal for a \$15 annual fee per student to operate the expanded Student Union to fund Multicultural Center Coordinator and a Women's Resource/Adult Re-entry Center Coordinator.

CSU, SAN BERNARDINO ASSISTANT TO THE PRESIDENT 1987 - 1990

Brief Position Description:

- Responsible for planning, organizing, preparing and coordinating information and materials requested from the Office of the President.
- Assisted the President with university program of community relations.
- Provided analysis on university-wide budget, policies, employee relations, programs and services.
- Chaired Intercollegiate Athletic Advisory Committee.
- Played key role in planning and building \$20 million University Hall, which consisted of student services offices, classrooms and faculty offices.

UCLA VISITING RESEARCH ASSOCIATE, DIRECTOR OF ACADEMIC ADVANCEMENT PROGRAM 1983 - 1987

Brief Position Description:

- Conducted research focused on retention strategies for underrepresented, low-income and minority students in higher education.
- Initiated studies to assess postsecondary education equity efforts in California via focused funding from California Postsecondary Education Commission.
- Managed delivery of academic support services for 4,500 low-income, underrepresented and minority students. These programmatic services included academic advising, personal and peer counseling, learning skills instruction, tutorial assistance, and preparation for graduate school examinations.
- Administered budget of \$1.5 million and managed 30 full-time and 250 part-time staff.

THE UNIVERSITY OF TEXAS AT AUSTIN BILINGUAL SPECIAL EDUCATION PROJECT 1981 - 1982

Brief Position Description:

- Responsible for recruitment, advising and counseling of students. Taught core courses in bilingual special education and developed materials to support training efforts.

UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN, DIRECTOR, LA CASA CULTURAL LATINA 1981 - 1982

Brief Position Description:

- Planned and implemented socio-cultural and academic programs designed to assist and support Latino students on campus.
- Selected and supervised staff, managed budgets, resources and facilities, conducted ongoing evaluation of all activities, and developed additional resources.

ACADEMIC EXPERIENCE

THE UNIVERSITY OF TEXAS, AUSTIN, TEXAS

Clinical Professor, Department of Educational Leadership and Policy

2018-present

Oversee the design of the “Executive Ed.D. in Higher Education Leadership: Empowering, Equity-minded and Entrepreneurial Leaders”. The first cohort will begin summer 2019. The curriculum is designed to be completed in 30 months and will be taught every other weekend. Serve on Graduate Studies Committee and dissertation committees.

Clinical Professor, Deputy Chair of Educational Administration

2012 -2014

Program Head, Higher Education Leadership

2012 – 2013

The Program in Higher Education Leadership (PHEL), within the Department of Educational Administration, College of Education, consists of the following areas of academic concentration: Higher Education Administration Program (HEAP) and the Community College Leadership Program (CCLP). Within CCLP I collaborate with a number of critical programs and services within the CCLP concentration: National Advisory Council, National Institute for Staff and Organizational Development (NISOD), Center for Community College Student Engagement (CCCSE) and Student Success Initiatives.

Senior Lecturer, Higher Education Administration

2005 - 2012

ARIZONA STATE UNIVERSITY, TEMPE, ARIZONA

Senior Lecturer, College of Education

2003 - 2005

CALIFORNIA POLYTECHNIC STATE UNIVERSITY, SAN LUÍS OBISPO, CALIFORNIA

Associate Professor, College of Education

1994 - 2000

Courses Taught:

The University of Texas at Austin: Assessment in Student Affairs; College Student Personnel Administration; Introduction to Fundraising and Development, Advanced Methods in Fundraising, Critical Consciousness in Student Affairs, Ethics in Fundraising in Higher Education; Organization Design and Behavior

ASU Tempe: Introduction to Student Affairs Administration; Assessment in Student Affairs.

INVITED PROGRAM AND KEYNOTE SPEAKER (since 1991):

Invited Keynote, WESTOP Annual Conference, Reno, NV (April 3-6, 2016). "Income Inequality and Demographics Require Us to Act: Acomídete."

Invited Co-Presenter, AAHHE National Conference, Costa Mesa, CA (Mar 10-12, 2016). Co-Presenter: Dr. Monique Crandal. "Risk Management: Being Prepared for Threats on Campus."

Invited Keynote, PUENTE Southern California Regional Training, Riverside, CA (March 3-4, 2016). "Your Shoulders are What Students Stand On."

Commencement Speaker, Lincoln High School, San Diego, CA (June 14, 2015). "Educated Leaders Have a Responsibility."

Invited Keynote, Cerritos College Student Leadership Conference, San Diego, CA (Jan 8, 2015). "The Role of New Leaders in this Century."

Invited Presenter, NISOD Conference, Austin, Texas, (May 26-29, 2013). "Fundraising is Everyone's Business."

Commencement Speaker, Harmony Science Academy North Austin Commencement, Austin, TX, (May 25, 2013). "Your Future is to Serve Our Society."

Invited Presenter, Executive Leadership Academy, Center for Studies in Higher Education, University of California - Berkeley, and American Association of Hispanics in Higher Education, Berkeley, CA (Mar 20, 2013). "Assessment in Higher Education: A Look Forward."

Invited Presenter, Executive Leadership Academy, Center for Studies in Higher Education, University of California - Berkeley, and American Association of Hispanics in Higher Education, Berkeley, CA (Mar 20, 2013). "Risk Management in Higher Education: Campus Violence and Mental Health."

Invited Keynote, Texas Association of Student Special Support Services Programs, 40th Annual Conference, Austin, TX (Mar 3, 2013). "Empowerment and Celebrating Forty Years."

Invited Presenter, Executive Leadership Academy, Center for Studies in Higher Education, University of California - Berkeley, and American Association of Hispanics in Higher Education, Berkeley, CA (Mar 29, 2012). "Assessment in Higher Education: A Look Forward."

Invited Presenter, Executive Leadership Academy, Center for Studies in Higher Education, University of California - Berkeley, and American Association of Hispanics in Higher Education, Berkeley, CA (Mar 29, 2012). "Risk Management in Higher Education: Campus Violence and Mental Health."

Invited Presenter, Executive Leadership Academy, Center for Studies in Higher Education, University of

California - Berkeley, and American Association of Hispanics in Higher Education, Berkeley, CA (Mar 28, 2012).
Co-Presenters: Alex González, Patrick Valdez. "Institutional Governance."

Invited Panelist. Summer Meeting of the Council of Student Services Vice Presidents (COSS/VP), Austin, TX (July 15, 2011). "Student Affairs Challenges on the Horizon."

Invited Presenter. Executive Leadership Academy, American Association of Hispanics in Higher Education, San Antonio, TX (Mar 2, 2010). Co-Presenter: Angélica Águilar Rodríguez. "Student Life in 2021."

Invited Presenter. Executive Leadership Academy, American Association of Hispanics in Higher Education, San Antonio, TX (Mar 2, 2010). Co-Presenter: Angélica Águilar Rodríguez. "Future Landscape: Assessment/Accreditation."

Invited Panelist. College Keys Compact Panel, College Board's Southwestern Regional Forum, Austin, TX (Feb 5, 2010). "Students and Educators Speak: The People, Policies and Programs That Made a Difference."

Keynote Speaker. 2nd Annual Student Development Institute, Knox College, Galesburg, IL (Feb 6, 2009). "Strategic Planning in Student Development during Periods of Economic Stress."

Invited Faculty. 2009 NASPA Institute for Aspiring Senior Student Affairs Officers. Clearwater, FL (Jan 7-11). "Strategic Thinking and Planning for Success."

Plenary Speaker. 2008 NASPA International Assessment & Retention Conference. Scottsdale, AZ (Jun 11-15). "Assessment Can Help: Why It Matters that ALL Students in Every 'Learning' Corner of Our Campuses Achieve Their Highest Aspirations."

Invited Co-Presenter. 2007 ACPA/NASPA Joint Meeting. Orlando, FL (Mar 31-Apr 4). Co-Presenters: Dr. Chris Brownson and Dr. David Drum. "New Data on Student Suicidal Crises: Implications for Policy, Prevention and Intervention."

Invited Speaker. University of Texas at Pan American Hispanic Business Student Association, Edinburg, TX (Feb 2, 2007). "The Role of Latino Leaders in This Century."

Invited Co-Presenter. NASPA, Mental Health Conference, Houston, TX (Jan 10-12, 2007). Co-Presenter: Dr. Chris Brownson. "The Nature of Suicidal Crises in College Students: The National Research Consortium of Counseling Centers in Higher Education."

Invited Speaker. Latino Student Leadership Summit at The University of Texas at Austin, Austin, TX (Nov 11, 2006). "The Role of Latino Leaders in this Century."

Invited Speaker. 20th Annual Committee on Institutional Cooperation Summer Research Opportunities Program at University of Illinois at Urbana-Champaign, Urbana-Champaign, IL (Jul 21-23, 2006). "Civic Engagement: University Students' Responsibility in the Future."

Commencement Speaker. The University of Texas at San Antonio Commencement, San Antonio, TX (May 13, 2006). "Educated Leaders Have a Responsibility."

Invited Speaker. National Association of College and University Attorneys, Phoenix, AZ (Mar 3, 2005). "Campus Demographics: Your Future Student Body and Work Force."

Presenter. Assessment Institute Conference, Indianapolis, IN (Nov 1-2, 2004). "Student Affairs and Student Learning Outcomes: Assessment Strategies in a Dynamic University Environment."

Invited Presenter. NASPA Conference, Scottsdale, AZ (Jun 3-5, 2004). "Practical Integration of Learning Outcomes/Assessment of Student Affairs."

Invited Keynote Naval Security Group Activity - Fort Meade Cultural Fair; Fort Meade, MD (Jun 6, 2003). Importance of Diversity in America.

Invited Participant. Kellogg Forum on Higher Education for the Public Good; National Leadership Dialogue Series 2002, Ann Arbor, MI (Oct 31 – Nov 1, 2002).

Invited Participant. American Council on Education, Office of Minorities in Higher Education Conference, Tempe, AZ (Sep 26-28, 2002). "Standardized Expectations or Unexpected Standards? Professional Advancement and the Dilemma for Latino Leaders in the Academy."

Invited Panelist. American Council on Education, Office of Minorities in Higher Education Conference, Tempe, AZ (Sep 26-28, 2002). "The Role of the Latino Community in the Selection of College and University Leaders."

Invited Participant. Kellogg Forum on Higher Education for the Public Good; National Leadership Dialogue Series 2002, Oxnard, CA (May 8-10, 2002). "Higher Education's Role in Serving the Public Good."

Invited Panelist. NASPA – Student Affairs Administrators in Higher Education & The National Academy for Leadership and Executive Effectiveness Conference, Washington, DC (Jan 6, 2002). "Preparing for the New Normalcy: Leading and Managing in Very Difficult Times." "Crisis Management in a National Emergency."

Invited Workshop Participant. American Association for Higher Education 2001 Assessment Conference, Denver, CO (Jun 23-27). "The Scholarship of Assessment: Creating a Research Agenda." Coordinated by Dr. Marcia Mentkowski, Professor of Psychology, Alverno College.

Invited Presenter. American Association for Higher Education 2001 Assessment Conference, Denver, CO (Jun 23-27). "How to Transform Student Affairs into a Learning Outcomes, Assessment-Driven Academic Partner."

Invited Presenter. American Association of University Professors 2001 Annual Meeting, Washington, DC (Jun 8). "Student Roles in Academic Decision-Making."

Invited Workshop Co-Presenter. American Association for Higher Education 2000 Assessment Conference, Charlotte, NC (Jun 14-18). "How to Transform Student Affairs into a Learning Outcomes, Assessment-Driven Academic Partner."

Invited Workshop Presenter. American Association for Higher Education 1999 Assessment Conference, Denver, CO (Jun 13-16). "Student Affairs Embraces a New Paradigm for the 21st Century: Structuring Organizational Partnerships to Enhance Learning Outcomes".

Invited Presenter. 1999 Assessment Institute, Indianapolis, IN (Nov 7-9). "Student Affairs Embraces a New Paradigm for the 21st Century: Structuring Organizational Partnerships to Enhance Student Learning."

Keynote Address. Economic Opportunity Commission, Inc., 33rd Anniversary Celebration, San Luis Obispo, CA (Mar 23, 1998). "A Celebration of Diversity and Our Need to Protect It."

Co-Presenter. Society for College and University Planning, Chicago, IL (Jul 15, 1997). Co-Presenter: Linda Dalton. "The Cal Poly Plan: Quality, Progress, Productivity and Accountability in Higher Education."

Invited Speaker. Expanding Minority Opportunities Conference, Arizona State University, Tempe, AZ (Jan 19-21, 1995). "Developing Successful Collaborative Outreach Materials with Legislative Policy."

Invited Presenter. California Chicano/Latino Intersegmental Convocation 1994, San Francisco, CA (Mar 1415). Co-Presenter: Patrick Callan, President of Higher Education Policy Institute. "Restructuring Higher Education: What Can Students Expect."

Invited Co-Presenter. Educating One-Third of a Nation IV: Making Reality Match Our Rhetoric. Houston, TX (Oct 21-23, 1993). Co-Presenters: J. Herman Blake and Sylvia Robinson. "Achieving Excellence through Diversity: Effective Models for College, Church and Community Collaborations."

Invited Presenter. American Association of University Administrators National Assembly XXI, San Diego, CA (Jun 27-30, 1993). "Shaping Higher Education: Student Issues in the 90s".

Invited Co-Presenter. AAHE's Third National Conference on School/College Collaboration, San Diego, CA (Jun 28-Jul 1, 1992). Co-Presenters: Marcia Marker Feld, David Magedson, Nina Moore and Mary O'Brien. "Leadership Initiatives Involving College and University Presidents in Collaboration."

Invited Co-Presenter. Educating One-Third of a Nation III: Beyond Access: Achieving Success in Higher Education, Pre-conference Workshop, Atlanta, GA (Oct 5-8, 1991). Co-Presenters: Sister Magdalen Coughlin, Cecilia Cullen, Antoine M. Garibaldi. "Identifying Models for Student Achievement."

PUBLICATIONS:

González, J. C. "Living the American Dream" in *Among Us: Essays on Identity, Belonging and Intercultural Competence*, 2nd Edition, Allyn & Bacon, July 2005.

González, J. C. Are we there yet? AAHE News (November, 2004) from <http://www.aahe.org>.

González, J. C. Book review of John H. Schuh, M. Lee Upcraft and Associates, "Assessment Practice in Student Affairs: An Applications Manual," Ohio State University Press in *The Journal of Higher Education*, vol. 73, no. 4, July/August 2002.

González, J. C. Consulting editor for Hurtado, S., et al., "Enacting Diverse Learning Environments: Improving the Climate for Racial/Ethnic Diversity in Higher Education," *ASHE-ERIC Higher Education Report* 26(8), November 8, 1999.

González, J. C. "Diversity in the Global Workplace," *San Luis Obispo Business*, San Luis Obispo Chamber of Commerce, 1999.

González, J. C. "Once You Accept, Then You Can Teach" in *Multicultural Approaches in College Teaching*. San Francisco, California, Sage Publications, 1994.

González, J. C. and Hurtado, S. *Expanding Educational Equity in California's Schools and Colleges: A Review of Existing and Proposed Programs in California's Schools and Colleges*. A Report to the California Postsecondary Education Commission, Report 87-9. Los Angeles, California: Higher Education Research Institute, University of California at Los Angeles, 1987.

González, J. C. A Review of Demographics, Standards, and Equity Challenges in College Admissions: Report of a Survey of Undergraduate Admissions Policies, Practices, and Procedures. *La Red/The Net: Newsletter of the National Chicano Council on Higher Education*, no. 105, February 1987.

González, J. C. *Evaluation of the California Student Opportunity and Access Program (Cal-SOAP): A Report to the Legislature and Governor in Response to Senate Bill 800 (Chapter 1199, Statutes of 1983)*. Sacramento, California: California Postsecondary Education Commission, Report 87-43, December 1987.

González, J. C. "An Approach to Evaluate the Impact of State Evaluation Systems Upon Limited English-speaking Students" in *Theory, Technology and Public Policy in Bilingual Education*. Rosslyn, VA: National Clearinghouse for Bilingual Education, 1983.

González, J. C. and Cob, B. Evaluation of Bilingual Vocational Education Programs. *Exceptional Education Quarterly* 2(2):33-39, 1982.

González, J. C. and Baumanis, D. I. "Ethics Involved in the Evaluation of Bilingual Education" in *Ethnoperspectives in Bilingual Education Research: Bilingual Education Technology*. Ypsilanti, MI: Ethnoperspectives in Bilingual Education Research Project, Eastern Michigan University, 1981.

González, J. C. *Evaluation of Vocational Education Programs Serving Limited English Proficiency Students: An Analysis of the Illinois Three Phase System*. Unpublished doctoral dissertation, University of Illinois, 1981.

González, J. M. and González, J. C. *Final Evaluation Report for 1975-78: Multiple Impact Therapy for Learning Problems*. San Antonio, TX: Health Services Research Institute, University of Texas Health Science Center, 1978.

SELECTED SERVICE

Commission, Community Service and Board Memberships:

Catch the Next, Inc., Board Member	2013 -- present
United Way for Greater Austin, Board Member	2010 – present
Harmony Public Schools Austin Advisory Board	2012 – present
iACT (Interfaith Action of Central Texas), Board Member	2011 - 2012
American Association of Hispanics in Higher Education, Founding Board Member	2004 - 2008
Hispanic Outlook in Higher Education, Editorial Board	1997 - 2007
Journal of Hispanic Higher Education, Advisory Board	2002 - 2006
American Association for Higher Education, Board Member	2004 - 2005
District of Columbia, Alcoholic Beverage Control Board	
Member, Advisory Committee, Alcoholic Beverage Regulations	2001 - 2003
Valley of the Sun YMCA Board, Phoenix	2003 - 2005
Big Brothers and Big Sisters, mentor to two young boys	2004 - 2005
All Saints Catholic Newman Center, Development Board Member at ASU	2003 - 2005
American Red Cross Nominations Committee, Phoenix	2004
Big Brothers and Big Sisters Hispanic Focus Committee, Phoenix	2004
California Postsecondary Education Commission	
Member, Educational Equity Advisory Committee	1993 - 1998
American Association of University Administrators, Executive Board	1992 - 1995
City of San Bernardino Board of Water Commissioners	1991 - 1994

Professional Service and Consulting (since 1986):

Preparing College Students for a Diverse Democracy Project, Sylvia Hurtado, Principal Investigator, University of Michigan School of Education, Ann Arbor, MI
August 2000 – 2003

Served on "Preparing Students for a Diverse Democracy Project" Advisory Board.

Georgia State University, Atlanta, GA November
2000

Conducted a two-day workshop for Student Affairs directors and staff on how to transfer Student Affairs into a learning outcomes effort. Special emphasis was given to theoretical frameworks and assessment models.

American Council on Education and the Hispanic Association of Colleges and Universities, Hispanic Leadership Development Forum, Washington, DC October 1998

Co-presented seminar for Hispanic higher education educators on developing a professional plan, working with search firms, and providing individual career counseling.

California Postsecondary Education Commission, Sacramento, CA 1994 – 1997

Provided advice and counsel regarding State of California public and private universities' response to women and ethnic minority students, given Proposition 209 restrictions. Member of the CPEC Educational Equity Policy Advisory Committee, which assisted in the preparation of the report entitled, "Toward a Greater Understanding of the State's Educational Equity - Policies, Programs, and Practices," Commission Report 98-5, December 1998.

California State University, Hayward, CA

April 1995

WASC Accreditation Team Visit

California State University, Fresno, CA November

1994

Conducted comprehensive evaluation of the Division of Student Affairs within the university. Specific attention was paid to overall structure, organization, and management. Coordinated on-site visitation by three student affairs professionals and writing of final report to university.

Tomás Rivera Center: A National Institute for Policy Studies, Claremont, CA

1987 - 1990

Responsible for conducting a review of a select number of secondary institutions in Texas concerning their compliance with Title VI of the Civil Rights Act. Research was used as the basis to file litigation by Mexican American Legal Defense Fund (MALDEF) against the State of Texas.

California Postsecondary Education Commission, Sacramento, CA

October 1986 - December 1987

Conducted and authored statewide study documenting all existing and proposed state-funded outreach, access and retention programs designed to increase the number of ethnic minority and low-income students who enroll in and graduate from California's colleges and universities. Also conducted statewide evaluation of the California Student Opportunity and Access Program (Cal-SOAP).