

**CAROL A. PARKER, J.D.**

**ADMINISTRATIVE CURRICULUM VITAE**

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**BIOGRAPHY**

Carol Parker's higher education journey began at a community college as a first-generation, federal-grant eligible student. Parker transferred to Michigan State University's Honors College, where she received a bachelor's degree in humanities while continuing to work full time. She also received a master's degree in information science from the University of Michigan, and a Juris Doctor degree in law from the Wayne State University Law School. She was licensed to practice law in Michigan and worked as a research attorney at the Michigan Court of Appeals prior to beginning her academic career. Given her personal experience, she strongly believes in higher education as a vehicle for social mobility. Through her work in higher education, she strives to support and expand similar opportunities for future generations. Consequently, Parker has spent most of her academic career at public universities that seek to provide a high-quality educational experience to historically underserved populations.

Parker joined the University of New Mexico Law School faculty as an assistant professor in 2004, attained tenure, and went on to serve for several years as the law school's associate dean for finance and administration. She was awarded the Keleher and McLeod Professorship in recognition of her teaching, scholarship, and service. She still holds the title of Professor of Law Emerita at UNM.

As a university administrator in leadership roles, Parker has advanced initiatives related to student success, faculty recruitment and development, faculty workload and compensation, academic program development and review, accreditation, budget and finance, capital projects, economic development and entrepreneurship, fundraising, policy development, compliance and risk management, information technology and data governance, and strategic planning. She has often been tapped to lead complex, high-profile initiatives related to implementation of strategic plan goals. This work has included planning and development for organizational restructurings; new campus proposals, both domestic and international; development and implementation of new colleges; new markets, e.g., online programs; and development of public-private academic affiliations.

Much of Parker's career as a university administrator has occurred in an era of budget cuts, fiscal uncertainty and declining state funding which followed the Great Recession and the COVID-19 Recession. To support the work of advancing transformative initiatives in times of uncertainty while also being fiscally responsible, Parker has developed expertise in the use of analytics to inform the decision-making process. Most recently she has focused on operationalizing insights obtained through deep data analysis of academic program competitiveness, curricular and course sequencing choices, scheduling patterns, and course delivery modalities to better understand their impact on enrollment growth, student retention and completion rates.

Parker credits her success to mentors who generously helped guide her career development, including faculty colleagues and deans, provosts, and presidents with whom she has worked over the years. Parker also completed the American Council of Education (ACE) Fellows program, which included a year-long mentorship placement in the Office of the Executive Vice President and Provost at Arizona State University. This experience underpinned her transition to central university administrative appointments. She now works to support the career development of her own direct reports and of faculty who are interested in serving in administrative roles. Several of her former direct reports have gone on to successfully serve in higher education leadership positions.

## ACADEMIC DEGREES AND PROFESSIONAL DEVELOPMENT PROGRAMS

### **Wayne State University Law School, Detroit, Michigan**

*Juris Doctor*, cum laude

Assistant Editor, *Wayne Law Review*

Intern, U.S. Court of Appeals for the Sixth Circuit

### **University of Michigan Rackham School of Graduate Studies, Ann Arbor, Michigan**

*Master of Science in Information*

### **Michigan State University Honors College, East Lansing, Michigan**

*Bachelor of Arts in the Humanities, College of Arts and Letters*, cum laude

International Summer School, University of Cambridge, Cambridge, England

Associated Students of Michigan State University (ASMSU) delegate to the Michigan Collegiate Coalition

### **American Council on Education Fellow (2012-2013)**

Year-long leadership development program for emerging leaders in higher education; studied strategic planning, academic program and faculty development, graduate education and research mission, diversity mission, internationalization of curricula, innovative pedagogical and delivery methods, online and competency-based programs, adaptive learning technologies, enrollment management, student advising and student success strategies, institutional research and predictive analytics, technology transfer and economic development, financial aid and net tuition strategies, accreditation, shared governance, fund raising, finance and budgeting, bond issuance and ratings, state funding formulas, higher education laws and regulations, media relations, and athletics. Included a year-long mentorship placement at **Arizona State University** in the Office of the Executive Vice President and Provost.

### **ACE Institute for New Chief Academic Officers (2017-2018)**

Year-long executive leadership development program for chief academic officers within their first three years in the role. Included cohort-based retreats facilitated by experienced CAOs and presidents, case studies, and briefings by national experts on topics and issues of immediate concern to new academic vice presidents.

### **ACE/NASH Leadership Academy (2018)**

Semester-long leadership development program for senior administrators from nine higher education systems, jointly sponsored by ACE and the National Association of System Heads (NASH). Outcomes included contributing to the University of Texas System's development of a system-wide student success initiative emphasizing the faculty role in student success and use of data to identify and operationalize actionable interventions.

## LEADERSHIP POSITIONS: NMSU

### **New Mexico State University (NMSU)**

*Provost and Senior Vice President for Academic Affairs (2019-Present)*

NMSU is a Hispanic serving (60%), Minority serving (75%), Land Grant, Space Grant, Carnegie-designated Community Engaged, Carnegie-designated R2 doctoral research university located Las Cruces, NM, in the New Mexico-Texas-Chihuahua *Borderlands* region. Under the leadership of President John Floros, NMSU offers more than 150 degree programs, with an enrollment of approximately 14,000 students. Approximately 60% of its students are First Generation and approximately 60% are Pell Eligible. NMSU also has several community college branch campuses, enrolling about 8,000 students, which separately report to the NMSU Chancellor's Office.

The university has an annual operating budget of nearly \$550 million, and more than \$107 million in annual research expenditures with an active portfolio 1,000+ sponsored projects. Academic Affairs, Student Success, and Research offices separately report to the President. Academic Affairs, which is the largest administrative division at NMSU, has an unrestricted operating budget of more than \$232 million including the colleges and cooperative extension. It oversees NMSU's five colleges: Agriculture, Consumer and Environmental Sciences, which includes the Cooperative Extension Service located in 33 counties, and 12 Agricultural Experiment Stations located around the State; Arts and Sciences; Business; Engineering; and Health, Education and Social Transformation. In addition, the Burrell College of Osteopathic Medicine, LLC, operates on the Las Cruces campus and offers academic programs and shared administrative services through affiliation agreements.

The Provost serves as member of the President's executive leadership team, the university administrative council, and the university emergency response team; serves as acting president as needed; and participates in problem solving, policy development, and strategic planning which includes active participation in efforts to achieve the goals of the university's new strategic plan, LEADS2025. Other responsibilities include:

- Direct supervision of the university's five academic deans; service college deans, i.e., Honors College, NMSU Online, and Library; a team of specialized administrators responsible for the Digital Learning Office, University Studies, Teaching Academy and faculty development, Center for Community Analysis, Assessment, and Accreditation (regional and programmatic), Academic Administration (personnel and processes), and shared oversight of the Graduate Studies dean who also serves as Vice President for Research. Directly reporting colleges and units employ about 1,600 regular FTE in total.
- Collaborations with the Vice President for Student Success and Enrollment Management, e.g., retention, persistence, and enrollment growth strategies; the Vice President for Research, e.g., growing the research mission and serving as the Principal Investigator for numerous large institutional grants; and Vice President for Equity, Inclusion, and Diversity, e.g., recruitment and retention of a diverse, representative faculty.
- Development and successful implementation of policies and processes governing recruitment, hiring, contracting, credentialing, compensation, professional development, retention, performance review, post-tenure review, dispute resolution and disciplinary matters of approximately 680 regular full-time instructional faculty; and issuing determinations in approximately 50 faculty tenure and promotion cases annually.

- Oversight of standards and processes for development and delivery of all academic degree programs and certificates, aimed at growing new markets for academic degrees, internal assessment plans and academic program reviews consistent with accreditation standards; ensuring faculty continually meet accreditation standards for faculty qualifications to teach as required by the Higher Learning Commission (HLC); and ensuring compliance with State and Federal authorizations and reporting requirements.
- Planning and supporting development of new instructional delivery methods aimed at increasing the effectiveness and efficiency of pedagogy and improving student outcomes and degree attainment.
- Establishment and implementation of academic agreements with external partners including the Burrell College of Osteopathic Medicine, and other academic affiliations, clinical placements, credit transfer agreements, international agreements, and international travel approvals.
- Budgeting and financial planning for the Provost's Office as an administrative unit which currently totals more than \$2 million annually, plus oversight of allocations from a separate strategic investment fund to support new program and faculty position development and grant matches.
- Participation in the development of NMSU's academic and information technologies, institutional analysis, data governance, and efforts to grow the university's data analytics capacity.
- Presenting information and action items to the Board of Regents and its various committees for their information or approval, including new academic degree proposals.

**Notable Accomplishments:**

**Implementation of Strategic Plan, LEADS2025.** Now in its third year LEADS2025 goals include: (1) growing enrollment after several years of decline, and advancing student success and social mobility; (2) elevating research and creativity; (3) amplifying extension, outreach and economic development; and (4) building a more robust NMSU system by establishing Key Performance Indicators (KPIs) for all units on campus, increasing use of automation and workflow software to support operational processes, and redesigning the budgeting process to ensure annual revenue allocations are responsive to changes in enrollment patterns and strategic goals. Provost serves on all four goal implementation committees and actively participates in annual strategic planning retreats, town halls, and development of the implementation plans for all colleges and directly reporting units.

**Enrollment Growth and Student Success Strategies.** Working in close collaboration with the leadership of the colleges, Division of Student Success and Enrollment Management, Graduate Studies, and NMSU Online, to implement numerous strategies to grow enrollment and improve retention such as:

- Analyzed external market competition, student demand and employment opportunities associated with all current and proposed academic degree programs offered by NMSU; hosted a two-day workshop for the academic leadership to support them in evaluating their programs in the context of this newly available data; revised standards for approving or sunseting academic programs in order to be responsive to the newly available evidence of external market factors by making this information readily available to program proposal developers and reviewers

- Implemented software to improve course scheduling processes and obtain more robust future course demand projections in support of centrally managing course scheduling for general education and required course sections; working to eliminate or consolidate excess electives that have low enrollment. Invested in software to optimize course scheduling to better ensure students get courses when needed to keep them on track, and better support academic units with projecting future course demand to optimize teaching loads, project enrollment growth and meet enrollment targets, and improve catalog accuracy by eliminating inactive courses
- Implemented enterprise-wide advising system that uses predictive analytics to improve retention and graduation rates by enabling faculty and advisors to better collaborate to support at risk students.
- Using curricular analytics to improve course sequencing, i.e., use of algorithms to analyze pre- and co-requisites and improve course sequences aimed at avoiding bottlenecks and curricular complexity that causes students to stop out or drop out, especially in STEM fields. NMSU is now actively engaged in reviewing all degree maps to improve course sequences. This work includes participation in curricular analytics projects supported by Association of Public and Land Grant Universities (APLU), and Association for Undergraduate Education at Research Universities (UERU); project participation resulted in receiving grants to operationalize and disseminate this work to national audiences.
- Reinvigorating transfer and articulation initiatives including joining WICHE's General Education Passport program to enhance recruitment of transfer students from WICHE's 16-state region. Also facilitated NMSU's active participation in WICHE efforts to develop a new STEM Passport program which resulted in introducing WICHE leadership to curricular analytics concepts which provide valuable insight into the challenges inherent in the traditional STEM 2+2 transfer concept. This collaboration resulted in NMSU and WICHE partnering on an NSF grant proposal to establish new standards for STEM transfer developed with NMSU's own branch community college data; initiative to date has received a \$200,000 NSF planning grant.
- Established new Center for Undergraduate Research and Creative Activity.

**'Reboot' of NMSU Online Programs.** Increasing enrollment of adult learners is a key strategy for NMSU's enrollment growth goals. With the support and leadership of the inaugural Vice Provost for Digital Learning, Dean of Graduate Studies, and the Vice President for Student Success and Enrollment Management, completely restructured NMSU's approach to offering fully online degree programs. This required the pedagogical redesign of courses offered, enhanced marketing and recruitment strategies, implementation of new software to assist with lead and application processing time, advising specialization, and restricting the academic calendar, all to better serve the needs of working adults. An early but significant accomplishment was the creation of a separate academic calendar for NMSU Online students which now offers eight-week terms and six opportunities throughout the year to be admitted to the university. Initiative included adding infrastructure to support non-credit micro credentials and badges. Actively participated in HEERF funding prioritization for investments in classroom technology, establishment of Digital Faculty Fellows for each college, increased teaching assistants, adding new software to support online instructional design, expanding online faculty professional development programs, and expanding NMSU Online's advising capacity. NMSU Online now accounts for approximately 10% of all NMSU enrollment, and its graduate enrollment has nearly doubled.

**Creating a Culture of Evidence-Based and Shared Decision Making.** The successful implementation of NMSU's strategic plan requires establishment of Key Performance Indicators (KPIs) for all units on campus to support assessment of their outcomes and foster a culture of evidence-based decision making. An 18-month long collaboration between the President's Office, Provost's Office, the Deans, Student Success and Enrollment Management, Research, Information Technology, and Institutional Research was launched to overcome the challenge of having collected significant amounts of data but not having the means to easily disseminate it to the appropriate parties for analysis. This initiative resulted in:

- Interactive data visualization dashboards and enhanced reporting tools that now put enterprise data into the hands of decision makers. The work of integrating use of these data into the decision-making process will require significant additional work in the future, including making this a requirement a part of future performance evaluations for academic administrators.
- Establishment of numerous KPIs, leading and lagging indicators, internal and external faculty productivity comparison tools to provide student success predictions, degree attainment velocity, course demand projections, curricular analytics, enrollment trends and demographics, academic program outcomes; led numerous retreats, workshops, and trainings to support the use of these new tools.
- University-wide data collection and reporting tools to support upcoming application for renewal of Carnegie Community Engaged University designation, and a data collection framework to support efforts to earn the *Seal of Excelencia*, which is awarded to institutions working to close attainment equity gaps.
- Working with Vice President for Research, Office of Institutional Analytics, and Human Resources, to reevaluate position classifications, data collection and data validation standards to ensure consistency and accuracy in IPEDS, NSF-NIH-GSS, and NSF HERD reporting. Outcomes included reclassification of two dozen researchers primarily engaged in projects supported by extramural funding.

**Academic Program Economic Analysis.** Analyzed the net revenue contributions of all degree programs for the past three years, down to the level of each course section offered, while accounting for tuition discounts and institutional aid awards; hosted a day long workshop for college leadership to support their evaluation of course section offerings in the context of this new information. Used these data to obtain approval from the Board of Regents for the first tuition differentials ever implemented at NMSU when it was shown that two STEM programs were not generating sufficient revenue to cover their delivery. Without the tuition differential it would be unwise to continue to grow these programs even though they are critical to the State's job creation and economic development goals. These new data will also inform the redesign of the budgeting process to ensure revenue allocations for academic units are responsive to changes in enrollment patterns.

**Academic Program Development Process Improvements.** Worked with the Vice President for Student Success and Enrollment management to implement software to support curriculum and program approval and catalog integration by automating approval workflows and creating a searchable and reportable repository of evidence of approvals at each step, evidence of each program's curricular components and recommended course sequencing, program and course learning outcomes including experiential learning, proposed assessment methods, and syllabi components – all in furtherance of meeting standards for accreditation and state authorization approval.

**Budget Realignment Initiative.** Part of working group of senior administrators guiding the redesign of the university budgeting process to ensure annual revenue allocations are in alignment with changes in enrollment patterns and the goals of the strategic plan.

**Academic Administration Process Improvements.** Supported deans' efforts to consolidate administration of small departments and implement shared service centers at the college level for processing fiscal and human resources transactions; implemented workflow software to manage faculty performance assessment processes and provide a secure electronic document review and record keeping system, and facilitate more robust reporting of data concerning outcomes of faculty annual reviews, promotion and tenure, endowment holders, and post-tenure; implemented workflow document routing and a secure online repository system to support review and approval of academic agreements, including clinical and licensure placements.

**Administrative Merger to Establish New College of Health, Education and Social Transformation.** Obtained Board of Regents approval to create a new interdisciplinary college through the administrative merger of health, education and social sciences programs previously administered in three separate colleges to foster and raise the profile of transdisciplinary work focused on community-engaged research and outreach. Faculty working groups identified three areas of emphasis for the new college: (1) addressing critical workforce shortages in education and health; (2) racial and economic disparities in the Borderland; and (3) health disparities in the Borderland. Additional work in support of the initiative included convening a Health Care Task Force of Community Members to assess the strengths and weaknesses of the regional health care system and NMSU's role in it, and convening a faculty working group to pursue grant and gift funding for community-based research and outreach. The merger also reduced administrative overhead by eliminating one dean position and two associate dean positions; operational shared service centers were also implemented.

**Other Campuses and Instructional Delivery Locations.** (1) Oversaw process of extensive analysis and evaluation of an opportunity to establish a campus in San Luis Potosi, Mexico; led delegation on site visit to San Luis Potosi for talks with SLP Economic Development Secretary; initiative so far resulted in a collaboration to develop certificates and micro credential for employees of multi-national automotive and agricultural industries located in the SLP region. (2) Led effort to close a remote instructional delivery location in Albuquerque which was operating at a loss. (3) Participated in efforts to convert an NMSU branch community college campus into a new, independent community college per a State legislative mandate.

#### **Faculty Recruitment, Development, Diversification, Retention and Recognition**

- In collaboration with the Vice President for Research, and the Vice President for Equity, Inclusion and Diversity, contributed to NIH FIRST grant proposal development efforts. Proposal provides for implementing cohort-based approaches to hiring, mentoring, tenuring and promoting participating faculty aimed at significantly increasing the number of women and minority faculty in STEM fields over a ten-year period. Committed central funding for six new faculty positions for the inaugural cohort.



- Implemented the Association of College and University Educators (ACUE) year-long, facilitated course in Effective Teaching Practices to better support faculty and graduate student teaching skills development which are critically important to improving retention and persistence for the student population NMSU serves.
- Restructured and expanded faculty awards and recognition programs to align with strategic plan goals and created new awards for faculty roles in community engagement, as well as diversity, equity, and inclusion.
- Together with a faculty advisory committee and Human Resources leadership, completed an analysis of faculty base salary compensation rates to identify potentially uncompetitive salaries. Resulted in special salary compression or retention increases for more than 20% of the faculty. Updated faculty salary benchmarks to better inform future salary offers at time of hire and any subsequent promotion, merit, equity, and retention adjustments requests. Regular progress reports were issued to ensure transparency of process.

**Internal Leadership Development.** Upon arrival at NMSU worked quickly to put in place a team of direct reports with the capacity to support faculty and faculty administrators with operationalizing the changes required by the strategic plan. Achieved this by changing roles and responsibilities of preexisting position with no overall expansion of staffing levels. New hires all met an affirmative action underutilization target, doubling the number of women who report to the provost and adding highly qualified minorities to the Provost's Office and the decanal ranks.

- Established the position of Vice Provost for Digital Learning and NMSU Online by repurposing a position vacated by retirement. This timely hire proved critically important to NMSU's capacity to quickly switch to online delivery during the pandemic which was unfolding at the same time.
- Established the position of Associate Provost for Academic Administration by repurposed a position vacated by voluntary resignation. This position has been critically important to growing the Provost Office's capacity to support the deans and department heads with implementing changes in practice.
- Relocated the credit-hour-generating *University Studies* program from student affairs to academic affairs and expanded the office's responsibilities related to enhancing the faculty role in student success.
- Repositioned diversity programs in the Provost's Office to support a newly established Office of Equity, Inclusion and Diversity which would report to the President; invited an external review team to evaluate current capacity and future opportunities; co-chaired a successful search for the inaugural Vice President for Equity, Inclusion and Diversity, now a cabinet-level position.
- Undertook a successful search for a new Honors College dean who now also serves as the inaugural director of undergraduate research programs [position had been vacated by retirement].
- Implemented new internal leadership development programs including a Provost's Faculty Fellows program to provide faculty members with leadership and administrative experience.
- Implemented workshops for department heads and program directors focused supporting and growing their leadership and academic management skills and knowledge.

**LEADERSHIP POSITIONS: UTEP****University of Texas at El Paso (UTEP)**

*Provost and Vice President for Academic Affairs (2017-2019)*

UTEP, a Hispanic serving, Carnegie-designated Community Engaged and Carnegie-designated R1 doctoral research university, is part of the University of Texas System. It is located in El Paso, Texas, in the New Mexico-Texas-Chihuahua *Borderlands* region. In 2019, under the leadership of President Diana Natalicio, UTEP offered more than 160 degree programs, with an enrollment of approximately 25,000 students. UTEP's 80% Hispanic student body mirrors the population of the region where it is located. Approximately 60% of its students are First Generation and 60% are Pell Eligible. A 2017 Brookings Institute study ranked ranking UTEP No. 1 for performing well in both research and social mobility. In 2019 it had an annual operating budget of approximately \$500 million, with more than \$90 million in annual research expenditures from an active grant portfolio of over \$300 million. Academic Affairs, Student Affairs, and Research offices separately report to the President. Academic Affairs, which is the largest administrative division at UTEP, oversees all aspects of academic degree programs in eight colleges and schools: Business Administration, Education, Engineering, Health Sciences, Liberal Arts, Science, Nursing, and Pharmacy. It has an unrestricted revenue budget totaling approximately \$130 million, including the colleges.

The Provost and Vice President for Academic Affairs served as member of the President's Cabinet, participates in strategic planning, problem solving and policy development; and supervises the Deans. Other responsibilities included:

- Oversight of additional directly reporting units including Extended University (online programs), Graduate School, Academic Advising Center, Campus Office of Undergraduate Research Initiatives, Centennial Museum, Center for Civic Engagement, Center for Faculty Leadership and Development, developmental education, entering-student programs and tutoring center, and the University Honors Program; all told, directly reporting colleges and units employed approximately 2,000 FTE.
- Working with deans, faculty, and staff across the campus to promote and continually improve on UTEP's nationally recognized model for offering access, affordability, and excellence to a predominantly first-generation and historically underserved student population.
- Strategic planning and support for development of new instructional delivery methods aimed at increasing effectiveness, efficiency, and degree attainment.
- Strategic planning and support for development of faculty-led student success programs aimed at increasing degree attainment.
- Development and implementation of policies and processes governing recruitment, hiring, retention, contracting, compensation, leaves, annual performance reviews, dispute resolution, disciplinary matters, and post-tenure reviews for approximately 800 full-time faculty; reviewed and recommended outcomes in approximately 45 faculty tenure and promotion cases annually. This included ensuring faculty meet

accreditation standards for faculty qualifications required by Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), and development and approval of annual faculty hiring plans for tenure-stream faculty annually; monitoring outcomes of faculty affirmative action placement goals; and oversight of faculty recruitment and hiring processes.

- Oversight of development and delivery of all academic degree programs and certificates, including internal assessment plans and academic program reviews, and external regulatory and accreditation standards and reporting.
- Establishment and oversight external academic agreements, both domestic and international; review and approval of international travel requests.

#### **Notable Accomplishments:**

- **Rebuilt Academic Leadership Team/Ensured Academic Leadership Succession.** Supported deans, chairs, and directors through time of rebuilding and rapid transition that saw the turnover of several academic deans, as well as turnover in several cabinet-level positions, and the retirement of a president with a 25-year tenure. Directly oversaw three dean searches, resulting in three successful hires. Implemented a Provost's Faculty Fellows program to provide faculty members with leadership and administrative experience
- **Implementation of the *UTEP Edge*.** Provided oversight and direction, in collaboration with VP for Student Affairs, of implementation of the *UTEP Edge* Student Success Initiative, UTEP's SACSCOC accreditation reaffirmation Quality Enhancement Plan. The *UTEP Edge* is an asset-based pedagogical and philosophical framework for identifying student strengths and aspirations and encouraging participation in high-impact practices to increase retention and completion. Program emphasized undergraduate research, community engagement, study abroad and away, capstone experience, learning communities and first-year experience, internships, on-campus employment, student leadership and creative activities. Contributions included visiting approximately 60 faculty department meetings in the first fall semester of implementation to promote the role of faculty in the *Edge*; provided leadership for multiple convenings and promotional presentations to promote incorporation of *Edge* principles into curricula and pedagogy; supported efforts to integrate *Edge* principles into first year student programs reporting to the Provost's Office; and guided development of efforts to track and report outcomes.
- **Advising Center Redesign.** Oversaw the grant-funded redesign of the central Academic Advising Center based on a cohort advising model to support greater advisor accountability. The model also integrated financial aid staff and social work graduate assistants into advising teams to better address life challenges of students. All incoming students with 0-45 credit hours worked with their assigned advisor to create a personalized academic and co-curricular plan upon enrollment, and to receive support in bridging their financial and social needs with the goal of equalizing the likelihood for success for middle- and high-risk students with that of low-risk students as defined by predictive analytics. Outcomes of inaugural year included: hired additional advisors, retrained existing personnel, and improved AY2017-2018 retention for the inaugural advising cohorts to the highest term-to-term-retention rate since tracking began 11 years prior: 87.7%.

- **First 45 Initiative.** Oversaw an initiative to better coordinate the work of several student support initiatives, all with separate leadership and/or funding sources including the *UTEP Edge*, a Title V grant, developmental education, entering student programs, advising center redesign and advisor professional development; goals included increasing faculty involvement in student success through use of early alert strategies available in Blackboard LMS retention module.
- **School of Pharmacy.** Provided oversight and support for new School of Pharmacy development of a sustainable business plan, a building remodel, and attainment of ACPE accreditation Candidate status; inaugural student cohort admitted in 2017.
- **Transfer Student Enrollment.** Worked in collaboration with Enrollment Management and IT leadership to assess effectiveness of current degree audit and degree planning tools and explored potential for sharing degree audit systems with El Paso Community College to better support community college students transfer to UTEP.
- **ACUE Teaching Effectiveness Initiative.** Implemented the Association of College and University Educators (ACUE) year-long, facilitated course in Effective Teaching Practices to better support faculty professional development; participants are awarded a nationally recognized Certificate in Effective College Instruction co-endorsed by ACUE and the American Council on Education (ACE).
- **Adaptive Courseware Initiative.** Instrumental in obtaining grant funds from APLU to launch initiative to support and incentivize faculty to redesign delivery methods to incorporate adaptive courseware and active learning techniques. Initiative focuses on large-section, general education courses. Created new role of Provost Faculty Fellow for eLearning Pedagogy to support program implementation and data collection to measure outcomes.
- **Faculty Data Plan Development.** Worked with human resources, institutional research, and the IT to identify gaps in data collection for academic personnel and developed comprehensive faculty data collection and classification plan to improve accuracy of internal analyses, surveys, ad hoc and mandated reports; developed timeline and plan to update production server to better accommodate the additional data collection. Outcome: increased reporting capacity to better inform decision making relevant to oversight of the academic workforce.
- **Faculty Policy Revision.** Led initiative, in collaboration with Faculty Senate leadership, deans and chairs, to revise and modernize 30-year-old faculty workload policy to permit appointment type, discipline, and mission-based differentiation in workload assignments; created new policies and standards governing non-tenure track (NTT) faculty appointments and expanded opportunities for NTT promotion in rank and multi-year contracts; developed standards and templates for appropriate use faculty appointment titles, contracting, onboarding, and more consistent performance review standards.
- **Leadership Development Programs for Academic Administrators.** Implemented internal leadership development programs including a Provost's Faculty Fellows program to provide faculty members with leadership and administrative experience; implemented monthly leadership workshops for chairs and program

directors focused on leadership and management issues related to shared governance, faculty recruitment and appointments, workload, promotion and tenure standards and processes, faculty compensation standards, managing student complaints, and managing workplace conflict.

- **Administrative Process Improvements.** Established universal calendar of administrative due dates for chairs, directors, and deans; reduced administrative burden and increased efficiency in processing faculty hires by eliminating several steps in the hiring process while ensuring policy and regulatory compliance, and revised faculty offer letters and contract renewal processes. In collaboration with the VP Research and VP for Business Affairs, developed new process and guidelines for startup awards for new faculty recruits and assessment of institutional return-on-investment.
- **El Paso Collaborative for Academic Excellence.** A 20-year collaborative effort between UTEP, El Paso Community College and El Paso County Intermediate School Districts dedicated to closing the academic achievement gap in the *Paso del Norte* region through use of articulation agreements, data sharing, use of common identification numbers, coordination of financial aid to protect eligibility, and sharing of degree maps for advising. Participated in update of articulation agreement.
- **Texas Higher Education Coordinating Board, 60x30TX Degree Attainment Initiative.** Worked with the UTEP AVP for Planning and the Director of the El Paso Collaborative, to develop UTEP targets and attainment strategies to ensure compliance with Initiative goals of having 60% of Texans hold a higher education certificate or degree by 2030. Strategies included: scaling dual credit programs to increase the number of credentialed faculty and dual credit course offerings; identifying stop-outs and no-shows and mounting aggressive reenrollment campaigns with targeted financial aid offerings; and outreach to expanded access to English and Math college prep courses in high schools to increase college readiness and enrollment rates.
- **Texas Higher Education Coordinating Board, Co-Requisite Developmental Education Mandate.** Oversaw institutional response to House Bill 2223 requiring 75% of students enrolled in developmental Math or English be enrolled in a corequisite delivery model; compliance required a collaborative effort to change UTEP's developmental education delivery model for mathematics, and in some cases change entry level math degree requirements.
- **Texas Higher Education Coordinating Board's, Fields of Study.** Oversaw UTEP's response to Board's mandate of state-legislated Fields of Study Curricula (FOSC), which created sets of courses that, upon completion at any Texas public institution, automatically transfer and fulfill all lower-division course requirements for many of UTEP's majors. Worked with UT System leadership and UTEP deans, chairs and to assess institutional impact and appropriate institutional responses.
- **Texas Higher Education Coordinating Board, 60x30TX Accountability.** Contributed to development of institutional and regional targets and attainment strategies to support UTEP's contributions to the 60x30TX goals of having: (1) 60% of Texans hold a higher education certificate or degree by 2030; (2) all graduates of Texas public higher education institutions completing programs with identified marketable skills; and (3) keeping student loan debt at Texas public higher education institutions below 60% of first-year wages.

**LEADERSHIP POSITIONS: UNM****University of New Mexico**

*Senior Vice Provost for Academic Affairs (2014-2017)*

*Interim Senior Vice Provost for Academic Affairs (2013-2014)*

*Associate Provost for Academic Personnel (2013)*

UNM is a Hispanic serving, Minority serving, Land Grant, Carnegie-designated Community Engaged, and Carnegie-designated R1 public research university located Albuquerque, NM. In 2017, under the leadership of President Robert Frank, UNM offered more than 200 degree programs, with an enrollment of more than 33,000 students distributed across seven locations including the main Albuquerque campus with ten colleges: Arts and Sciences, Engineering, Business, Law, Education, Architecture and Planning, Fine Arts, Honors College, University College, and Libraries and Learning Sciences; a health sciences campus in Albuquerque with four schools Medicine, Nursing, Pharmacy and Population Health; a hospital which serves as the only Level One Trauma Center in the State; one geographically separate four-year campus, and four geographically distributed community college branches. The main campus annual operating budget totaled approximately \$550 million, with annual research expenditures for the Albuquerque and branch campuses totaling \$143 million per year. In 2017, the Academic Affairs division oversaw all aspects of academic personnel and degree program delivery for the ten main campus colleges and schools and the four branch campuses; the offices of Research, Student Affairs, Equity and Inclusion, Graduate Studies, Enrollment Management, Extended Learning, and Global Education all reported to the Provost, Chaouki Abdallah.

Reporting directly to Provost, the Senior Vice Provost served as member of the Provost's Cabinet, participated in academic program review, strategic planning, problem solving and policy development; reviewed student grade appeals and other administrative appeals that came to Academic Affairs; frequently presented information items to the Board of Regents' Academic, Student Affairs and Research Committee, Deans Council, and Faculty Senate; participated in development of external communications and responses to media inquiries; and served as acting provost as needed. In addition, the Senior Vice Provost led and oversaw:

- Directly reporting units included the Office of Faculty Affairs and Services which processes all faculty hiring, contracts, and appointments and compensation changes for Albuquerque and branch campuses and serves as the university faculty data steward responsible for authorizing and monitoring secure use of faculty data for all business and reporting needs. Other direct reports included the *Innovation Academy*, Faculty Ombuds/Dispute Resolution Office, faculty and staff Counseling and Referral Service Office, and KUNM Radio.
- Development and implementation of policies and processes governing recruitment, hiring, retention, contracting, compensation, leaves, annual performance reviews, dispute resolution, disciplinary matters, and post-tenure reviews for approximately 1,100 regular and 850 part time faculty located at the Albuquerque and four branch campuses. Reviewed and recommended outcomes in approximately 100 faculty retention, tenure and promotion cases annually.

- Development of annual faculty hiring plans; participated in development of faculty affirmative action placement goals; implementation of faculty recruitment and hiring processes; and ensuring faculty met accreditation standards for faculty qualifications required by Higher Learning Commission (HLC).
- Oversaw compliance obligations of Academic Affairs and its units in partnership with the compliance, policy, internal audit, equal opportunity, safety and risk management, and university counsel offices; assisted academic units with appropriate responses to federal and state compliance mandates, internal audits, whistleblower complaints, litigation, and public records act requests.

**Notable Accomplishments:**

- **UNM2020 Strategic Planning.** Participated in university-wide strategic planning initiative; served as team lead for two goals: development of faculty recognition and compensation programs linked to outcomes, and development of a culture of entrepreneurship and innovation among students and faculty.
- **Innovation Academy Planning Group.** Led planning efforts with a group of 75+ faculty and members of the business community in the design and implementation of the *Innovation Academy*, the academic arm of an economic development project led by the UNM President and Mayor of Albuquerque; obtained grant funding for initial year of operations and for the salary of an inaugural program director who implemented co-curricular components and interdisciplinary degree programs fostering entrepreneurial skills. Outcomes included 142 courses designated as *Innovation Academy* classes, and 174 faculty participants after year one.
- **Lobo Rainforest at Innovate ABQ.** Worked closely with faculty, the Chief Economic Development officer, UNM Foundation development officers, and the Capital Projects office to develop a \$1.5 million proposal for funding/building/naming the *Innovation Academy* headquarters and student incubator portion of the economic development anchor building in downtown Albuquerque now known as the *Lobo Rainforest*.
- **UNM West Campus Academic Master Plan Development.** Developed an academic master plan for UNM's first geographically separate four-year campus located in Rio Rancho NM. Contributions included leading a small delegation to visit University of Minnesota's Rochester campus to study their cohort-based, integrated health professions degree program, which served as a model for the health professions component of the plan; and hosting a forum for Rio Rancho community leaders and interested parties to gain input. Outcomes: the cohort-based, baccalaureate health professions component of the plan was implemented in 2017.
- **New Mexico Environment Department Compliance Evaluation Inspection and Audit.** In collaboration with Health Sciences, UNM Hospital, and Environmental Health, Safety and Risk Services leadership, led Academic Affairs' response to a comprehensive compliance inspection that included all main campus research and classroom laboratory facilities.
- **Annual Review, Promotion, Tenure and Post-Tenure Review Process Improvements.** In collaboration with the UNM Institute for Design and Innovation, and the Associate Provost for Faculty Development, oversaw successful design and implementation of a custom online application for tenure and promotion dossier

building, submittal, review, and record keeping; updated guidelines to clarify standards and administrative procedures for the retention, promotion and tenure process; convened a faculty task force to undertake a comprehensive review of policies governing branch campus policies for promotion and tenure, teaching load, and governance; year-long process resulted in major revisions to branch campus academic policies.

- **Faculty Compensation Analyses and Policy Development.** In collaboration with a faculty advisory committee, led a multi-pronged assessment of base salary compensation rates of main and branch campus faculty to identify potentially inequitable or uncompetitive salaries. Outcomes included updating market benchmarks and salary adjustments for one-third of the faculty who had been identified as warranting compression or retention increases. A website and regular progress reports were issued to ensure transparency of process.
- **Faculty Recruitment, Development and Diversification.** In collaboration with the Associate Provost for Faculty Development and the Vice President for Diversity, Equity, and Inclusion, participated in NIH ADVANCE Grant proposal development efforts. Proposal provided for new approaches to hiring, and professional development workshops and mentoring services for both the participating faculty and their supervisors, aimed at significantly increasing the number of women faculty in STEM fields over a ten-year period.
- **Faculty Appointments Modernization.** Led initiative in collaboration with Faculty Senate leadership, Vice President for Research, and Health Sciences Center Vice Chancellor for Academic Affairs, to establish standards for consistent use of faculty appointments, titles and ranks across all UNM campuses (main, health sciences and branches). Outcomes included: (1) updating faculty appointments policy to recognize new titles such as Professor of Practice; (2) standards established for administering joint interdisciplinary appointments; (3) guidelines, policies, and procedures for the joint hire of National Laboratory scientists to facilitate their collaboration on grant proposals and service on doctoral committees.
- **Faculty Data Collection Plan.** Worked with human resources, institutional research, and IT to identify gaps in data collection for academic personnel and develop a comprehensive data collection and classification plan to support business decisions, internal analyses, and mandated reports. Outcome: increased reporting capacity to better inform decision making relevant to oversight of the academic workforce, and for greater accuracy in required reporting.
- **Administrative Process Improvements.** Established universal calendar of administrative due dates for chairs, directors, and deans; and reduced administrative burden and increased efficiency in processing faculty hires by eliminating several steps in the hiring process while ensuring policy and regulatory compliance. Other outcomes included introduction of online workflows for faculty compensation change requests, faculty offer letters and contract renewal standards and processes; and creation of an online portal for faculty to verify their current appointment status, tenure clocks, and compensation rates.
- **Higher Learning Commission Faculty Credential Standards Implementation.** Oversaw process changes to ensure conformance to new accreditation standards for credentialing instructional faculty; changes resulted in significant adaptations in processes and standards impacting delivery of dual credit courses, as well as instructors at UNM's branch campus community colleges, and the Southwestern Indian Polytechnic Institution for which UNM provided instructors through an affiliation agreement.



**LEADERSHIP POSITIONS: UNM LAW SCHOOL****University of New Mexico School of Law**

*Associate Dean for Finance and Administration (2011-2013)*

*Associate Dean for Library and Information Technology (2009-2010)*

*Director, Law Library (2004-2009)*

Served as faculty administrator for New Mexico's sole law school enrolling approximately 330 students. In 2013 the law school was nationally recognized for its required law practice clinical education component and innovative classes that combine law practice skills training with doctrinal instruction. It also offered a master's in legal studies, and certificate programs in Indian Law and Natural Resources. Its scholarly publications include the *New Mexico Law Review*, *Natural Resources Journal*, and *Tribal Law Journal*. In 2013 the law school faculty was one of the most ethnically and racially diverse in the country, and student bodies was similarly diverse (50% racial or ethnic diversity, including 25-30% Hispanic student enrollment; 10% American Indian student enrollment; and 50% gender diversity). Through its centers and institutes, it employed numerous research faculty, program directors and staff attorneys who provide continuing education programs for state court judges, tribal court judges, and the New Mexico Bar. Its policy centers address issues related to children's law and natural resources law. In partnership with the American Indian Law Center, the law school hosts a nationally recognized annual Pre-Law Summer Institute for American Indians. UNM-Law also partners with nearby Native American Community Academy charter school to provide pipeline programs. It operates the only large academic law library in the state, which serves thousands of judges, lawyers and public patrons in addition to law faculty and students.

Reporting directly to the Law School Dean, the Associate Dean served as member of dean's management team; actively participated in strategic planning, policy setting and problem solving; and regularly attended University Deans Council and other meetings on behalf of the dean. Other responsibilities included:

- Oversight of budgeting and annual expenditures of approximately \$15 million in Law School expenditures from a variety of revenue sources including state funding formula appropriations, tuition, fees, special appropriations, contracts and grants, general obligation bonds, gifts, and fees-for-service.
- Provided supervision and direction for multiple law school operational units including those responsible for budgeting and accounting, hiring and contracting of faculty and staff; faculty administrative support; contracts and grants administration; publication of three scholarly law journals; facilities operations and capital improvements; life safety and disaster recovery planning; instructional and network technology and media services which included security for the law clinic practice management and confidential records keeping system; and law library programming and operations. Direct reports included managers of the units listed above which employed approximately 75 staff and student employees. Supervised tenure stream attorney-librarians with faculty appointments who taught required law school courses [role akin to department chair].

**Notable Accomplishments:**

- **Law School Elected Representative to UNM Faculty Senate.** Served for three years as the Law School senator; included service on three Senate committees: Budget; Teaching Enhancement; and Computer Use.
- **Law School Curriculum Development.** Led successful effort to expand required law practice skills curriculum to include advanced legal research course; through attrition, shifted resources from library staff positions to library faculty positions to increase law school's capacity to teach legal skills courses. Outcomes include attorney-librarian faculty members teaching approximately 300 student credit hours each year in the legal practice skills curriculum. Worked to broaden degree offerings beyond that of the traditional J.D. degree [rationale was subsequently published as a commentary piece in the Chronicle of Higher Education]. Outcomes include law school obtained state approval and now offers a master's in legal studies degree.
- **Gov. Bruce King Archives and Reading Room.** Oversaw fundraising, design and execution of a \$578,700 initiative to process the archives of former New Mexico Gov. Bruce King and Mrs. Alice King, and to construct the King Reading Room at the Law School; worked closely with Gov. and Mrs. King throughout the design and construction, and planned the dedication ceremony held on Gov. King's 82<sup>nd</sup> birthday, which was attended by numerous dignitaries and political leaders throughout New Mexico. Fundraising contributions included working with cabinet members of Governor King to secure a \$275,500 **New Mexico Special Legislative Appropriation** to fund the establishment of Archives and Reading Room (SB 190 2005); worked with the UNM Foundation to secure an additional \$36,000 in private donations.
- **Budgeting and Finance Process Improvements.** Established a comprehensive budget and multi-year budget planning tool for the law school; revised its budgeting processes for greater efficiency and oversight; established new recurring revenue stream with curricular fees obtained for instructional technology; negotiated for a preexisting tuition differential revenue stream to come directly to the law school instead of passing through the central university tuition pool; developed with Assistant Dean for Admissions, a multi-year financial aid strategy to enhance student recruitment efforts during several years of a national law school enrollment downturn. Worked with UNM Government Relations Office to secure **New Mexico Legislative Research Programs and Public Service Special Appropriation** for the public service mission of the UNM Law Library; recurring annual appropriation obtained was \$247,000.
- **Cost Saving Administrative Reorganization.** Led a successful reorganization of staffing in development, marketing and communications, budgeting and accounting, human resources, IT, facilities, contracts and grants, and public policy centers. Outcomes include: shifted resources from vacant positions to instructional media to better support faculty in the classroom, and to the marketing, communications development units in support of fundraising and student recruitment; established professional development plan for staff who were reassigned by the reorganization; and merged business operations of student-edited law journals with law library business operations to reduce overhead and provide greater administrative support for journal operations and online publishing.
- **Capital Improvements.** With the support of the Provost's Office, obtained approximately \$1 million in bond and appropriation revenue to renovate classrooms and moot courtrooms, upgrade technology, and make ADA upgrades to classrooms; oversaw all subsequent planning, design, and construction.

**ACE FELLOWSHIP: REPRESENTATIVE PROJECTS AND SITE VISITS**

Year-long leadership development program for emerging leaders in higher education consisting of mentorship, cohort-based retreats, workshops, conferences, and special projects. Included visits to more than 30 colleges, universities and systems, foundations, agencies, and non-profit organizations throughout the U.S. (2012-2013). Representative learning opportunities included:

**Arizona State University Provost's Office.** During year-long placement with Provost Betty Phillips, studied use of intrusive advising to improve retention and graduation rates; enrollment management strategies; data collection processes which underpin student success predictive analytics; and effectiveness of adaptive learning courseware.

**Council on Advancement and Support of Education (CASE).** Attended Summer Institute in Educational Fundraising at Dartmouth College; four-day program focused on stewardship, annual fund giving, major gifts, planned gifts and capital campaigns.

**DePaul University.** Globalization Project Team Member. Team project developed recommendations for internationalizing the curricula of DePaul's degree programs.

**Georgetown Center on Education and the Workforce.** Visited the center to meet with director, Dr. Tony Carnevale, to explore connections between education, career qualifications, and work-force development needs.

**John N. Gardner Institute for Excellence in Undergraduate Education.** Participated in Foundations of Excellence® student success program as part of UNM's 'First College Year' Self Study (HLC quality enhancement initiative).

**Lumina Foundation.** Met with Lumina staff in Indianapolis, IN, to study the Degree Qualifications Profile project, and Lumina's initiative to increase U.S. attainment of college degrees, certificates and other credentials to 60 percent by 2025.

**National Collegiate Athletic Association (NCAA).** Visited the NCAA in Indianapolis, IN, to learn about NCAA standards governing financial aid, eligibility, recruiting, athletics personnel, and playing and practice season compliance obligations.

**Innovation Square, University of Florida.** Part of a delegation that included the UNM President and Albuquerque Mayor which visited Innovation Square for two days, studying newly emerging models for student entrepreneur incubators. Outcomes: insights later applied in development of UNM's *Innovation Academy* and *InnovateABQ*.

**Society for College and University Planning (SCUP) Planning Institute.** Completed SCUP Planning Institute Part #1 focusing on identifying and analyzing stakeholders, analyzing internal and external environment, identifying competitive advantages, and creating communication plans as part of the strategic planning process.

**Wells Fargo Public Finance and Municipal Markets Group.** Studied use of tax-exempt bonds for financing capital projects including bond types, bond markets, and bonding process with Wells Fargo Bank personnel, Denver, CO.

**Western Governors University.** Met with provost and academic leadership team at WGU Headquarters in Salt Lake City, UT, to study its competency-based, online degree delivery model.

## FACULTY APPOINTMENTS

### **University of New Mexico School of Law, Albuquerque, New Mexico**

*Professor Emerita (2017-Present)*

*Professor (Tenured) (2010-2017)*

*Associate Professor (2007-2010)*

*Assistant Professor (2004-2007)*

### **Michigan State University College of Law, East Lansing, Michigan**

*Adjunct Instructor (2003-2004)*

## TEACHING (INSTRUCTOR OF RECORD)

### **UNM School of Law**

Wills and Trusts (elective); Spring 2007, Spring 2008, Spring 2009

Legal Research (required); Fall 2009, Spring 2010

International Legal Research (elective); Fall 2007

Advanced Legal Research (elective); Spring 2006, Fall 2006, Spring 2007

### **Michigan State University College of Law**

Legal Research, Writing and Advocacy (required); Fall 2003, Spring 2004

Rental Housing Litigation Law Practice Clinic, Student Supervisor; Spring 1999

## ACADEMIC HONORS AND AWARDS

**Keleher and McLeod Professorship.** Awarded by UNM Law School in recognition of achievement in teaching, scholarship, and service (2008-2010)

**American Association of Law Libraries.** LexisNexis® Award recipient, Open Division, best article award (2010)

**American Association of Law Libraries,** Academic Law Libraries Special Interest Section. Outstanding Article of the Year Award (2008)

**Order of the Coif,** New Mexico Chapter. Inducted member (2005)

**PUBLICATIONS, PRESENTATIONS AND LEGISLATIVE HEARING TESTIMONY**

Co-Presenter with Dr. William F. Massy, on *Program Economics*. Session delivered at **Academic Impressions** virtual conference entitled, *Manage, Optimize and Grow your Academic Program Portfolio: A Data-informed Approach Designed to Balance Mission, Markets and Money* (2021)

Testimony on the competitiveness gap for faculty salaries at New Mexico's three research universities, **New Mexico Legislative Finance Committee, Higher Education Subcommittee, Hearing**, Santa Fe, NM (2021)

Panelist, *Fall 2020 Virtual UVP Network Meeting: Provost Panel*, **Reinvention Collaborative** (now UERU) (2020)

Panelist, *Curricular Complexity: APLU Western Land Grant Cluster's 'Powered by Publics' Project*, **ASPIRE20** virtual conference (2020)

Panelist, *Effective Strategies for Latinx Faculty Recruitment and Retention*, webinar presented by **Higher Education Recruitment Consortium and Hispanic Association of Colleges and Universities (HERC/HACU)** (2020).

Panelist, *Supporting Student Success: Technology Only Goes So Far*, delivered by the **Association of Chief Academic Officers**, at the **American College of Education** Annual Meeting, Philadelphia, PA (2019)

Presenter, **El Paso Bar Association**, *UTEP's Academic Mission*, El Paso, TX (2018)

Interview, *El Paso Prime Time*, **KTEP 88.FM**, El Paso Public Radio; discussed the *UTEP Edge* student success initiative (aired November 11, 2017)

Presenter, *Innovation Academy*, delivered by **University of New Mexico Economic Development Summit**, Albuquerque, NM (2015)

Contributor, *Higher Education Engagement in Economic Development: Foundations for Strategy and Practice*, joint publication of the **University Economic Development Association (UEDA)** and the **Association of Public Land-grant Universities (APLU)** (2015)

Presenter, *Innovation Academy*, delivered at: Reinventing our Economic Future—Global Entrepreneurship Week, Albuquerque, NM; the Annual Summit, **University Economic Development Association**, Santa Fe, NM; and the UNM Economic Development Forum, Albuquerque, NM (2014)

Co-Author, *Implementing Effective Legal Research Pedagogy in Contemporary U.S. Law Schools: Challenges and Opportunities*, in Boulder Statements on Legal Research Education: The Intersection of Intellectual and Practical Skills (**William S. Hein & Co., Inc.**: Buffalo, NY (2014)

Author, *Legal Education for All (or More than Just Lawyers)*. Commentary, **Chronicle of Higher Education** (September 9, 2013)

Interview, *The Docket*, **KUCI 88.9 FM**, Orange County Public Radio; discussed the current state of legal education (aired September 9, 2013)

Co-Contributor, *The Boulder Statement on Legal Research Education*, developed by **Boulder Conferences on Legal Information** held in Cambridge, MA (2012), Boulder, CO (2010), Boulder, CO (2009)

Author, *How Law Schools Benefit When Academic Law Librarians Write, Teach and Hold Faculty Status*, 30:3 **Legal Reference Services Quarterly** 237-253 (2011)

Author, *Tenure Advice for Law Librarians and Their Directors*, 103:2 **Law Library Journal** 199-217 (2011)

Author, *The Need for Faculty Status and Uniform Tenure Requirements for Law Librarians*, 103:1 **Law Library Journal** 7-38 (2011) [winner of annual LexisNexis® Call for Papers Award]

Contributing Editor, *Academic Libraries: Looking Toward the Future*, in *Academic Librarianship* (**Neal-Shuman Publishers, Inc.**: New York City, 2010)

Author, *Leadership Development Programs for Academic Law Librarians*, in special issue entitled, "Our Commitment to Building Leaders: Programs for Leadership in Academic and Special Libraries," 49:8 **Journal of Library Administration** 881-885 (2009)

Testimony, **New Mexico Department of Higher Education Hearing**, on UNM law library's public service mission, in support of a successful special appropriation request (2008)

Author, *The Impact of New Technology on Librarianship*, in *The Changing Role of Academic Librarianship: Leading Librarians on Teaching Legal Research Skills, Responding to Emerging Technologies, and Adapting to Changing Trends*, 111-123 (Inside the Minds Series; **Aspatore Books**: Boston 2008)

Author, *Institutional Repositories and the Principles of Open Access: Changing the Way We Think About Legal Scholarship*, 37 **New Mexico Law Review** 431-477 (2007) [winner of 2008 Outstanding Article Award, Academic Law Libraries Special Interest Section, Amer. Assoc. of Law Libraries]

Presenter, *Legal Resources on the Web*, of Continuing Legal Education workshops, **New Mexico Bar Association**, Las Cruces, NM (2005) and Silver City, NM (2005)

Presenter, *DSpace: Why You Should Care*, delivered at Annual Meeting, **Center for Computer Assisted Legal Instruction (CALI)**, Chicago, IL (2005)

Presenter, *Legal Resources on the Web*, Day-Long Continuing Education Workshop, **Michigan Association of Municipal Attorneys** (2004)

Presenter, *Electronic Research or Malpractice? Inexpensive Ways to Meet a Newly Emerging Research Standard of Competence*, delivered at Annual Conference of Appellate Specialists, **Prosecuting Attorneys Association of**

**Michigan**, Bay Harbor, MI; and Annual Meeting of the **Michigan Association of Municipal Attorneys**, Detroit, MI (2003)

Author, *Legal Resources on the Internet (Part I)*, 82:5 *Michigan Bar Journal* 40-41 (2003), and *Legal Resources on the Internet (Part II)*, 82:6 **Michigan Bar Journal** 44-46 (2003)

Author, *Digest of Michigan Probate Opinions*, 22: 4 *Michigan Probate and Estate Planning Journal* 71-79 (2003), and 22: 2 **Michigan Probate and Estate Planning Journal** 27-35 (2002)

Presenter, *Internet Legal Research*, **State Bar of Michigan**, Continuing Legal Education Seminar, Allendale, MI (2002)

Author, *Should the Michigan Supreme Court Adopt a Non-Majority Vote Rule for Granting Leave to Appeal?* 43 **Wayne Law Review** 345-374 (1996)

## UNIVERSITY COMMITTEE SERVICE

### **Accreditation**

- **UNM Higher Learning Commission Reaffirmation Steering Committee Member (2015-2017)**  
Assisted with university accreditation reaffirmation preparations. Contributions included review of documentation of faculty credentials, including those of dual credit instructors, for compliance with recent revisions to HLC Faculty Roles and Qualifications standard; reviewed student-complaint data collection and administrative processes for compliance with Ethical and Responsible Conduct standard.
- **UNM Law School Strategic Planning and Accreditation Self-Study Committee Chair (2012-2013)**  
Chaired self-study and strategic planning committee in preparation for 2014 American Bar Association (ABA) reaccreditation and site visit. Other contributions included authoring finance and administration sections of reaccreditation self-study; data collection for site evaluation questionnaire; administered and analyzed outcomes of the Law School Survey of Student Engagement (LSSSE).
- **UNM Law School Assessment and Teaching Committee Member (2008-2009)**

### **Budget and Finance**

- **UNM Budget Leadership Team Ex Officio Member (2015-2016)**  
Standing committee of faculty and administrators who advised the Budget Office on budget-setting priorities for approximately \$330 million in annual unrestricted revenue for the Albuquerque campus.

- **UNM Tuition and Fees Policy Committee Member (2013-2014)**  
Led development of comprehensive policy to guide university tuition and fee setting processes; contributions include leading the development of new tuition differential approval standards for the professional schools.
- **UNM Responsibility Centered Management Steering Committee Member (2012-2013)**  
Contributed to development of strategies to move Albuquerque campus academic units from incremental budgeting to a more strategic, performance-based budgeting process.
- **UNM Faculty Senate Budget Committee Member (2010-2013)**  
Participated in development of university-wide budget strategies and priorities during a time of diminishing state appropriations.
- **UNM Instructional Efficiency Work Group (2010-2011)**  
Law school representative in effort to protect the core academic mission during campus-wide, cost-containment effort in response to permanent reduction of state appropriations following the Great Recession.
- **Wayne State University Faculty Senate Budget Committee Member (2001-2002)**

### ***Capital Improvements***

- **NMSU Space Cabinet Voting Member (2020-Present)**  
Establishes principles and standards for University Space Planning office operations and makes final determinations for newly proposed uses of physical space, and for proposed capital projects to ensure adherence to the Strategic Plan and Campus Master Plan.
- **UNM Campus Development Advisory Committee Member (2016)**  
Site planning advisory group for \$180 million in major capital projects, that at the time included a new business school, a new \$66 million interdisciplinary science building, and remodel of an engineering building.
- **UNM Office of Capital Projects Learning Environments Committee Member (2011-2012)**  
Facilitating and coordinating body for classroom modernization plan.

### ***Compliance and Risk Management***

- **NMSU Export Control Working Group (2019-2020)**  
Worked with other senior academic and administrative leadership to ensure institutional compliance with new U.S. export control laws and guidelines. Outcomes included implementation of revised policies governing



international travel approval process, and establishment of the 'empowered official' role in the Research Office to conduct reviews as needed.

- **NMSU Investigations Task Force Chair (2019-2020)**  
Led effort to develop comprehensive, holistic policies and standards, checklists and a training program for compliance-related investigations conducted by the university.
- **UTEP Intellectual Property, Controlled Information, and Data Threat Assessment Committee Member (2018)**  
Senior university leadership advisory committee charged with ensuring internal compliance with new University of Texas System security standards.
- **UTEP Audit and Compliance Advisory Committee Member (2017-2019)**  
Senior academic leadership advisory committee assists with ensuring institutional compliance with UTEP and University of Texas System policies and rules.
- **UTEP Export Control Advisory Committee Member (2017-2019)**  
Senior academic leadership advisory committee assists with ensuring institutional compliance with new U.S. export control laws and guidelines; served as UTEP's 'empowered official' to initiate reviews as needed.
- **UNM Hotline Complaint Review Team Member (2013-2017)**  
Reviewed ethics complaints lodged against faculty to determine if an investigation was warranted; oversaw investigations when needed.
- **UNM Student Behavioral Intervention Team member (2013-2017)**  
Contributed to crisis management plans as needed.
- **UNM Emergency Operations Center Management Team member (2013-2017)**  
Represented the Provost's Office when emergency operations were in effect; actively served on the team when it was deployed in 2014 following a helicopter crash on university hospital roof; assisted with implementation of helicopter removal plan per National Transportation Safety Board requirements which necessitated cutting electrical power to the hospital and both the university and health sciences campuses.
- **UNM Law School Building and Safety Committee Chair (2006-2012)**  
Led effort to complete risk assessment and develop mitigation strategies to ensure eligibility for FEMA aid in the event of a natural disaster; resulted in establishment of disaster recovery plan for the law school which was subsequently implemented during a flood.

### ***Economic Development***

- **NMSU Arrowhead Center Board of Directors Ex Officio Member (2019-Present)**  
Provide advice to the leadership of the technology transfer and commercialization arm of NMSU, which works

with campus inventors and innovators to protect their intellectual property, and supports innovators, entrepreneurs, and small business growth.

- **UNM Economic Development Council Member (2013-2017)**  
Provided advice to the leadership of the economic development, technology transfer and commercialization arm of UNM, which works with campus inventors and innovators to protect their intellectual property, and supports innovators, entrepreneurs, and small business growth. Contributions include service on metrics subcommittee.

### ***Information Technology and Data Governance***

- **NMSU Data Governance Trustee and Committee Member (2019-Present)**  
Contribute to development and implementation of university data governance standards to ensure the regulation and protection of institutional data from creation or acquisition, secure storage and transmission, access, and use; also oversee the work of directly reporting data stewards who manage various academic-related data. Also served as Data Governance Committee Chair in 2020.
- **NMSU IT Governance Committee Voting Member (2019-2021)**  
Supports CIO in decision making for campus-wide IT priorities and policies.
- **UNM HR Applicant Tracking/Employee Onboarding System Steering Committee Member (2015-2017)**  
Provided oversight of multi-year, enterprise-wide effort to design and implement upgraded applicant tracking software that served as database of record for affirmative action compliance reporting, managed applications, and search committee workflow for all hiring on main, health sciences and branch campuses.
- **UNM Data Governance Committee Member (2014-2017)**  
Served on university-wide committee that provides oversight for development of standards and procedures to strengthen institution's data governance capacity. Contributions included: participated in drafting and adoption of new data governance policy; developed and hosted a workshop to assist academic units with increasing their capacity to use predictive analytics and to create framework for identifying and prioritizing future development of academic units' analytics infrastructure; developed comprehensive faculty data collection and classification plan to improve accuracy in data produced for internal analyses, surveys, ad hoc and mandated reports.
- **UNM Administrative Technologies Advisory Board Chair (2016-2017)**  
Led committee of senior university administrators who ensured enterprise-wide IT initiatives were aligned with strategic planning and business priorities, and to ensure the decision-making process that guides where IT resources are invested is followed.
- **UNM IT Governance Council Voting Member (2016-2017)**  
Council makes final decisions in priority setting and resource commitment for major IT projects.

- **UNM ERP Steering Committee Member (2014-2016)**  
Priority-setting committee for development of applications for university-wide enterprise resource planning system, *Banner*.
- **UNM E-Mail Steering Committee Member (2010)**  
Campus-wide advisory group for implementation of new enterprise-wide email system and usage standards.
- **UNM Law School Information Technology Committee Chair (2007-2009)**

### ***Policy Development***

- **NMSU Policy Steering Committee Member (2019-Present)**  
Senior leadership committee which oversees the development, vetting and approval process, implementation, administration, and cyclic review of operational policies.
- **UNM Faculty Senate Policy Committee *Ex Officio* Member (2013-2017)**  
Reviewed, recommended, and drafted policies affecting all aspects of academic personnel in collaboration with faculty senate leadership [ex officio role by virtue of Senior Vice Provost position].
- **UNM Faculty Productivity Metrics Committee Member (2013-2014)**  
Ad hoc group charged with development and refinement of faculty performance metrics to better capture faculty effort in instruction, research, and service. Outcomes included identification of gaps in metrics which required further policy development by academic units; evaluated vendor RFPs for various licensed scholarly productivity analysis and ranking services.
- **UNM Law School Scholarly Productivity Committee Chair (2011-2012)**  
Led ad hoc committee charged with development of law school productivity metrics for research and scholarly works. Committee's recommendations were adopted.

### ***Scholarly Communications***

- **UNM Law Journals Faculty Committee Chair (2010-2011)**  
Ad hoc law faculty committee reviewed academic requirements and student credit hours earned for co-curricular journal service. Outcomes include implementation of committee recommendations.
- **UNM Digital Initiatives and Scholarly Communication Committee Member (2004-2011)**  
Participated in establishment of university-wide instance of DSpace, an open source, open access repository;

an open-source electronic journal publishing platform; and an open-source platform for managing editorial workflow.

- **UNM Annual Scholarly Communications Symposia Planning Committee Member (2004-2011)**  
Resulted in four successful, semi-annual university symposia featuring nationally noted keynote speakers on topics such as the Creative Commons and national open access initiatives.

### ***Search Committees***

- **NMSU Vice President for Equity, Inclusion and Diversity, Search Committee Co-Chair (2020-2021)**
- **UTEP Vice President for Finance and Human Resources, Search Committee Member (2018)**
- **UNM Interim Chief Information Officer, Search Committee Chair (2016)**
- **UNM Office of Institutional Analytics Director, Search Committee Chair (2015)**
- **UNM Innovation Academy Director, Search Committee Chair (2015)**
- **UNM Chief of Staff, Office of the President, Search Committee Member (2014)**
- **UNM Law School Utton Natural Resources Center Director, Search Committee Chair (2006-2007)**
- **UNM University Libraries Dean, Search Committee Member (2006-2007)**

## EXTERNAL PROFESSIONAL SERVICE

**Association of Public and Land Grant Universities, Council on Academic Affairs**, Executive Committee member (2021-present)

**New Mexico Higher Education Department**, Academic Advisory Council Member (2020-2021)  
Provided input on general education and common course numbering initiatives.

**Western Interstate Commission for Higher Education/Western Academic Leadership Forum (WICHE/WALF) Board Member** (2020-2021)

**SUNY Hispanic Leadership Institute** (2020)  
Mentored a Fellow from the SUNY Hispanic Leadership Institute

**American Bar Association, Section of Legal Education and Admissions to the Bar Accreditation** (2018)  
Site visit team, Michael E. Mortiz College of Law, Ohio State University, Columbus

**Texas Women in Higher Education**, UTEP Institutional Representative (2017-2019)

**American Council on Education (ACE) Women's Network**, UTEP Representative for Texas Network (2017-2019)

**American Council on Education (ACE) Women's Network**, State Chair, New Mexico (Western Region) (2017)

**American Bar Association, Section of Legal Education and Admissions to the Bar Accreditation** (2016)  
Site visit team, Robert H. McKinney School of Law, Indiana University, Indianapolis

**City of Albuquerque 'Innovation Central' Economic Development Initiative** (2014-2015)  
Participated in Talent and Skills Development round table of city-county-nonprofit-business community initiative to better support local entrepreneurs, job creation and economic mobility.

**American Council on Education**, External reviewer, ACE Fellowship applications (2014)

**New Mexico Legislative Jobs Council**, Higher education sector specialist for Session 2 workshop (2013)

**American Bar Association, Section of Legal Education and Admissions to the Bar Accreditation** (2012)  
Site visit team, John Mitchell School of Law, St. Paul, MN

**American Association of Law Libraries, Academic Law Libraries Section** (2010-2011)  
Committee on Tenure/Continuous Appointment member

**American Association of Law Libraries, Leadership Development Committee** (2010-2011)

**Social Sciences Research Network, Legal Information and Technology e-Journal Advisory Board** (2009-2010)

**Universities of Colorado-Boulder, Missouri-Kansas City, Utah, and Wyoming (2006-2011)**

External reviewer of law librarian tenure candidates.

**Southwestern Association of Law Libraries, Annual Meeting Committee Co-Chair (2007-2009)**

**Desert States Law Library Consortium, Board Member (2006-2012)**

**State of New Mexico, Statutory Compilation Commission, Advisory Committee (2004-2005)**

**State Bar of Michigan, Libraries, Legal Research and Publications Committee Chair (2000-2001)**

**Michigan State University Honors College, Alumni Association President (1998-2000)**

**OTHER HIGHER EDUCATION POSITIONS**

**Wayne State University Law School, Detroit, Michigan**

*Assistant Director, Law Library (2002-2004)*

*Faculty Senate, Libraries Elected Representative (2003-2004)*

**Michigan State University (MSU), College of Law Library, East Lansing, Michigan**

*Faculty and Public Services Department Head (1998-2002)*

**LAW PRACTICE AND LICENSURE**

**Michigan Court of Appeals, Lansing, Michigan**

*Appellate Research Attorney, Prehearing Division (1996-1997)*

**State Bar of Michigan**

*Attorney at Law, License No. P48602 (1996-2020)*