



OFFICE OF THE BOARD OF TRUSTEES

Public Meeting Notice

October 11, 2021

TO: Southern Oregon University Board of Trustees

FROM: Sabrina Prud'homme, University Board Secretary

RE: Notice of Special Meetings of the Board of Trustees

The Southern Oregon University (SOU) Board of Trustees will hold special meetings on the dates and at the locations set forth below.

The board will interview candidates for the position of University President. Pursuant to ORS 192.660 (2)(a), the interviews will be held in executive session to consider the employment of a public officer, employee, staff member or individual agent. No final action will be taken in executive session. Following each interview, the board will have dinner with each candidate.

The meetings will occur as follows:

October 14, 2021

Webinar Link: <https://sou.zoom.us/j/85131354805>

5:00 to 6:00 p.m. in the Meese Room of the Hannon Library on the campus of SOU

6:30 to 8:30 p.m. at Ashland Springs Hotel, 212 E Main St, Ashland, OR 97520

October 18, 2021

Webinar Link: <https://sou.zoom.us/j/81241137434>

5:00 to 6:00 p.m. in the Meese Room of the Hannon Library on the campus of SOU

6:30 to 8:30 p.m. at Ashland Hills Hotel, 2525 Ashland St, Ashland, OR 97520

October 21, 2021

Webinar Link: <https://sou.zoom.us/j/89905797755>

5:00 to 6:00 p.m. in the Meese Room of the Hannon Library on the campus of SOU

6:30 to 8:30 p.m. at Ashland Springs Hotel, 212 E Main St, Ashland, OR 97520

October 25, 2021

Webinar Link: <https://sou.zoom.us/j/89502857872>

5:00 to 6:00 p.m. in the Meese Room of the Hannon Library on the campus of SOU

6:30 to 8:30 p.m. at Ashland Hills Hotel, 2525 Ashland St, Ashland, OR 97520

October 27, 2021

Webinar Link: <https://sou.zoom.us/j/81142902359>

5:00 to 6:00 p.m. in the Meese Room of the Hannon Library on the campus of SOU

6:30 to 8:30 p.m. at Ashland Springs Hotel, 212 E Main St, Ashland, OR 97520

The agenda and materials for each meeting will be available at governance.sou.edu at least 24 hours in advance of each meeting.

Prior to these meetings, on each date, an open-forum presentation will be held at SOU from 3:15 – 4:15 p.m. in the SOU Science Building, Room 151. A quorum of the board or one of its committees may be present at this forum.

The Hannon Library is located at 1290 Ashland Street, Ashland, OR on the campus of Southern Oregon University. If special accommodations are required please contact Pamela Tomac at (541) 552-8055 at least 24 hours in advance.



Board of Trustees Special Meeting

October 25, 2021

5:00 – 6:00 p.m. (or until business concludes)

Meese Room, Hannon Library, SOU

<https://sou.zoom.us/j/89502857872>

6:30 – 8:30 p.m. 2525 Ashland St, Ashland, OR

AGENDA

Persons wishing to participate during the public comment period may sign up at the meeting.

Please note: times are approximate and items may be taken out of order.

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|-----------|----------|---|---|
| | 1 | Call to Order and Preliminary Business | Chair Santos |
| | 1.1 | Welcome and opening remarks | |
| | 1.2 | Roll call | Sabrina Prud'homme,
SOU, Board Secretary |
| 5:00 p.m. | 2 | Candidate Interview for the Position of
University President
[Executive Session Pursuant to ORS 192.660
(2)(a)]* | Board of Trustees |
| 6:05 p.m. | | Temporarily Adjourn | |
| 6:30 p.m. | 3 | Dinner and Discussion with Candidate | Board of Trustees |
| | 4 | Adjourn | Chair Santos |

* No final action will be taken in executive session.

CURRICULUM VITAE
Junius J. Gonzales, M.D., M.B.A.

Provost and Vice President for Academic Affairs

New York Institute of Technology



Education and Post-Doctoral Training

- M.B.A., Beta Gamma Sigma Honor Society Robert H. Smith School of Business, University of Maryland, College Park, Maryland 2005
- Certification, The American Board of Psychiatry and Neurology 1991
- ADAMHA Extramural /Research Fellow, National Institute of Mental Health, Division of Applied and Services Research, Services Research Branch 1990-91
- Chief Resident, Consultation-Liaison Psychiatric Service, Massachusetts General Hospital 1989-90
- Residency in Psychiatry, Massachusetts General Hospital, Boston, MA; Clinical Fellow in Psychiatry, Harvard Medical School 1987-90
- Internship in Internal Medicine, New England Deaconess Hospital, Boston, MA; Clinical Fellow in Internal Medicine; Harvard Medical School 1986-87
- Diplomate, National Board of Medical Examiners 1986
- M.D., Alpha Omega Alpha Honor Society University of Pennsylvania School of Medicine, Philadelphia, Pennsylvania 1986
- A.B., Brown University Providence, Rhode Island 1980

Professional Experience

NEW YORK INSTITUTE OF TECHNOLOGY

Provost and Vice President for Academic Affairs (June 2018-present)
Professor with Tenure, Department of Biological and Chemical Sciences

New York Institute of Technology is a regional comprehensive university with approximately 8,000 students, two campuses in New York (New York City and Long Island), with others in Jonesboro AK, Vancouver BC, China and Abu Dhabi, and nearly 90 academic programs. NYIT is ranked 7th in the nation among all private four-year institutions in its category for enhancing social mobility, and #1 as the most diverse college/university in the country (24/7 Wall Street February 2020). Its undergraduate population (~3,800) in New York is nearly 48% Pell eligible, mostly commuter, with many first-generation students, where nearly 98% receive financial aid, with one of the lowest net costs of attendance of privates in the area. At six months post-graduation, nearly 95% of students are employed or in graduate school.

Broad units and areas of responsibilities, with 15 direct reports, include:

- Academic units comprised of five colleges and schools with total 239 full time faculty, 500 part time faculty
- Libraries
- Office of Sponsored Programs and Research
- Student Engagement and Development: Career Services, Experiential Education, Military/Veteran Students, Student Life
- Advising and Academic Enrichment Center
- Division of Research, Assessment and Decision Support
- Global Education and three campuses in Vancouver, Abu Dhabi and Nanjing
- New York State HEOP Program
- Technology Based Learning Systems office
- Center for Teaching and Learning
- Office of Online and Continuing Education (new)

Selected Accomplishments and Work to Date:

Student Success

- Established 2018 Institute-wide year-long Task Force on Student Success
- Used Institute surveys and input from Task Force, department chairs and other data (e.g., national surveys) to create four Action Advisory Teams in fall 2019 on
 - First Year Academic Experience
 - Faculty Advising
 - Tutoring
 - Counseling and Well-being
- Developed the new ACE (Achieving Collegiate Excellence) program in 2019 for freshmen who fell below required GPA to retain NYIT scholarship and were rising sophomores. ACE was comprised of retaining financial award if three part 'course' completed including meetings with academic coaches. Over 90% completed the program, with more new enrollees in spring semester, and overall average GPAs and total credits earned higher than previous comparison cohorts, contributing to large increase in first year retention (see below). ACE expanded to rising juniors in 2020.
- Created new freshman iAchieve program in 2020 based on ACE after fall GPAs.
- Launching new Peer Guides for Success to assign to every new freshman this summer 2021
- Developed new Micro-grant program (NYIT CARES) and spearheaded tuition covering 18 credits (not 17)/semester
https://www.nyit.edu/box/features/new_nyit_grant_assists_students_during_financial_emergencies
- Supported the 'Final Stretch' program to seniors close to completion to get them across the line
- Re-organized and augmented funding for on-campus student employment
- Worked with Senate ad hoc committee on Undergraduate Research (UGR)
- Supported HEOP NY State Higher Education Opportunity Program) competitive renewal which was awarded for five years
- Created new office for Veteran and Military Students and recruited a director with staff
- Recruited new leadership: Dean of Student Life and Associate Dean for LI
- Created new position for Assistant Provost for Student Engagement and Development to re-align student affairs units
- Developed, with teams, new or redesigned programs that were piloted and now continue
 - Jumpstart (Summer Bridge)
 - Be-On-Track program (ensuring total credits are appropriate for student's time and point in program)
 - Reinvigoration of NYIT 101 College Success (first year seminar dormant for 9 years) with 7 funded to start summer 2020 (I co-taught pilot in summer 2019 on the Psychology of Emotional Intelligence)
 - Summer Math Boot Camp for entering students
 - Learning Mindset (and other non-cognitive factors) surveys and interventions for two cohorts of freshmen, and sense of belonging for fall 2019 freshmen
 - New for fall 2021 – a financial literacy program with faculty leads and partnership with IGrad
 - In partnership with UNC, adapted its course and deployed a mini-course –Online Learning Success – for all
- Outcomes:
 - Increased first year retention rate by 10 percentage points in one year (from 71 to 81%) and 16 percentage points at the NYC Campus which has 63% Pell eligible students
 - With the new ACE program for students described above 86.6% retention at three semesters post entry, and

equity gap elimination or reduction: 91% retention for Latin X students, and 76% for African American Students (vs. 38% in retrospective control group)

- Increased graduation rate by 3 percentage points in one year from 51 to 54%
- Increased total undergraduate fall to spring retention to just under 90% (previous years' average ~84%)
- Increase in USNWR for our category by 16 points over 2 years due largely to student success outcomes
- National Society of Experiential Education 2021 Awardee: Outstanding Experiential Education Program

Faculty and Staff Success

- Led support for new and newer tenure stream faculty
 - Two months summer salary for new tenure stream faculty
 - Negotiated with union and increased release time for new and 2nd and year tenure stream faculty
- Retained a research services consulting firm to assist faculty (McAllister and Quinn)
- Created Research Advisory Committee
- Recruited and hired consulting external expert in Tech transfer, commercialization, patents
- Secured Faculty Advisors for Phi Eta Sigma (staff had been doing the role)
- Launched new inaugural faculty fellowship program and piloted new post-doctoral teaching fellowship program
- Had team organize professional development twice yearly for administrative staff (e.g., with structure LinkedIn Learning)
- Held separate retreats (none in at least decade) each semester for deans, department chairs and academic affairs team
- Mentor diverse staff and women (e.g., supported Registrar and Assistant Provost to Women's leadership development); nominated three women (two of color, all received award) two Assistant Provosts to CIC's Senior Leadership Academy
- Launched new institute wide committee on adjuncts in fall 2020
- Increased base pay rates for all adjunct faculty in fall 2020, also led team to design several onboarding online modules
- Facilitated creation summer 2020 of three chairs committees on student academic policies, adjuncts, and remote teaching
- Supported 2021 'Thank a Teacher Program' through Center for Teaching and Learning with over 250 faculty commended
- Launched development of new core curriculum expected approval fall 2021
- Outcomes
 - Increased number of proposals submitted by 37.5% this year including 8 NSF Career applications (receipt of first ever NSF Career award to NYIT)
 - Tripled external funding awards last year
 - Hired faculty fellow and postdoctoral teaching fellow
 - Of my last five hires (e.g., Assistant Provost for Student Engagement and Development and Associate Provost for Academic Programs, Assessment, Specialist for Strategic Planning), all are women and four of color
 - Increased WSJ/THE ranking by 130 spots in one year

Organizational and Fiscal Efficiency and Effectiveness for Academic Affairs and Beyond

- 2021 Budget for Academic Affairs ~\$70,000,000
- Successfully managed 10-year MSCHE accreditation self-study and visit -- responsibility transferred to Academic Affairs two months after my arrival and a stalled effort
- Found expense reductions by over \$2 million for 2020, and, proposed 14.7% budget reductions for 2022
- Developed and negotiated \$14 million dollar seven-year contract with OPM for online RN-BSN program (in a school that does not report to me)
- Re-aligned and renamed three units under a former Vice President for Decision and Analytics into the Division for Research, Assessment and Decision Support with Institutional Research and Institutional Effectiveness units
- Deconstructed School of Interdisciplinary Studies & Education, re-aligned programs into the College of Arts and Sciences
- Established an Advisory Group for STEM Outreach to share efforts across the Institute, prioritize on directions, and leverage existing strengths
- Facilitated the launch of the first Institute Data Governance Committee
- Created a first ever Space Management Committee for the Institute
- Appointed as Co-Chair to lead new Institute wide Strategic Planning Process (now to be a 3-year action plan given COVID)
 - Phased approach with 1.) academic senate and others for February day long workshop by the Institute for the Future; 2.) retained Sova Solutions to do surveys, interviews and focus groups of staff and faculty on

organizational climate/culture and readiness for change and priority strategic areas for plan development which now includes equity consciousness

- Redesigned and hired for associate provost position to be for strategic academic programs, accreditation, and assessment
- Redesigned new academic program proposal process and review along with external partnerships to provide market data
- Tasked office team to automate processes for graduate assistantships, project management, faculty release time
- Leading team on developing launching new online programs and continuing education
- Designed Master Academic Program Planning (MAPP) to review all existing and possible new programs over a 36-month period (NYIT has had no formal academic program review process)
 - Ceased admissions to 15 programs
 - New programs designed and approved by NY State: Undergraduate (Exercise Science, Construction Engineering, Applied and Computational Mathematics, Physics; Minor in Technology Entrepreneurship); Graduate (MBA Concentration Business Analytics, Master's in Risk Management, Master's in Architectural Digital Technologies, Master's Health and Design, PhD in Computer Science, PhD in Engineering)
- Received STEM designation for 16 more programs and certificates by DHS in 2021
- Initiated faculty advisory group in fall 2020 for domestic academic program review, right sizing, and re-alignment to make recommendations such as consolidation, limit or cease new admissions, or important changes within one year. Eight of 12 programs to have no new admissions, while one department will move into another school, and three are pending decision
- Facilitated team to re-design Continuous Program Improvement – an effort led by previous VP for Decision and Analytics (position no longer exists) – to increase engagement and possible impact for both academic and non-academic units
- Created new Office of Online and Continuing Education in Academic Affairs, co-led business model creation and launched RFP for OPM partnership to put programs online in next 12 months
- Created cross-unit team for transfer student enrollment, developed articulation agreements, new and revised after a decade, with several community colleges and private four year institutions
- Developing partnership with Udacity for select nanodegrees to intersect with our program offerings and launch a new extended education effort
- Supported Engineering's partnership with ZScaler to offer certifications to students for credit and new Python programming workshop training program for women and single parents affected by the pandemic

COVID Selected Work

- Multi-unit team supported conversion of over 1600 course sections to emergency remote teaching in March 2020
- Designed surveys (May and December 2020) that nearly 2,000 students for each survey answered covering many areas such as needs for future remote learning, effects of COVID in life domains, and instructor ability to transition
- Launched partnership with firm Everspring to assist faculty in creating 16 high production value top quality blended versions of high enrollment courses and to do research study on what a strategic online program portfolio should be for NYIT
- Negotiated with union to spread teaching load over three terms, paused tenure and promotion clock, provided opt in pass fail grading and more, and I led successful effort to increase base adjunct faculty pay rates
- Collaborated with IT to create its new Academic Technologies Services Unit for faculty development and support and plan for a new office of online and continuing education in academic affairs
- Led deans and chairs to focus for high priority (e.g., experiential, freshman) limited in-person 2020 fall course sections

Awards and Recognitions

- Award: December 2020, One of The Responsible 100 for NYC and NY State
 - *honors an elite group of 100 New Yorkers who are setting new standards of excellence, dedication, and leadership in improving their communities and making transformative change. This year selected 100 New Yorkers from 10 sectors who embody one or more of the core principles of corporate social responsibility: charity, diversity, environment and sustainability, equity, ethics, privacy, sourcing, transparency, volunteerism, and community engagement.*
- Hispanic Education Advocate of the Year conferred by Nassau County Legislature 2019
- Town of Oyster Bay Honoree for Community Accomplishments 2019
- Long Island Hispanic Chamber of Commerce Award for Academic Excellence 2018
- Long Island Business News Award for Diversity in Business 2018
- Fellow, AGB Institute on Leadership and Governance in Higher Education 2019-2020
- Board of Directors, Association of Chief Academic Officers (ACAO) 2020-
- Member, National Academies Work Group on Systemic Change for Undergraduate STEM Education 2017-

- Invited Panelist CICU Annual Meeting 2021
- Invited Closing Plenary Panel, CICU Annual Meeting 2020, CAOs Respond: Academic Futures
- NSF Review Panelist 2019, 2020
- Invited Panelist, The Atlantic's Future of Work Conference 2019
- Panel Chair, Times Higher Education Conference 2019
- Inductee, Phi Eta Sigma Honor Society 2019

UNIVERSITY OF NORTH CAROLINA (January 2015-May 2018)

Interim President January-March 2016

Unanimous vote by the Board of Governors

Senior Vice President for Academic Affairs (January 2015-May 2018)

The Senior Vice President for Academic Affairs is the Chief Academic Officer and most senior member of the President's leadership team for the system which has a student enrollment of over 235,000, over 14,000 faculty, and is comprised of 16 universities and one specialized residential high school. The 2019 UNC system budget was over \$2.9 billion. Two universities are very high research activity Carnegie classified, five are historically black colleges and universities, two are land-grant institutions, and another is a minority serving institution that began as a tribal serving college. I led the development and implementation of the academic mission of the University, including teaching, research, technology-based programs, and student affairs. Among the challenging roles of my position were: (1) advising the President, and advising the Board of Governors on academic and student affairs issues and policies of University-wide importance; (2) leading strategic academic planning and the implementation of resulting policies affecting the system; (3) collaborating with campus chancellors, chief academic officers, faculty and other constituent groups on University-wide academic initiatives; (4) focusing on campus missions and implementing the academic portion of the University's strategic plans; (5) providing oversight and management of institutional research, sponsored research activities, translational research and technology transfer initiatives, international programs, and University partnerships with the North Carolina Community College System and K-12 bodies; and (6) facilitating campus-specific and University-wide digital learning initiatives.

As the University's chief academic officer, I was responsible for leading the University's research and educational missions and overseeing all of the units that comprise the Division of Academic Affairs: Academic Programs, Faculty and Research; Student Affairs; Data and Analytics; Digital Learning; the North Carolina State Education Assistance Authority; UNC TV; UNC Press. Until May 2016, other units reporting to Academic Affairs were Planning, Policy and Analysis (merged into a new separate unit for Strategy and Policy); Community, Economic and International Engagement (merged into External Relations); and, a separate Office of Research. I interacted frequently and regularly with the President, now 28-member Board of Governors, 17 Chancellors, 17 Provosts and 17 Chief Student Affairs Officers of constituent campuses, five Vice Presidents, Deans, administrative and academic department heads, faculty, staff, other University constituents and affiliates, and persons and entities outside the University (e.g., legislators and their staff).

I was deemed, by the President, the key liaison to the chancellors and to lead convenings, such as biannual retreats, and to be the system leader for special high-profile initiatives such as the development of a system wide plan to enhance degree completion in response to legislation. For example, I developed and ran three Chancellors' retreats, with lead responsibility for their Advisory Council. In addition, I worked closely with the UNC System Faculty Assembly Executive Committee and its Chair.

Selected examples of new programmatic efforts I spearheaded or led and other key work areas (*undergraduate efforts):

Student Success

- Led initiative – Degree Completion Improvement Plan– for all institutions in system to improve retention and graduation rates in response to legislative inquiry <https://sites.google.com/a/northcarolina.edu/udcjp/>
https://www.ncleg.gov/documents/sites/committees/JointAppropriationsEducation/2017%20Session/2017_03_21/4_UNC_Degree_Completion_Improvement_Plan.pdf
- 9 University partnership with the Predictive Analytics Framework to improve student success*

<https://www.ecampusnews.com/2016/07/25/unc-par-framework/>

- AIMS Initiative (Actualizing Innovations Meant to Scale): Five projects funded in competition for testing efforts in student success, financial aid innovations and academic innovations for affordability*
<https://www.northcarolina.edu/news/2017/02/University-North-Carolina-system-taking-%E2%80%99CAIMS%E2%80%99D-innovation>
- Pilot study on non-cognitive factors in nearly 5,000 freshmen this fall now with participation by 9 universities*
- New undergraduate research initiative for system institutions to work together (9 projects awarded)*
<https://www.northcarolina.edu/news/2017/01/UNC-announces-first-four-recipients-Undergraduate-Research-Awards>
- Pilot initiatives on competency based education and prior learning assessment with special initial focus on military*
<https://www.northcarolina.edu/content/CBE-Summit-2016-Allows-Faculty-and-Experts-Discuss-Best-Practices-Competency-Based-Education>
- New behavioral health efforts including RFP and large convening with national experts*

Academic Programs, Policies and Innovations

- Integrated programming for partway home students after I wrote budget request to legislature which was funded for \$2.3 million in FY 16-17 – 10 different initiatives underway (e.g., accelerated online courses; data science analytics, creation of Alliance for Collaborative Education with 5 universities to share courses for online degree completion programs)*
<https://www.northcarolina.edu/news/2017/04/Approaching-finish-line> and
<https://myapps.northcarolina.edu/alstakeholder/download/2/research-on-north-carolina-adult-learners/557/pwh-final-report.pdf>
- Created new position for community college partnerships to lead work such as the Comprehensive Articulation Agreement, Reverse Transfer and work with national funders to improve transfer mobility*
- Developed alternative to legislation to raise minimum admission requirements and move students to community college*
- launched evaluation and research plan for assessing effectiveness and outcomes in online programs; extensive survey of all 17 institutions about priority needs, practices, processes, and quality in online courses and programs
- Led Gates Foundation project to convene systems to address issues in Competency Based Education
- Tested adaptive learning courseware (Gates funded fellowship) in pilot with five faculty at three universities*
- Awarded Gates Foundation funded 2017 ACAO Digital Learning Fellow (one of 30 across the nation)*
- Launched Math Redesign – Math Pathways Project -- in 2017* <https://www.northcarolina.edu/aa/mathpathways>
- Managed coordinated team to ensure unanimous Board approval of participation in SARA for the whole state of North Carolina, not just UNC, which had been previously resisted
- Revamping of process, policies and procedures (including review) for academic programs – new, consolidated, eliminated -- as well as oversight over licensure unit (for out of state institutions) and certain accreditation topics
- Changes to board policy thresholds and time frame (to reduce burden on campuses and align with national standards) for legislatively mandated biennial degree program productivity reviews
- Management the legislature's \$4 million for Research Opportunities Initiative (ROI) for seed funding of high-risk high reward work; lead special efforts on undergraduate research and interdisciplinary research through RFPs with small grants

Faculty and Staff Development

- New project with survey to department chairs across the system (~400) on leadership & professional development
- Creation of Academic Affairs Faculty Fellowship – year long experience for high-performing faculty selected through highly competitive process; seven fellows as of 2018 <https://www.northcarolina.edu/news/2018/05/TEACHING-STUDENTS-TODAY-LEADING-TEACHERS-TOMORROW>
- Mentoring: Nominated VP for Student Affairs for ACE Fellowship; awarded, and I was her mentor and she is now ECSU Chancellor; nominated Project Director for AASCU's Inaugural Class of Emerging Higher Education Leaders Program; awarded and I am her mentor. Also mentored teams of staff and faculty fellow to publish peer-reviewed journal articles.
- Reengineering of processes to align better the portfolio of great breadth and depth to existing and future human capital and resource allocation (e.g., received funding for AIMS initiative (Actualizing Innovations Meant to Scale – to take advantage of campus innovations that often do not move beyond a person or unit)
- Restructuring of Chief Research Officers committee work through more intensive engagement for strategic action, and redo of discretionary research fund allocations for more impact; developed new initiative/RFP for inter-institutional, interdisciplinary work
- Led management team for the North Carolina Research Campus in Kannapolis, NC (budget \$29 million with five universities' work and a collaborating private entity)

Selected Initiatives Launched by the President and Board or Legislature where I played a key role:

- Content System Lead on Student Success Theme and goals for System Strategic Plan Higher Expectations*
- Lead for the Strategic Plan's Areas of Distinction for the theme of Excellent and Diverse Institutions*
- Lead of Senior Staff to a Board Subcommittee on Undergraduate Advising*
- System Lead to Develop UNC System Plan to Enhance Degree Completion (legislation)*
- Lead on key review and implementation of organizational changes at one HBCU*
- Lead Senior Officer to the President's Task Force on the Future of Online Learning
- Lead Non-Health Senior Officer to the President's Task Force on Health Care in North Carolina
- Senior Officer Staff to implement legislation requiring UNC to create 8 lab schools with universities in first year
- Lead for implementation of new post tenure review Board policy with development of training modules

Board Memberships and National Appointments:

- Invited Member, National Academies Roundtable on Systemic Change in Undergraduate STEM Education, December 2017
- Board of Governors, RTI, International. Revenue 885 million USD (2014); member, compensation committee and university collaborations committee
- UNC TV Foundation Board
- D.H. Murdock Research Institute
- National Advisory Council Member, Substance Abuse and Mental Health Services Administration, U.S. Department of Health and Human Services
- COACHE Advisory Board, Harvard Graduate School of Education
- Executive Committee member, Council on Academic Affairs, Association of Public and Land Grant Universities
- Executive Committee member, APLU Commission on Information, Measurement and Analysis (CIMA)
- National Advisory Council on Diversity, APLU NSF INCLUDES Grant
- Chair, National Advisory Committee, National Institute of Drug Abuse Research Training Grant (P.I. Baldwin, Northern Arizona University)

THE UNIVERSITY OF TEXAS AT EL PASO (2011- 2015)

Provost and Vice President for Academic Affairs

Professor (tenured), Department of Public Health Sciences, College of Health Sciences

The University of Texas at El Paso (UTEP) is one of the nation's leading minority serving institutions and a model for blending broad access and excellence. Now over a century old, with an enrollment over 23,000 students, UTEP has received accolades for its programs, achieved R-1 research status, and still has one of the lowest net costs of attendance of any research university in the country. For these and other reasons, UTEP was ranked #7 in the nation overall in 2014 by Washington Monthly and #1 for fostering social mobility for its students for four years in a row.

Roles and Responsibilities: The Provost and Vice President for Academic Affairs oversaw and had final responsibility for the University curriculum and degree/certificate programs, faculty appointments, research and scholarship, student affairs, community engagement and all academically related areas. I provided visionary leadership to promote and foster research and scholarship in an institution committed to teaching yet designated by the state as an Emerging Research University. For another priority, I led efforts aimed at enhancing student academic success and degree completion. I had over twenty direct reports including the Vice President for Research and the Vice President for Student Affairs, the seven college deans, eight Associate and Assistant Provosts, the Associate Vice President for Enrollment Solutions, Research Scientist for Evaluation, and the Director of Continuous Academic Improvement. My budget was nearly \$90 million. Additional duties and expectations included:

- Providing administrative leadership for all academic components of the University and guides academic, research, enrollment, extension and outreach programs in accordance with UTEP's access and excellence mission
- Supporting implementation of the University's core values and helping to maintain a positive climate within and among academic units
- Demonstrating appropriate responsiveness to the needs and concerns of students, faculty, and staff

- Representing the University to appropriate external groups and individuals, including national entities
- Advocating for UTEP with the UT System (UTS) and Texas Higher Education Coordinating Board (THECB)

Exemplary Accomplishments:

Optimizing Organizational and Academic Programs Operations for Resource Allocation

1. Development of new and revisions of existing policies, procedures, structures, and processes to enhance communication and reduce administrative burden for academic operations
 - a. Redesigned website for increased, clearer communication and readily accessible forms, guidelines
 - b. Developed portal for Deans' Council in part to facilitate Deans' Team work and make available range of resources on current state and national issues; chairs' portal in development
 - c. Revamped and streamlined curriculum and catalogue processes with new software implementation
 - d. Created University Committee on Space Allocation and Utilization
 - e. Implemented tracking mechanisms for internal and external deliverables
 - f. Created new and needed positions such as Assistant Provost for Assessment, Research Scientist for Evaluation
 - g. Re-engineered processes and procedures for strategic hires, international MOU development and approval, export control, enrollment strategy and implementation, space request and allocations
 - h. Launched a new Extended University to house several units including Professional and Public Programs and new fully online initiative UTEP CONNECT (now with over 2,600 students), including revenue sharing model
<http://news.utep.edu/extended-university-to-expand-offerings-to-nontraditional-students/>
 - i. Developed processes for academic program reviews; obtained approval for three new doctoral programs, four new master's programs, and two new undergraduate programs; three more doctoral proposals were to be submitted for review to UTS on my departure
2. Continuous engagement of key constituents such as deans, department chairs, program directors and others for important change initiatives
 - a. Developed new position of Director for Continuous Academic Improvement and hired well respected former department chair
 - b. In partnership with institutional research (IR) and constituents, designed multi-level (e.g., UTS, UTEP, college, department) dashboards or monitors with multi-dimensional metrics from enrollment to degrees awarded to research and scholarship including share or contribution to the institution and yearly and 5-year change
 - c. Facilitated eight meetings per academic year with chairs and program directors focusing this past year on increasing degrees awarded by clearing pending degrees and using degree audits for completion and contacting recent 'stop-outs'
 - d. Coordinated training on various tools such as student history tool, dashboards, and Academic Analytics databases
 - e. Recruited faculty to participate in pilot efforts and expanded programs for student success
 - f. Developed recommended best practices for tenure and promotion
 - g. Drove yearlong trainings for new chairs and reinvigorated the Leadership Development Institute for faculty and staff
 - h. Planned deans retreats for every semester for continuity and comprehensiveness
 - i. Facilitated development and ratification of new core curriculum required by THECB months before submission date
 - j. Launched Provost Faculty Fellows-in-Residence Program for faculty interested in administration who work with units or programs such as the Center for Civic Engagement, Undergraduate Research; revamped Leadership Development Institute

Driving Effective Student Success Initiatives for Degree Attainment Using Testing, Assessment, and Innovation

I led conceptualization and writing of comprehensive student success plan requested by the UT System which included development of Student Success Tracking Tool by IR and Enrollment Services (ES) for use by deans and chairs and tailored interventions for subgroups of students at different stages of progression. UTEP wins the 2013 Institute for Higher Education Policy's Champion of Access and Success Award (one of 3 institutions) after I led the proposal for this national competition, and is the only public four-year institution to receive the award.

1. Increased Access through Pre-enrollment and Recruitment and Retention Efforts (example outcome: increased new student enrollment by over 7% for last two years)
 - a. Re-aligned multiple operational units (recruitment, new student orientation, scholarships) into Student Affairs to optimize Enrollment Management
 - b. Coordinated partnership between grant funded efforts (e.g., federal TRIO and state programs) with longstanding El Paso Collaborative for Academic Excellence (consortium for K-12 with postsecondary institutions)
 - c. Launched through Enrollment Management a new integrated call center for admissions, financial aid, records, and other
 - d. Expanded outreach and recruitment efforts for military, veterans and dependents through revamped Military Student Success Center for continued increases in enrollment
 - e. Continued and expanded work with El Paso Community College via articulation agreements, reverse transfer, dual credit certifications; created relationships with California community colleges
 - f. Facilitated growth of Early College High Schools (ECHS) and their students' enrollment at UTEP
 - g. Piloted course offerings on the East Side of the city in other organizations' sites

2. Design and/or Assessment of Academic Support Programs for Positive Change (example outcomes: resource re-allocation, closure of programs, new investment for pilot tests, differential higher pass rates for 'high-risk' students)
 - a. Evaluated, with rigorous qualitative and quantitative analyses, existing programs such as freshman seminar (1301), learning communities, University Honors Program, ASSIST
 - b. Designed and piloted new programs such as block scheduling, supplemental instruction, Summer PREP bridge program (including an online component), first term 15 SCH campaign, information literacy course enhancement (with library)
 - c. Worked with faculty senate for policy changes such as requiring core math course completion by semester 4
 - d. Full review of tutoring efforts across campus leading to large pilot for two colleges focused on 12-15 core courses with high DFW rates
 - e. Provost led cross-unit team to write two grant proposals for U.S. Department of Education (e.g., First in the World) and one funded <http://news.utep.edu/utep-to-use-education-grant-for-new-student-retention-program/>
 - f. Provided additional support for undergraduate research experiences – a high impact practice for student success – and moved the Campus Office for Undergraduate Research Initiatives under Academic Affairs
 - g. Established a new post-doctoral teaching fellowship program

3. Re-engineering of Mixed Models of Advising (some college based, other in Academic Advising Center (AAC), heterogeneous advisors comprised of professional staff, faculty, peers)
 - a. Following external consultant report, comprised multi-unit Advising Change Team (ACT) and charged lead to the Vice President of Student Affairs for comprehensive and expansive recommendations
 - b. Site visited other metropolitan peer institution to assess its advising changes
 - c. Joined Student Success Collaborative for advising software with four major pilots underway
 - d. Re-aligned hybrid positions (Program Advisor-Lecturer) into colleges (vs. entering student program)
 - e. Charged AAC with new pilots such as blocked scheduling, 15 SCH campaign
 - f. Creating new University level steering group for Advising changes focused on standardized professional advisor training, development and 'certifications', priorities for e-advising pilots, creation of shared processes, policies and procedures (e.g., having one probation form for all units)
 - g. Moved to cohort-based advising model in AAC (e.g., advisors assigned certain majors or groups)
 - h. Designed a pilot team advising for at-risk students who graduated in the third quartile of H.S. class; team comprised of professional advisor, faculty member, peer, and student affairs staff

4. Technology for Learning and Completion
 - a. Initially collaborated closely with Instructional Support Services (ISS) who supported online course development but resided under another Vice President to develop strategy for more than online SCH growth

- b. Developed focused incentive-based strategy to drive online degree program and certificate conversion and/or development through RFP, and less focus on individual course conversions, in order to ready for larger expansion. When I arrived at UTEP, about 7% SCH was online but only had 5-degree programs. Now SCH near 10% with over 300% growth in five years in fully online sections, number of students and SCH, and 99-214% growth in hybrid courses for same counts.
- c. ISS was moved to Academic Affairs in 2012, under new directorship, and transformed into Academic Technologies with both improved and new units for instructional design, app development and more. It now also convenes an annual Summit. Academic Technologies wins the New Media Consortium 2015 Center of Excellence Award for its work in 2014.
- d. Designed the approach to achieve a signed five-year partnership with Pearson for online growth (UTEP CONNECT) – the only institution in the UTS to do so. Target market: 5,000 adult degree completers over five years. Launch: spring 2015 with 15 programs, and to add 10 more programs by 2017
- e. Initiated partnership with NBCLearn, and developed grant program for faculty to pilot test integration of NBCLearn resources in courses
- f. Invested in expansion and different tests of Starfish Zoom-In email intervention to over 3,000 students in large lecture courses. Results showed marked increase in pass rates for 'high-risk' students. Taking to larger scale. Received the Starfish 360 Award in 2014 in a national competition.
- g. Encouraged faculty participation in Open Learning Initiative (now Acrobatiq) Psychology course development and have tested online materials as textbook in several course modalities, including hybrid, in over 1,000 students. Results show 'high-risk' students pass at significantly higher rates in hybrid course with this technology. Other OLI courses being evaluated, and Statics to be tested in fall 2014.

Providing Capacity for 'Next Level' Research and Scholarship

- 1. Assignment of research and scholarship efforts to Associate Provost portfolio (new approach even with an Office of Research and Sponsored Programs [ORSP]) for coordination, integration and other support endeavors
- 2. Development of new mechanisms for individual and team support which have resulted in increased proposal submissions to federal agencies and foundations
 - a. Launched RFP for strategic hires proposed by colleges and departments for both tenure track and research track lines. These would be supported for three years by ORSP and Academic Affairs, followed by partial support. This has resulted in key hires for Psychology, Biomedical Engineering, Music, Criminal Justice, Communication, Biology, Geology.
 - b. Created Career Development Awards for Arts and Humanities faculty based on competitive, externally reviewed proposals
 - c. Partnered with ORSP to provide, on competitive basis, seed grants from \$5,000 to \$20,000 for interdisciplinary research
 - d. Coordinated grant-writing workshops for faculty with representatives from agencies and foundations, as well as awardees from other institutions (e.g., Guggenheim)
 - e. With ORSP, developed faculty incentive pay plan based on external funding and teaching load fulfillment
- 3. Conduct of continuous environmental scan for opportunities, enhanced networking, and other support for research and scholarship
 - a. Assessed some key gaps and created searches for positions to overcome those gaps – positions not tied to one department, but could cross colleges and disciplines (e.g., health disparities expert, quantitative social science methodologist)
 - b. Identified foundations that had not received proposals from UTEP and worked with faculty to submit (e.g., W.T. Grant Foundation)
 - c. Provided 'scholarship' support for faculty to attend research training institutes (e.g., NIH Translational Disparities Institute)

- d. Worked with departments to assess productivity using comparative data for baseline and aspirational peer institutions and plan for future hiring
- e. Personally reviewed grant proposals (e.g., NIH) at faculty requests
- f. Coordinated tri-institutional effort with UTEP as lead for \$2.2 million for new Institute for Healthy Living funded by local foundation (Provost: P.I.)

Advancing Engagement

1. Review of community engagement efforts for action
 - a. Established University Task Force on Community Engagement
 - b. Reconceptualized Center for Civic Engagement and moved so it has joint reporting to Academic Affairs and Student Affairs, and a new strategic plan (none in over 5 years). Finalist for APLU Magrath Award.
 - c. Provided Faculty Fellow in Residence
 - d. With a first ever submission, a UTEP initiative went to the final four for the 2013 APLU Magrath Award
 - e. Hosted networking gatherings for community partnered research and scholarship
 - f. Established lecture series by national experts on community based participatory research
2. Inventory of international activities
 - a. Established University Task Force on UTEP's Global Reach
 - b. Strengthened several partnerships including with Victoria University in Australia – one recent effort was joint funding for inter-institutional research teams working on chronic diseases
 - c. Establishing a new council for global work and planned realignment of several offices such as Study Abroad and Office for International Students
 - d. Supported development of dual degree programs with universities across globe
3. Liaison efforts, work with state and national entities, and advancement
 - a. Established close working relationships with the UT System (with both Academic Affairs and the Office of Strategic Initiatives), have been invited to serve on several committees, including a new one (only one of two provosts) on the system's next Productivity Dashboard
 - b. Elected in 2011 to Executive Committee of Council of Academic Affairs, Association of Public and Land Grant Universities, and have given invited presentations and coordinated panels
 - c. Invited frequently to present and or coordinate presentations on important topics in higher education at APLU, Texas Consortium of Chief Academic Officers, other institutions such as Northern Arizona University, conferences such as EDUCAUSE
 - d. Served as an appointed member of National Institute on Drug Abuse National Advisory Council Work Group on Adoption of Evidence Based Practices
 - e. Served on NIH review panels for Centers proposals (COBRE, RCMI, CTSA)
 - f. Appointed to National Advisory Council for U.S. Substance Abuse and Mental Health Services Administration for the U.S. Department of Health and Human Services
 - g. Continued to serve on Editorial Board of the journal *Health Services Research*
 - h. Chaired the National Advisory Committee for a NIDA five-year Research Education and Training Grant
 - i. Completed AASCU's Millennium Leadership Institute with mentor Dr. Kevin Reilly, former Chancellor of the University of Wisconsin System
 - j. Established gifts to UTEP for Music, Art, Undergraduate Research, and for the first ever Teaching Awards for Graduate Students

UNIVERSITY OF SOUTH FLORIDA (2007-2011)

College of Behavioral & Community Sciences (BCS)

2008-2011 Founding Dean and Professor (Tenured in the Department of Mental Health Law and Policy)

After my first 10 months at USF as Dean of the de la Parte Florida Mental Health Research Institute (FMHI), I was asked to lead the strategic re-alignment of five departments/schools from the College of Arts and Sciences with FMHI and its three departments with 475 employees into a new college of eight departments/schools. With extensive faculty discussion and team building, I was able to create a new college with one month's notice and no new resources/staff for 9 months. This required bridging of two distinct cultures: FMHI 12-month faculty with fewer teaching responsibilities and traditional nine-month academic units. I worked closely with faculty, chairs and University leadership to fulfill our mission and the College's vision within the context of the USF strategic plan. USF is designated by the Carnegie Foundation as Very High Research (highest research level in their classification system). At the time I left BCS had

- Nearly 3,000 students; over 760 employees, 200 instructional ranked faculty and annual budget of ~\$50 million
- Eight departmental and school units: Aging and Mental Health Disparities; Child and Family Studies; Communication Sciences and Disorders; Criminology; Mental Health Law and Policy; Rehabilitation and Mental Health Counseling; School of Aging Studies; School of Social Work
- 14 graduate programs, including 5 doctoral programs, and 4 undergraduate majors
- 3 top ten nationally ranked doctoral departments for 'scholarly productivity' by the Chronicle of Higher Education
- 5 top 100 US News and World Report ranked graduate programs and 4 of 5 in top 50 rankings
- Nearly 500 community connections for student placements, internships and engaged scholarship, including on-site clinical programs
- Research expenditures \$39.8 million in FY 08-09, over \$35 million in FY 09-10 – the most of any college in Academic Affairs and 2nd only to the College of Medicine at USF – and its research covered the translational continuum from basic behavioral science to health services and implementation science research

Special Highlights in Leadership, Service and Research:

- Chaired two university wide academic and engagement initiatives: a Presidential Cross-College Implementation Science Group and a Special Interest Group on Community Based Participatory Research.
- Served as Member on the Search Committees for the SVP of Finance/CFO for the University and for the College of Nursing Dean.
- Awarded in 2008 as Principal Investigator of a three-year \$1.24 million CDC research grant on reducing health disparities and a nearly \$300,000 NIH R13 three-year grant to develop integrated interdisciplinary scientific conferences on behavioral health services research.

Selected Exemplary Accomplishments:

All College goals achieved or exceeded for 2008-09 and 2009-10 such as total research funding, student credit hour generation, fundraising. Stayed within budget and achieved targeted 10% 'carry forward'

College Planning:

- Instituted performance planning at individual faculty, department and school levels
- Required all eight units to have 1, 3 and 5-year goals, with both quantitative metrics (e.g., % increases in number of Federal and indirect rate increases of grant proposals)
- For FY 2009-10 funds were set aside for external expert consultant reviews for all eight departments and schools (four completed by April 2010)

- Led branding (including multi-media collateral) and complementary programming for the new College of Behavioral and Community Sciences and its unique identity (e.g., created Distinguished Lectures Series of Insight, Innovation, and Impact with guests such as MacArthur Foundation awardees, Distinguished professors from Harvard, Cornell)
- Organized and led Annual retreats
- Led development of new college governance document in record time
- Completed new promotion guidelines for Instructor and implemented in 4 months – the only college to have completed this FY
- Created three Special Assistant to Dean positions (curriculum, governance and research) to smooth transition and to engage former Arts and Sciences faculty
- Shepherded transition year for School of Social Work with interim director and a special associate to the Dean for SW transition
- Developed a synthesis of individual unit priorities into a focused and comprehensive compact plan initiative for Teaching Excellence, Enhancing Mentorship (TEEM)
- Recruited and hired several minority and/or women faculty and staff
- Initiated Diversity Planning workgroup
- Successfully recruited new Director of School of Social Work

Student Success:

- Improved academic advising services w/in the college by the (a) addition of advisor positions in CSD & Criminology and (b) hired Director for Office of Student Services
- Developed a structure for supporting undergraduate research opportunities w/in BCS units and created a now approved Undergraduate Research Certificate Program (RISE) and a continuous undergraduate research experience (CURE)
- Established a student computer lab in MHC to support teaching and student accessibility on the west side of campus
- Reached targeted increase in new doctoral students for enhanced funding
- Contracted for development of databases for student placements

Research & Scholarship:

- Developed the support (e.g., hired full time fiscal analyst) for the five former Arts and Sciences departmental needs for fiscal assistance in monitoring grants and contracts, as well as pre-award support
- Continued to build a diversified portfolio of funding and so increase Federal proposals submitted by 20% over 2008-09 number. Of nearly 125 proposals submitted 2010-11, over 85% were Federal
- Initiated Round 2 of the Internal Grants programs and conducted follow-up assessment on the outcomes of Round 1
- Increased number of postdoctoral fellows three-fold in one year and recruiting new ones for departments that have never had one (CSD, Aging Studies, Criminology) for 2010-11
- Developed and supported collaborative grants workshop series on project management and methods (e.g., propensity scoring)
- Conceptualized and wrote major components of funded NIH Center P30 grant which was the largest stimulus competitive award made to USF
- Engaged, cultivated and hired first cluster hire ever at USF in Auditory Neuroscience with faculty in three departments and one in College of Engineering; garnered resources from multiple sources for startup of \$2 million
- Recruited and hired Research Associate Professor for appointments in three departments and in College of Public Health (contributed \$125,000) who brought a 5-year NIH grant and was the only Hispanic woman at rank above Assistant Professor in the College

Partnership & Engagement:

- Developed a college-wide process to coordinate and monitor MOU development with community agencies for purposes of internships, field placements, and community-engaged scholarships.
- Appointed start for inventory "global" activities within the college and draft plan for 'new' BCS global initiative with special focus on Fulbrights (first applicant awarded full semester long research & teaching Fulbright).
- Continued cross-college work groups (e.g., community based participatory research)

- Worked with two minority communities in Tampa planning health and wellness initiatives
- Successfully planned and executed transition of USF Collaborative on Children, Families and Communities into central office of Community Engagement
- Spearheaded inter-institutional partnerships for engaged scholarship and research (e.g., Harvard, Washington University)
- Was the only college Dean tapped for work with Tampa NAACP

Advancement:

- Fall Semester 2009: Secured two \$250,000 lead campaign gifts (Law and Policy; Caregiving for Alzheimer's)
- Cultivated Business Alumna for recurring annual \$25,000 gift (with \$50,000 match from Provost) for innovative BCS CURE program to have Continuous Undergraduate Research Experiences
- BCS (~63%) was above USF average target for capital campaign
- Initiated training workshops for key dozen faculty on fundraising
- Completed work on the BCS and unit websites
- Contracted with design firms for college collateral and alumni DVD
- Recruited first Marketing and Communications Specialist
- Finalized phase 1 marketing materials (in press) that help to establish a BCS "brand" and that incorporate high priority materials for all units.
- In two years, both nominees from College for honorary degrees were selected by the University (only one selected by Academic Affairs for commencement)

Mentoring: Dina Martinez PhD (Research Assistant Professor); Claudia Aguado-Loi (doctoral candidate), Moya Alfonso PhD, Leslie Pagan (Research Assistant), Ashley Anderson MPH (Research Assistant), Jaime Corvin PhD (Assistant Professor). *All are ethnic minority (except Corvin) and women*

Louis de la Parte Florida Mental Health Institute (FMHI) University of South Florida

2008-2011 **Executive Director**

2007-2008 **Dean and Professor** (tenured in Dept of Mental Health Law and Policy; also, Professor in Department of Psychiatry in College of Medicine)

The Institute (FMHI) is one of the largest behavioral health services research and training institutes in the US with nearly \$30 million in external funding in 2009 with 450 employees.

Sample Selected Accomplishments:

- Launched five Action Advisory Teams for five functional areas with reports for change and priorities (e.g., research; teaching, technical assistance, community engagement)
- Instituted unit level performance planning and goal setting frameworks
- Led budget reduction planning processes and implementation
- Tasked departments to develop more specific individual faculty performance rating metrics
- Launched prototype development of searchable grant proposals database
- Conducted survey on research infrastructure needs for planning
- Held regular meetings in state capitol with key Agency directors and funders
- Utilized resources to support two research evaluations of new state program and policy changes since state had no funds to carry out
- Instituted 6 grantsmanship workshops in less than one year
- Conceptualized and implemented first FMHI Distinguished Lecturer of Insight, Innovation and Impact series
- Chaired USF Collaborative on Children, Families and Communities

- Developed new collaborations with diverse organizations in Orlando – Children's Home Society of Florida, Covenant House, MD Anderson Cancer Center
- Successfully worked with faculty governance to expand mission of one department and to rename it

University and State Service:

- Scientific Advisory Board, USF Alzheimer's Center and Research Institute
- Scientific Advisory Board, USF-Moffitt Center for Equal Health (NIH grant)
- Ex Officio Member, Substance Abuse and Mental Health Corporation, State of Florida
- Member, Provost's Budget Planning Committee
- Member, Advisory Board, USF Office of Research and Innovation
- Search Committee for the Dean of the College of Nursing
- Search Committee, Senior Director of Development for Provost Initiatives
- Chair, FMHI Executive Committee

Abt Associates, Inc

Which in 2006 the American Marketing Association ranked 17th among the top 50 U.S. research firms and 22nd among global research firms. Company Revenue in 2015 \$510 million

2005-2007 Principal and Scientist:

I was recruited to Abt as a Principal to provide leadership across all practices in the Health Division, to work with other divisions for added value and to intersect with the private sector health and business consulting practices. I brought to Abt over fifteen years of experience in the strategy, execution and business development of research projects, groups and organizations and a leadership record of transformation in science portfolio management, including the acquisition and retention of talent for such efforts. I had special depth in behavioral health issues, but sought to 'mainstream' those into general medical settings and topics, but also augmented a portfolio in science and technology work. In my time there, I successfully teamed with small businesses to submit R grants to NIH, with academic institutions for other NIH work and large HHS master contract vehicles, and with domestic and international individual scientists who are luminaries in their fields. Was appointed to 2007 AHRQ Federal Technical Expert Panel on Evidence and Effectiveness of Non-Pharmacologic Interventions for Depression.

Abt funded projects are listed below under funded research and evaluation experience.

National Institute of Mental Health (1999-2005)

2005-2006 **Director, Division of Services and Intervention Research** with annual budget approximately \$250 million and oversight for three research branches and a clinical trials support unit

Selected Division Director Duties & Experiences:

- Responsible for oversight of the largest ever Federally funded mental health clinical comparative effectiveness trials (CATIE, STEP-BD, STAR-D)
- Directed staff of 30+ FTEs
- Remained Services Research Branch Chief while Division Director
- Created & sustained partnerships with high-level Federal (CMS, AHRQ, HRSA, SAMHSA), state, private sector officials, foundations & organizations, associations, scientists, state commissioners, managed care groups, public and private organizations
- Had extensive collaborative relationships with associations, research organizations, scientists, state commissioners, managed care groups, public and private organizations, WHO, PAHO
- Oversaw and configured program staff's inter-agency and other external activities with highly diverse constituents and stakeholders, both scientific and 'real world' (e.g., AHRQ, SAMHSA, HRSA, NIH, CDC, advocacy groups, associations), with special emphasis on primary care
- Co-lead, with Milbank Fund, health policy forum with state health commissioners on intersection of public general health and behavioral issues

- Chaired National Advisory Council Workgroup on Clinical Trials Networks
- Invited Member, Carter Center Conference Committee on Crossing the Quality Chasm in Behavioral Health, 2005
- 2005 DHHS Secretary's Award for Distinguished Service, Federal Partners for Mental Health Transformatio
- 2005 Chair, Council Workgroup of Next Generation of Practical Clinical Trials
- 2004 NIMH Director's Merit Award
- 2001-2005 Liaison to Center for Medicare and Medicaid Services
- 2002-2005 Liaison to SAMHSA Science and Service Initiative
- 2003-2005 Transformation Federal Partners Senior Executive Committee
- 2003 Planning Committee, Abstract Reviewer, Session Co-Chair, International Basis of Health Services Research Meeting, Global Evidence for Local Decisions
- 2003-2005 NIH Roadmap Public Private Partnerships Committee
- 2002-2004 Reviewer, United Kingdom Mental Health Networks Proposals
- 2002-2005 Science to Service Committee/Workgroups – SAMHSA lead initiative
- 2001-2005 Chair, Technical Expert Panel, Centers for Medicare & Medicaid Services Depression Screening PROS
- 2002 Physician Award, Salary Enhancement for Achievement in Meeting Institute Mission – the only Institute physician to be awarded such
- 2001 Award, NIMH Diversity and Advocacy Award for Significant Achievement
- 2001 Member, Surgeon General Committee on Primary Care & Mental Health
- 2001 Member, NIMH Employees Advisory Committee
- 2001 Chair, NIMH Office of Special Populations Search Committee
- 2001-2005 DSM V Committee, NIMH Liaison to APA
- 2001 Chair, Technical Expert Panel, CMS PROS Depression Projects
- Co-Chair, NIMH Health Disparities Strategic Plan

1999-2005 **Chief, Services Research & Clinical Epidemiology Branch:** \$70 million annual budget 10 research programs

Selected Branch Chief Duties & Experiences:

- Provided scientific leadership for nationwide applied research program with high public health significance; created innovative new funding mechanisms (IPRISP, Time Sensitive Opportunities)
- Responsible for increasing research applications to Branch by 100% with no set aside funds
- Represented and integrated activities of 10 distinct scientific programs (about 275 grants); ran individual programs such as primary care mental health research
- Conceptualized and chaired annual 2001, 2002, 2003 Services Research Conferences with record breaking attendance
- Promoted Centers for Medicare and Medicaid Services funding for two PROS (peer Review Organizations) projects and chaired the Technical Expert Panel for these projects
- Pioneered successful cross-agency partnerships such as EBP Implementation in States (created two RFAs to capture total 16 states)
- Created & sustained partnerships with high-level Federal (CMS, AHRQ, HRSA, SAMHSA), state, private sector officials, foundations and organizations, associations, scientists, state commissioners, managed care groups, public and private organizations
- Won multiple awards as noted above

George Washington University

2005-08 Clinical Professor of Psychiatry and Behavioral Sciences

Georgetown University

2006 Adjunct Professor
1999-2005 Clinical Associate Professor

1997-1999	Member, NIMH Special Emphasis Review Panels
1996-1999	Member, SBIR Study Section, NIMH
1995-1999	Member, Health Services Research Dissemination Study Section, AHCPR

1994-1999 **Deputy Chairman, Department of Psychiatry**

Selected Duties for the Clinical Enterprise

- As Deputy Chair and Director of Clinical Operations, managed faculty and staff of 40 (excluding residents), provided education for staff, residents and students.
- Provided leadership for quality improvement and performance measures, process re-engineering, standards setting
- Grew clinical operations by negotiating managed care contracts, creating innovative bundling mechanisms for reimbursements, and securing specialty contracts (e.g., Peace Corps), as well as by providing training for optimal CPT coding, encouraging use of other interventions, and coordinating appropriate billable supervision by senior staff for residents' encounters. Launched innovative & financially successful Medical Illness Outpatient Program

Selected Duties for the Research Enterprise

- Built a departmental health services research team in order to secure 8 NIH grants (and other non-Federal grants) in less than 3 years (department had 1 upon arrival) by
 - recruiting key junior and senior faculty (e.g., Miranda now at UCLA and Weinfurt now at Duke)
 - leading innovative cross-disciplinary thinking and focusing on important unstudied areas (e.g., decision making, practice patterns) – to be ahead of the curve
 - cultivating and securing **collaboration** with other departments and research units for shared resources and interdisciplinary work (e.g., Institute for Health Care Research and Policy, Clinical Economics Research Unit – Schulman)
 - building an external national network of collaborators for research partnerships (e.g., Johns Hopkins Univ. – 2 NIH R01s and Aetna Health Plan)
 - promoting GU visibility by serving on national committees (e.g., NIMH Advisory Council Report on Bridging Science and Service), Federal research grant review panels

1994	Award, Scholarship Recipient, Training Institute in Research Management, Kaiser Permanente Center for Health Research/AHSR Sponsored
1994-1999	Reviewer, BSTART Grant Program, National Institute of Mental Health
1994	Special Reviewer, AHCPR, Schizophrenia PORT Project
1994	Special Reviewer, AHCPR Conference Grant Program
1994	Special Review Panel Member, NIMH Small Business Grant Program
1994-1999	Review Member, Medical Treatment Effectiveness Research: PORT-II Special Emphasis Panel, Agency for Health Care Policy and Research
1994	Member, National Advisory Panel, Health Hispanic Aging Center, UT San Antonio
1993-1998	Member, GUMC Managed Care Committee

1993-1999	Director of Clinical Programs, Department of Psychiatry Georgetown University Medical Center
1993-1999	Assistant Professor, Georgetown University School of Medicine
1993-1999	Member, Clinical Economics Research Unit, Department of Medicine, Georgetown University Medical Center
1993-1999	Member, Institute for Health Care Research and Policy, Georgetown University
1993-1997	Member, Sub-work group on DSM IV Primary Care Field Trials
1993-1995	Member, Task Force on Psychiatric Training Objectives, Society of General Internal Medicine Curriculum Project

National Institute of Mental Health (ADAMHA Fellow in Mental Health Services Research)

1992	Award: PHS Primary Care Policy Fellowship -- one of 20 national fellows selected to spend one month learning about primary health care and links to health policy
1992	Project Officer, AHCPR Schizophrenia PORT, AHCPR Guidelines Panel for Anxiety and Panic Disorders in Primary Care
1992-1994	Consultant, Upjohn Primary Care Mental Health Project Consultant, Pfizer Primary Care Mental Health Project
1991-1993	Chief, Primary Care Research Program, Services Research Branch, DASR, NIMH
1991-1994	Councilor, Association for Medicine and Psychiatry
1991-1993	Member, Work Group on DSM-IV and Primary Care, American Psychiatric Association
1990-1993	NIMH Liaison and Scientific Reviewer, Agency for Health Care Policy and Research Panel on The Diagnosis and Management of Depression in Primary Care (Guidelines Development)
1990-1993	Associate Director, Medical Illness Clinic Clinical Assistant Professor, Department of Psychiatry, Georgetown University Medical Center

Honors

Beta Gamma Sigma Honor Society 2005 (business school)
 Residency Awards (1987-90): Marion Merrell Dow USA Award; APA/Burroughs-Wellcome Fellowship;
 American Society of Hispanic Psychiatrists
 Alpha Omega Alpha Honor Society (top 10%) 1985 (medical school)
 Medical School Awards: 1986: Dr. Edward J. Sachar Prize; Kenneth Appel Award; AMA Rock Sleyster Scholar; 1984-85
 Charles A. Dana Foundation Scholar
 Undergraduate Award: Hartford Hospital Research Fellowship 1979

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Gonzales JJ, et al. Proteinuria and Oral Gold Treatment, Annals Internal Medicine; 1985. 102:561. (letter)

Bohrer MS, Edelson JT, Gonzales JJ, Morrison MF. Follow-up of Compensated Low Dose I 131 Therapy for Graves' Disease, N Eng J Med; 1984. 311: 1635-1636. (letter)

Edelson JT, Bohrer MS, Fendrick AM, Gonzales JJ, Morrison MF. Premenstrual Syndrome, New Eng J Med; 1985. 312:920. (letter)

Under Review:

Corvin J, Chan I, Reese E, Ross K, Aguado Loi C, Gonzales J. The effect of increased self-efficacy on depressive symptoms among Hispanics in a chronic disease self-management program. Family and Community Health. (S) (C) Status: Under Review

Refereed Unpublished Referred Oral Presentations/Abstracts

Gonzales J, Ruitter D, Nava P. Integrated Change Management, Oral Presentation Annual Meeting Society for College and University Planning, July 2015

Gonzales J, Bejar E, Cabrera A. Hispanic Student Success, Oral Presentation Annual Meeting Association of Public and Land Grant Universities, November 2013

Corvin J, Aguado Loi C, Burges J, Chan I, Gonzales, J. Tomando-plus: Increasing the impact of a chronic disease self-management program by addressing minor depression among Latinos. Poster presentation at the 141st Annual Meeting and Exposition of the American Public Health Association 2013 Boston, MA

Corvin J, Aguado Loi C, Sandoval E, Alfonso M, Powers E, Burges J, & Gonzales J. Sustaining positive health outcomes through the augmentation of a chronic disease self-management program for Latinos. Poster presentation at the SOPHE Annual Meeting. April 2013 Orlando, FL.

Corvin J, Aguado Loi C, Alfonso M, Burgess J, Powers E, Gonzales J. Analytical Hierarchical Processing: Using an Innovative technology for the Adaptation of an EBI for Latinos with Minor Depression and Chronic Disease. Poster presentation at the 2012 NIH Science of Eliminating Health Disparities Summit. Washington, D.C.

Aguado Loi C, Corvin J, Alfonso M, Martinez Tyson D, Burgess J, Powers E, Gonzales J. Augmenting the Effect of an EBI for Latinos with Minor Depression and Chronic Disease to Sustain Positive Medical Outcomes. Poster presentation at the 2012 NIH Science of Eliminating Health Disparities Summit. Washington, DC.

Corvin J, Martinez Tyson D, Aguado Loi C, Alfonso M, Callejas L, Herrera J, Panzano P, Serrano M, Toyinbo P, Pinzon M, Gonzales J. Minor Depression & Chronic Disease Among Latinos: Translating Research into Practice. Roundtable discussion at the 138th Annual Meeting of the American Public Health Association. 2010. Denver, CO

Corvin J, Aguado Loi C, Martinez Tyson D, Alfonso A, Callejas L, Serrano M, Herrera J, Panzano P, Pinzon M, Toyinbo P, Gonzales J. A mixed methods design informed by CBPR for the adaptation of an EBI for Latinos with minor depression and chronic disease. Poster presentation at the 138th Annual Meeting of the American Public Health Association. 2010 Denver, CO

Alfonso M, Aguado-Loi C, Serrano M, Martinez-Tyson D, Corvin J, Callejas L, Pinzon M, Panzano P, Gonzales J. Chronic Disease and Minor Depression: Patient and Family Perceptions, Annual Meeting, American Public Health Association 2009

SELECTED INVITED PRESENTATIONS/CONFERENCE ACTIVITIES (since 2011 only)

- 2019 Panel Chair, Advancing Equity in STEM Undergraduate Outcomes, Times Higher Education Student Success Conference
- 2019 Invited Speaker, Higher Education and Enrollment Congress, Washington DC
- 2018 Invited Panelist, Whiteboard Advisors Conference on Higher Education
- 2018 Invited Speaker, Higher Education and IT Congress, Washington DC
- 2018 Master Class Panelist, Adaptive Learning, American Council on Education Annual Meeting
- 2017 Invited Panelist, Diversity and Inclusion on University Campuses, APLU Annual Meeting
- 2017 Professional Development for Academic Administrators APLU Summer Council on Academic Affairs
- 2016 Department Chair Leadership Development, APLU Summer Council on Academic Affairs
- 2016 Education in 2025, Raleigh Chamber of Commerce
- 2015 Priorities in Higher Education, North Carolina Center for Philanthropy
- 2014 Invited Speaker, Change Management and Leadership in Implementation, EDUCAUSE, October 2014
Co-Organizer for two panels at APLU Council on Academic Affairs Summer Meeting: Student Analytics and Success; Whither Competency Based Education? Santa Fe, NM
- 2013 APLU Council on Academic Affairs Summer Meeting, Presentation: Online @ UTEP: Blending Organicity, Creativity, Mission and Money
APLU Council on Academic Affairs Summer Meeting, Productivity, Efficiency, Frameworks, Dashboards: (toolbelts too?)
Invited Keynote Presenter, University of New Mexico Health Disparities Conference – Eradicating Disparities: Can Implementation Science Provide Some Solutions?
Invited Speaker, NIDA R25 and Children's Mental Health Conference, Tampa FL
Invited Presenter, Texas Consortium of Chief Academic Officers Annual Retreat, Austin, TX
Invited Moderator, APLU Annual Meeting – Financial Aid Strategies and Student Success
Invited Presenter, Student Success Initiatives at UTEP, APLU CAA Summer meeting
Invited Panelist, STEM and Minority Males, Annual Meeting, APLU

Teaching Activities:

Lectures and teaching to students, residents and fellows

- NYIT 101 Psychology of Emotional Intelligence 2019 (scheduled for spring 2021) – Freshman Seminar
- UNC Department of Psychiatry, Academic Medicine and Psychiatry: Charting Your Course, April 2016
- UNC Sheps Center, Postdoctoral Fellow Seminar Series, October 2015
- UNC Presidential Internship Reading Seminar Series, October 2015-January 2018
- Undergraduate Students in upper level course Exemplary Practices in Behavioral Health Care Treatment 2007-2010
- USF College of Public Health Fellows for Global Scholarship May 2010
- Graduate and undergraduate students in USF Department of Psychology's Division of Clinical Psychology 2010
- Monthly seminar for medical students on Psychiatry rotation, Georgetown University 1993-1999
- Georgetown University Medical Illness Clinic, Co-Founder and taught students and residents 1990-2005

Grand Rounds

- Grand Rounds, UNC Department of Psychiatry January 2016
- Grand Rounds, Temple University Department of Psychiatry April 2012
- Grand Rounds, University of South Florida, Department of Psychiatry November 2009
- Grand Rounds, George Washington University Department of Psychiatry March 2007
- Grand Rounds, Dartmouth Medical School Department of Psychiatry March 2006
- Grand Rounds, University of Connecticut Department of Psychiatry 2003
- Grand Rounds, Johns Hopkins University Welch Center, 1998

- Grand Rounds, George Washington University Department of Psychiatry 1996
- Grand Rounds, Washington DC VA Hospital Psychiatry 1996
- Grand Rounds, Georgetown University Department of Psychiatry 1995
- Grand Rounds, Duke University Department of Psychiatry 1994
- Grand Rounds, Georgetown University Department of Psychiatry 1994

Clinical Teaching

- Medical students and Psychiatric Residents, weekly Medical Illness Outpatient Clinic, Georgetown University Department of Psychiatry 1990-2005

Attending on Clinical Service

- Psychiatric Inpatient Service, monthly weekend coverage, Georgetown University 2003-2009

Grants (totaling over \$15 million as PI, Co-PI, or Senior Lead):

2016	Co-Principal Investigator , Southeast CBE Regional Innovation Partnership, Gates Foundation \$100,000
2014	Principal Investigator , Developing the Unit for First Year Retention, Success and Transition (U-FYRST) at UTEP, Department of Education, \$2.6 million over five years, 5% effort
2012-13	Principal Investigator , Institute for Healthy Living, Paso Del Norte Health Foundation, \$2.2 million over 5 years, 5% effort
2008-11	Principal Investigator , Chronic Illness & Minor Depression: Community and CDSMP, CDC R18MN000004-01, \$1.24 million total costs, 10% effort
2008 -11	Principal Investigator , Toward an Integrative Behavioral Health Services Research Platform, NIDA R13DA022908-01, \$288,000 total costs, 5% effort

Abt Associates 2005-2007 (all funded)

Senior Scientific Investigator, NIH Director Pioneer Award Feasibility Study. Mixed methods project to do feasibility study of high-profile NIH Roadmap mechanism to support creativity and innovation for biomedical research at the individual investigator level. (funded by NIH)

Senior Scientific Investigator, NIH Roadmap Interdisciplinary Study. Cross divisional effort to assess the parameters, process and outcomes for a larger scale outcome evaluation of a multi-pronged high-profile NIH Roadmap effort to stimulate and support interdisciplinary research through training, consortia and assess cultural change. (funded by NIH)

Senior Scientific Investigator, Science and Technology Policy Institute (STPI) (IDA) NCI Clinical Trials Network Financial Analysis Project. Evaluation of financial investment in NCI Clinical Trials Network as part of Report from National Advisory Council. I was the scientific liaison from the IDA Financial team to the NCI. (funded by Institute for Defense Analysis [IDA])

Senior Scientific Investigator, STPI, NCI Trials Network Baseline Operational Efficiency. Project to establish measurable structure, process and outcomes parameters of NCI clinical trials efforts in order to evaluate planned changes over the next five years. (funded by NIH and IDA)

Senior Scientific Investigator, STIGMA. Process analysis of research program meeting with recommendations for future efforts and evaluation. (Funded by NIH Fogarty International Center)

Principal Investigator, African Health Initiative Planning, Doris Duke Charitable Foundation (funded) \$15,000
2% effort

Senior Scientific Investigator, AITRP Evaluation of 15-year-old NIH Fogarty International Center AIDS International Training Research Program. Mixed methods including bibliometric analyses, site visits and interviews with trainees and experts around the world, interviews with US investigators and NIH officials. (Funded by NIH)

Senior Scientific Investigator, Portfolio. Team assessed the impact of The Agency for Healthcare Research and Quality (AHRQ) Pharmaceutical Outcomes portfolio to determine whether it is moving toward its goals. This evaluation incorporated innovative evaluation tools including network analysis and appreciative inquiry. A mixed methods approach, including multiple site visits, was done. (Funded by AHRQ)

Project Director, BIGMAP. Multi-year coordinating center and technical assistance functions and program evaluation for SAMHSA funded 20 clinical sites across the US to deliver mental health services to people of color with HIV. (Funded by SAMHSA)

Senior Scientific Investigator, ValueAdd. The Agency for Healthcare Research and Quality developed Inpatient Quality Indicators (IQIs) and Patient Safety Indicators (PSIs) which used administrative data to assess hospital quality of care. However, questions were raised about the clinical validity of using administrative data-based measures for hospital specific quality of care reports. This project examined the extent to which use of clinical data in performance measurements would add value to the QIs relative to the costs of data collection. *Three publications – JAMA; Medical Decision Making; Journal of Patient Safety – resulted.* (Funder: AHRQ)

Senior Scientific Investigator, Reimbursement of Mental Health Services in Primary Care Settings. Through this project, we identified concrete, modifiable policies or practices that have impeded integrating mental health services into primary care and describing some incentives/ successful models to promote inclusion that can be implemented in order to overcome the barriers for including and reimbursing for mental health services in primary care settings. (Funded by Center for Mental Health Services, Substance Abuse and Mental Health Services Administration).

Georgetown University all funded

1998-1999	Co-Investigator , Mental Health Services for Women in Public Medical Care, NIMH RISP R24 (PI: J. Miranda) funded total \$1,781,772
1999	Principal Investigator , Pharmacy Benefits Managers Formulary Recommendations, AARP Grant funded \$15,000
1997-1999	Co-Principal Investigator , Quality Improvement for Depression (PI: D Ford) NIMH R01 05443 funded, \$677,564, 10% effort
1997-1999	Co-Investigator , Depression in the Medically Ill (PI: S. Epstein) Two separate NIMH R03s funded, each \$50,000
1996-1999	Co-Investigator , Treatment of Depression in Disadvantaged Gynecology Patients (PI: J. Miranda) NIMH R01 funded, total costs \$2,023,237
1995-1999	Principal Investigator , NIMH K20MH01320, Assessing Preferences for Depression Outcomes funded, \$745,837, 75% effort
1994-1997	Co-Principal Investigator , NIMH U01HS08713 (PI: Ford, D.) Implementation of Depression Practice Guidelines funded, TOTAL \$1,303,315 10% effort
1994	Finalist, Honorable Mention , Picker/Commonwealth Fund Scholars Program

Examples of Past Professional Service:

To Discipline and National efforts:

Chair, NIDA R25 National Advisory Council, PI: Julie Baldwin, 2011-present
Member, National Advisory Council for U.S. Substance Abuse and Mental Health Services Administration for the U.S. Department of Health and Human Services 2013-17
Member of National Institute on Drug Abuse National Advisory Council Work Group on Adoption of Evidence Based Practices, 2011-12
National Advisory Council, Agency for Healthcare Research and Quality 2009-11
Invited National Expert on Health Services Research Information 2010
Advisory Board, NIH Advanced Research Center on Mental Health Disparities at Harvard (PI: Alegria) 2006-10
Editorial Board, *Health Services Research* 2009-
Member, Obama-Biden Transition Team: Agency Review Team for Department of Health and Human Services 2008

Other Selected Service

NIH review panels for Centers proposals (COBRE, RCMI, CTSA), 2011-13
Consultant, VA National Center on Homelessness 2009-11
Reviewer, AHRQ Special Emphasis Review Panel for CERTs 2008
Reviewer, NIMH Special Review Panel for Research Network 2010
Reviewer, NIDA-NIMH Special Panel for HIV Research 2010
Invited Chair, Behavioral Health Services Research Special Interest Group, AcademyHealth, Annual Meeting, Chicago 2010
Member, Best Abstracts Review Committee, AcademyHealth Annual Research Meeting 2009
Medicine-Psychiatry Committee, National Board of Medical Examiners, USMLE 2003-2005
USMLE Interdisciplinary Content Committees 2000-2004
Member, NIMH NAMHC Clinical Treatment and Services Research Workgroup 1998-1999
Chair, Step 2 USMLE TMDC Psychiatry Committee (US Medical Licensing Examination) 1998-2000
Member, National Board of Medical Examiners 1998-2004
Member, Step 2 Committee, USMLE 1996-2004
Examiner, American Board of Psychiatry and Neurology 1995-1999

Georgetown University Medical Center

1995-1999	Executive Committee, Institute for Health Care Research and Policy
1993-1996	Chair, Outpatient Quality Assurance Committee
1993-1998	Grand Rounds Committee
1993-1996	Chair, Resident Records Review Committee
1993-1997	Medical Center Managed Care Committee
1993-1999	Residency Selection Committee
1993-1999	Residency Training Committee

PEER REVIEWER

JAMA, Health Services Research, Archives of General Psychiatry, Journal of Family Practice, Psychosomatics, General Hospital Psychiatry, American Journal of Public Health, NAPCRG Annual Meeting, AHCP Primary Care Conference, Journal of General Internal Medicine, Psychiatric Services

EDITORIAL WORK

Editorial Board, Health Services Research
Guest Editor, Journal of Substance Abuse Treatment, January 2008, Volume 34, Number 1

SELECTED PROFESSIONAL SOCIETIES (since 2000)

2018-2020	Association of Chief Academic Officers
2005-	Beta Gamma Sigma Honor Society
2004-2010	Member, Academy of Management
1998	Nominee, Board of Trustees, SMDM
1996-2000	Member, Society for Medical Decision Making
1993-2007	Member, AcademyHealth formerly Association for Health Services Research
1985-	Member, Alpha Omega Alpha Honor Society

CERTIFICATIONS

1991	Certification, The American Board of Psychiatry and Neurology, #34621
Former	Maryland Permanent Licensure #D39959
Former	District of Columbia Permanent Licensure #18486
Former	Massachusetts Permanent Licensure #60213
1986	Diplomate, National Board of Medical Examiners

Selected Other Community Service, Engagement and Advancement

Board of Governors, RTI International 2016-2018, Compensation and University Collaborations Committees
Board of Directors, El Futuro, (2016-2018), Development and Finance Committees Member
Board of Directors, United Way El Paso (2012-15)
Member, The Metropolitan Club of Washington D.C. (1999-present)
Member, The Mill River Club (current)
Member, The Penn Club of New York (current)
Board of Trustees, Tampa Museum of Art (former)
Member, Rotary Club New Tampa Evening, Tampa Florida (former)
Director and Vice Chair, Board of Directors, Neighbors' Consejo, Washington DC (former)
Member, Center for Health and Human Services, Beacon College, Leesburg Florida (former)
Member, Board of Directors, Signature Theatre; former chair Resources Committee; member: Resources, Governance, Capital
Campaign Steering Committees Arlington, VA (former)
Treasurer, Brown University Club of Washington (former)
Former Advisory Board Member, International Centre for Missing and Exploited Children