

Anny Morrobel-Sosa, Ph.D.
President and Founder, *The Micaela Group*

EDUCATION

Senior Research Associate, San Jose State University (1985)

Projects: Photo-excited states in organic superconductors and conduction band excitation of layer solids

Project Director: Prof. Juana V. Acrivos

Ph. D., Physical Chemistry, University of Southern California (1985)

Dissertation Title: Characterization of Oxygen Effects on the Electronic and Structural Properties of Polyacetylenes

Dissertation Director: Prof. Larry R. Dalton

M. Sc., Chemistry, State University of New York at Stony Brook (1980)

Thesis Title: Resonance Enhancement of Raman Scattering by Localized Phonons

Thesis Director: Prof. David M. Hanson

B. Sc., Physics and Chemistry (majors), Mathematics (minor), University of Puerto Rico (1976)

ADMINISTRATIVE EXPERIENCE

Provost and Senior Vice President for Academic Affairs, Herbert H. Lehman College, City University of New York (CUNY) (2012 – 2016)

Responsibilities: Chief Academic Officer of Lehman College, serving as the executive officer in the President's absence. The Provost's portfolio includes providing leadership, together with the Deans of five schools: Arts and Humanities; Continuing and Professional Studies; Education; Health Sciences, Human Services and Nursing; Natural and Social Sciences; and the Dean of Research. Other responsibilities include Research and External Support, Enrollment Management, Academic Programs, Academic Personnel, International Programs and Global Partnerships, Online Education, the Library, Office of Institutional Research and Planning, and participating in and providing leadership for the development, evaluation and administration of College policy and the advancement of the College's strategic priorities, as a member of the President's Cabinet.

Accomplishments and 2016 Initiatives:

- *Administrative Leadership, Strategic Planning and Branding*
 - Reorganized the Division of Academic Affairs and clarified units focused on distinct functions: *Curriculum* (Office of Academic Programs), *Enrollment Management, Faculty* (Office of Academic Personnel), *Globalization* (Office of International Programs and Global Partnerships), and *Research and External Support* (Office of Research and Sponsored Programs, Office of Undergraduate Research Initiatives, and Office of Responsible Research).
 - Oversaw search processes and subsequent hires of the Vice Provost for Academic Programs, and the Vice Provost for Academic Personnel, both of whom began in September 2015.
 - Oversaw search processes and subsequent hires of the Founding Dean of the School of Health Sciences, Human Services and Nursing, and the Dean of the School of Natural and Social Sciences, both of whom began in September 2014.
 - Co-lead (with the VP for Administration and Finance) the College-wide process of planning/prioritization of academic and administrative programs and services. Preliminary conversations began in Summer 2013 and final recommendations expected to conclude in 2016, with implementation plans and annual reports through 2018.

- Developed a 3-year faculty and professional staff hires-forecasting template that allows Deans to project and justify strategic hires based on enrollment demands, progress to degree completion needs, and faculty capacity and consistency with planned growth, direction and budget projections.
- Lehman's team leader for the American Council on Education's *Change Innovation Laboratory* (ACE-CIL) initiative focused on developing innovative, scalable and sustainable strategies that significantly increase the number of first-generation and nontraditional students who gain a college degree. Lehman College was one of nine institutions chosen nationwide to participate in this 18-month project (April 2014 – September 2015). The result of this work was a pilot program [Fast4 BBA](#), which provides a four-year guarantee for students who commit to a 30CrHr/calendar year enrollment and maintain good academic standing in the VP for Student Affairs, and VP for Information Technology.
- Led the planning and development for [Going Forward in Reverse: The Reverse Transfer Program for CUNY in the Bronx](#), the first articulation of a reverse transfer agreement between 2-year (Bronx Community College, Hostos Community College) and 4-year (Lehman College) institutions in CUNY. Preliminary conversations began in November 2012.
- Co-Chaired the *CUNY Reverse-Transfer/En-Route Associate Degree Initiative* to extend and formalize reverse transfer throughout the entire CUNY System.
- Lehman College's representative to the Task Force that developed [CUNY's Plan for Experiential Learning](#).
- Selected as member of *AGB Shared Governance Advisory Council*, Association of Governing Boards of Universities and Colleges (AGB), 2016 - 2017
- *Academic Planning and Accreditation*
 - Promoted the development of 4-year academic plans (academic maps promoting expectations for students to graduate in 4 years) and 2-year schedules of projected course offerings for each academic degree program in the College.
 - Lead the development of Lehman College's first Academic Master Plan.
 - Promoted and secured funding for campus (faculty) delegation to participate in *AAC&U's 2014 Institute on Integrative Learning and the Departments* with the following objectives: review and more clearly articulate the integrated student learning outcomes (and their assessment) of our new general education program; develop a proposed set of characteristics of a Lehman graduate; and develop an action plan for articulation and assessment of student learning outcomes, with responsible units identified, timetable and deliverables.
 - Established a 5-year schedule for periodic reviews of all academic programs, some of which will coincide with external accreditation/certification reviews, such as Education, Nursing, Social Work, and Chemistry.
 - Promoted and moved the approval of new academic degree programs, including: BS in Public Health (BSPH); online RN to BS in Nursing (RN-BSN); MS in Organizational Leadership (MSOL); and Doctorate in Nursing Practice (DNP). The DNP is Lehman's first stand-alone and applied doctoral program which also required the approval of a change to the College's Master Plan whereby the Board of Trustees provided authorization to develop future, campus-granting doctoral programs.

- Oversaw the process conducted by the Steering Committee for the Middle States Commission on Higher Education (MSCHE) Progress Report (April 2013) and Periodic Review Report (PRR, June 2014).
- Oversaw the planning for the 2018-2019 MSCHE Self-Study Report.
- *Student Success Initiatives*
 - Created the *College Office of Undergraduate Research Initiatives* to promote the undergraduate participation in research undergraduate participation in research.
 - Promoted the elimination of ‘required’ minors for baccalaureate degrees, thus providing students the freedom to explore and design their own academic preparation.
 - Oversaw the adoption of the [*Characteristics of a Lehman Graduate: Educated, Empowered, Engaged*](#) which resulted from the work of the recommendations from the faculty delegation that participated in *AAC&U’s 2014 Institute on Integrative Learning and the Departments*.
 - Championed CUNY’s use of the Education Advisory Board’s *Student Success Collaborative*, a predictive-analytics and personalized, student-friendly, electronic advising tools to monitor and facilitate student progress toward degree completion and include financial planning and schedule projections.
 - Proposed a “Fast-Track Program” for students who want to and are academically eligible to pursue a graduate degree (MA, MS, or MAT) while still an undergraduate student, and while remaining eligible for financial aid.
 - Leader in campus and institutional networks (high schools, school districts and community colleges) discussions on articulation, student transfer and reverse-transfer policies, procedures and innovations in teaching and learning.
- *Faculty Advancement Initiatives*
 - Negotiated a new and expanded contract with *Digital Measures* to facilitate its use in the preparation and maintenance of academic portfolios and for tenure and promotion so that they are secure and consistent throughout the College.
 - Co-chaired (with the Chief Diversity Officer) Lehman’s Task Force on Faculty Diversity which produced the [*Strategic Plan for Faculty Diversity*](#) and the [*Careers at Lehman*](#) website.
 - Reviewed recommendations of Lehman’s 2011 Task Force on Tenure and Promotion for consistency with Professional Staff Congress (PSC-CUNY) contract.
 - Revised and codified the procedure and documentation required for the hire of permanent faculty.
 - Provided the framework for and led the development of a variety of web-based tools that facilitate faculty workload, travel and administrative workflow processes and reporting.
 - Reimagined a new *Learning Innovations Laboratory at Lehman College*, the evolution from a traditionally-focused Teaching and Learning Commons.
 - Oversaw review of and changes in policies in response to the results of campus- and system-wide *Collaborative on Academic Careers in Higher Education (COACHE) Faculty Job Satisfaction Survey 2014-15*.

- *Internationalization and Globalization*
 - Led Lehman's engagement with the [Institute for International Education](#) regarding the College's participation in and engagement with international academic partnership program (IAPP) visits to academic institutions in Brazil (2014), Cuba (2015), and Mexico (2016).
 - Selected as a *Higher Education Speaker/ Representative* by the U.S. Embassy in Cairo for the 2016 [U.S. – Egypt Higher Education Initiative](#) focused on promoting educational opportunities for Egyptians in Egypt and the U.S. and to facilitate strategic partnerships in key areas that strengthen Egypt's 21st century economy.
 - Selected as a member of the [Mexico Academic Mobility Assessment Committee](#), University of Arizona and Association of Public and Land-grant Universities (APLU), to evaluate and report on trends and best practices for bi-national academic collaborations.
- *Fundraising and Community Engagement*
 - Developed the branding and vision for Lehman's next strategic plan: *50 + 5 (2018-2023)* to coincide with the preparation for Lehman's 50th anniversary in 2018.
 - Provided framework for initiation of the development of strategic plans and case-statements (advancement) for each School and the College's first comprehensive (\$25M goal) campaign in over a decade.
 - Supported the efforts of the President and Deans in their direct engagement with private donors and partners, with friend-raising starting as the essential phase in fund-raising. The individual goals for each School and/or Division have not yet been determined.
 - Initiated discussions to bring the [Gee's Bend Quilts](#) to Lehman's Art Gallery and keynote [Dialogue with Judge Jo Celeste Pettway](#) on The Legacy of Gees' Bend, Alabama.
 - Key member of *Bronx Education-Health Industry Partnership* collaborative comprised of Lehman College, Bronx Community College, Hostos Community College, and 1199-SEIU in support of expanding learning opportunities for 1199-SEIU members and the local healthcare workforce.

Dean, College of Science, The University of Texas at El Paso (2007 – 2012)

Responsibilities: Chief academic and administrative officer of a comprehensive college consisting of nine departments/programs, three centers and institutes, over 160 faculty and staff, a state-budget over \$11M, and an externally-funded research expenditures of over \$13M (increased from \$8M in 2007). The departments/programs included: Biological Sciences, Cell and Molecular Biochemistry, Chemistry, Biochemistry, Bioinformatics, Computational Science, Geological Sciences, Mathematical Sciences, and Physics. The centers and institutes included: Border Biomedical Research Center (*BBRC*), the Indio Mountains Research Center (*IMRC*), and the Center for Mathematics, Science, and Technology Education and Research (*CenMaSTER*). The College offered over thirty Bachelor of Science degree programs and thirteen graduate degrees at the master's level. Doctoral degrees are offered in Biological Sciences, Chemistry, Computational Science, Ecology and Evolutionary Biology, Geological Sciences, Environmental Science and Engineering, and Materials Science and Engineering. The College served over 2,300 undergraduate and graduate students.

Accomplishments:

- *Academic Planning*
 - Led elimination of all *required* Minors in baccalaureate programs in the College of Science, thereby providing students with broader freedom to design their own academic curriculum.
 - Led the development of 4-year academic plans (academic maps promoting expectations for students to graduate in 4 years) and 2-year schedules of projected course offerings for each academic degree program in the College.
 - Converted all *BA* degrees in the Sciences from the College of Liberal Arts to the College of Science; these programs are now used by each major to provide alternative degree paths for undergraduate students.
 - Promoted development, streamlined submissions and provided administrative oversight for 6 new academic degree programs: *Ph.D. in Computational Science, Ph.D. in Ecology and Evolutionary Biology, M.S. in Medical Physics, B.S. in Cell and Molecular Biochemistry; B.S. in Biochemistry; B.S. in Forensic Science.*
 - 5 new academic degree programs were left in 2012 under various stages of development: *Ph.D. in Cellular and Molecular Biochemistry, Ph.D. in Statistics, M.S. in Financial Mathematics, Ph.D. in Math and Science Education, and Ph.D./M.D. Joint Program* (in Biomedical Science with the Paul L. Foster School of Medicine of Texas Tech University).
 - Developed a new *Fast-Track Program* for undergraduate students to be able to pursue the beginnings of a graduate (MS or MAT) degree while still an undergraduate student; each program determines the number of allowed credits and courses up to (but no more than) 50% of coursework leading to a MS or MAT degree. This allows for students who may be place-bound or financially stressed to pursue a graduate career while remaining eligible for federal financial aid. This program will also help expand our College's graduate programs with recruitment from within.
 - Lead development of *A-PRIME: Accelerated, Professional, Relevant, Integrated Medical Education* a TIME (*Transformation in Medical Education*) initiative of the UT System – a unique proposal for a paradigm shift of medical education for a 21st century Texas. A UTEP-led partnership with UT-Brownsville, UT- Pan American, UT Medical School at Houston, UT Medical Branch at Galveston that will shorten the timeframe for medical education with a new 'swirled' curriculum developed and delivered by university and medical school faculty in a more efficient and effective manner. Curriculum development and implementation began in Fall 2013.
 - Leader in campus and institutional networks (early college high schools, community colleges, and medical schools) discussions on joint policies and procedures regarding articulation, transfer and reverse transfer.
 - Established the College motto: "committed to making science accessible, meaningful and engaging".
- *Student Success Initiatives*
 - *College Office of Undergraduate Research Initiatives (COURI)* – Established and provided financial support for *COURI*, so as to institutionalize and advance undergraduate research participation, and to enrich the undergraduate research experience of all students interested in science and mathematics. The principal objectives were to: support and enhance existing undergraduate student-faculty research projects,

initiate and support new undergraduate student-faculty research projects, and showcase all undergraduate student-faculty research projects in the College of Science through an annual *COURI Research Competition* and an annual *COURI Research Symposium* with funding support for students and their research and presentation of results. The initiative grew in three years to become the *Campus Office of Undergraduate Research Initiatives* to promote student participation in undergraduate research/scholarship throughout UTEP.

- Proposed a [*Fast-Track BS/MS Program*](#) for students who want to start a graduate degree while still an undergraduate student, and while remaining eligible for financial aid.
- Restructured College Advising Office (3.5 FTE Advisors), reinvigorated all orientation programs with enhanced faculty participation, and promoted web-based advising tools for students and faculty to support all students, including transfer students from El Paso Community College (EPCC).
- Developed a [*Time Management*](#) tool to assist students in managing study and work time; coordinated regular recruitment, advising and orientation efforts by the College.
- Developed *New Student Orientation Program* that highlights individual majors/programs with (research) presentations by individual faculty while introducing students and their parents to the College, our offerings and student support systems, and career possibilities.
- Increased first-time-full-time-freshman enrollment by 39%; oversaw highest retention rate, and lowest time-to-graduation of all colleges
- *Faculty Advancement*
 - Appointed, provided a framework for, and charged a *College Task Force on Policies and Procedures* consisting of faculty representing each unit of the College to develop procedures, criteria, and performance indicators for the evaluation and advancement of faculty consistent with institutional policies and documents, while preserving recognized disciplinary practices.
 - Introduced and led UTEP's engagement with *Digital Measures* to adopt their software for the preparation and maintenance of faculty portfolios used for tenure and promotion so that they are secure and consistent throughout the College.
 - Led the faculty in developing tenure and promotion policies and processes that acknowledged, recognized and held accountable each faculty member's differentiated contributions at every stage of their career.
- *Fundraising and Community Engagement*
 - Contributed to the decision to hold the College of Science accountable for \$28M as contribution to UTEP's (original) \$200M Centennial Campaign.
 - In 2010, initiated a statewide road trip to visit with alumni and donors in cities across Texas.
 - Secured private support for multiple scholarships and naming opportunities served to leverage funding for our secondary math and science teacher preparation efforts, programmatic support for the shortening of time-to-degree for medical students.
 - Recruited and hired Dr. Luis Echegoyen (former Director of the Chemistry Division at the National Science Foundations) as UTEP's inaugural Robert A. Welch Endowed Chair in Chemistry.

- With the support of the College's Development Officer (Ms. Victoria Gutierrez Pineda), secured over \$9M of commitments by 2012, two years before the completion of the Comprehensive Campaign.
- [*College of Science Web Portal*](#) – secured funds for College-based webmaster and supervised the redesign of College webpage(s) and initiated use of social networks to communicate information for, and accomplishments by students, faculty and staff.
- *Education Reform and Teacher Preparation Initiatives*
 - As Member of the Executive Committee for UTEP's *Teachers for a New Era* provide senior leadership and oversight for the College's role in teacher preparation in collaboration with the College of Education, the College of Liberal Arts, and El Paso Community College.
 - Created the *Center for Mathematics, Science & Technology Education & Research (CenMaSTER)* as the academic home for the College of Science's math and science teacher preparation programs with a mission to research, develop, and disseminate exemplary mathematics and science teaching and learning practices for all grade levels (K-20) by facilitating collaboration among faculty across the university committed to improving mathematics and science.
 - *MaST (Math and Science Teachers) Academy* – Funded in part by *Automatic Data Processing, Inc. (ADP)*, *MaST Academy* was established to enhance the scope and quality of secondary mathematics and science teachers that graduate from UTEP to serve students in schools across the El Paso region.
 - *Teaching MINERS (Mobilizing Institutional Networks to Expand Research in Science): Developing the 21st Century Professoriate* – one of several components of our institutional approach to the development a new (P-20) professoriate that is prepared to teach a diverse, multicultural population to be ready for a knowledge-based global economy in ever changing school and college settings. *Teaching MINERS* will focus on the preparation of high school and community college teachers.
 - *CREATE/Richardson Implementation Plan – Delivering a High-Quality Teacher Workforce for Texas: Reconsidering University-Based Teacher Preparation in Texas, Renewing Commitments, and Improving Practice in the 21st Century.*

Dean, Allen E. Paulson College of Science and Technology, Georgia Southern University (2003 – 2006)
Responsibilities: Chief academic and administrative officer of a comprehensive college consisting of seven departments/units, three academic centers and over 180 faculty and staff, and budget over \$13M. The departments/units included: Biology, Chemistry, Geology and Geography, Mathematical Sciences, Military Science, Physics and the School of Technology (Civil Engineering Technology, Electrical Engineering Technology, Mechanical Engineering Technology, Construction Management, Graphic Communications Management, and Engineering Studies). The academic centers included: the Applied Coastal Research Laboratory at Skidaway Institute of Oceanography, the Institute of Arthropodology and Parasitology (home of the Smithsonian's US National Tick Collection), and the Center for Printability and Runability. Engagement and outreach efforts are managed through the College Office of Undergraduate Research (COUR), and the Science and Technology Applied Research Services Center (STARS). The College offered baccalaureate degrees, the Master of Science, and the Master of Technology to approximately 2,220 undergraduate and graduate students.

Accomplishments:

- *Academic Planning*
 - Chair of the *College Institutional Effectiveness Plan (IEP) Working Group*, provided oversight for the development of programmatic assessment plans based on student learning outcomes and evidence-based improvement strategies for each degree offered through the College.
 - Led the development of 4-year academic plans (academic maps promoting expectations for students to graduate in 4 years) and 2-year schedules of projected course offerings for each academic degree program in the College.
- *Research Initiatives*
 - Established and provided financial support for *College Office of Undergraduate Research (COUR)*, with principal goals to: 1) support and enhance existing faculty-supervised, externally-funded undergraduate research projects, 2) identify, facilitate and support potential faculty-supervised, externally-funded undergraduate research projects, and 3) provide travel grants for students to attend and present findings of research activities to disciplinary conferences and to internal/external symposia.
 - Established and provided support for the development of flexible *Research Interest Groups (RIGs)*: groups of faculty, staff and students across departmental and college units with shared scholarly interests, self-organized to enhance distinctive areas of research expertise. Strategic faculty hires will support these initial College RIGs: *Coastal Plain, Epidemiology, Geographic Information Systems, and Research in Science, Technology, Engineering and Mathematics Education*.
- *Faculty Advancement*
 - Appointed, provided a framework, and charged a *College Task Force on Policies and Procedures* consisting of faculty representing each unit of the College to develop Established and provided a framework for a faculty task force to develop: 1) mission and vision statements for the College, and 2) procedures, criteria, and performance indicators for the evaluation and advancement of faculty.
 - Achieved institutional approval of College procedures and policies, consistent with institutional policies and documents, while preserving recognized disciplinary practices.
- *Education Reform and Teacher Preparation Initiatives:*
 - [*Partnership for Reform in Science and Mathematics \(PRISM\)*](#) – Appointed and provide senior leadership for the College's lead role in a tripartite collaboration with the College of Education and with teachers and administrators at seven school districts in the East Central region of Georgia participating in the *PRISM*, a multi-university, five-year, \$35M project funded by NSF to University System of Georgia Board of Regents.
 - *Project Lead the Way (PLTW)* – Pursued and achieved designation of Georgia Southern University as a National Affiliate site for PLTW to promote, expand and support teachers and curricula for engineering and engineering technology programs in middle schools and high schools.
 - *National Network for Education Renewal (NNER)* and the *Agenda for Education in a Democracy (AED)* – A project in collaboration with the College of Education, *Experiential Pedagogies in the Sciences: From Practice to Praxis*, reflects the organizational changes and sustainability issues required for implementation of simultaneous education reform undertaken by the College.

- *Academic Administrators' Professional Development* – Provided support and funding for all Chairs and Directors of academic units, and Associate Deans to attend national, professional meetings and workshops for academic administrators.
- *Science and Technology Applied Research Services (STARS) Center* – Established to serve as a catalyst for the development of interactive partnerships and projects to solve real-life problems facing regional industry, education, and government agencies.
- *Accreditation*
 - Established and provided financial support for COUR, with principal goals to: 1) support and enhance existing faculty-supervised, externally-funded undergraduate research projects, 2) identify, facilitate and support potential faculty-supervised, externally-funded undergraduate research projects, and 3) provide travel grants for students to attend and present findings of research activities to disciplinary conferences and to internal/external symposia.
 - Member of the *University's SACS Strategic Leadership Team* which oversees the institutional self-study for accreditation by the Southern Association of Colleges and Schools (SACS) under the theme of *Advancing a Culture of Engagement*.
 - Chair of the *College Quality Enhancement Plan (QEP) Working Group*, providing oversight for the development of the College's QEP consistent with the University's accreditation theme of *Advancing a Culture of Engagement*.
 - Co-Chair of the *General Education Quality Enhancement Plan (QEP) Working Group*, providing oversight for the development of the University's General Education QEP consistent with the University's accreditation theme.
 - Provided editorial oversight for the re-accreditation self-studies of several of the College's academic programs: Construction Management (ACCE), Civil Engineering Technology (TAC/ABET), Electrical Engineering Technology (TAC/ABET), Mechanical Engineering Technology (TAC/ABET), Graphic Communications Management (NAIT), and Manufacturing (NAIT).
- *Fundraising and Community Engagement*
 - Directed and coordinated the College's contribution to Georgia Southern's Centennial Campaign
 - Member of the S⁴ Technology Corridor Group (2005–2007)
 - Member of the *Professional Development District (PDD) Governance Council* (2005–2006)
 - Member of the Skidaway Marine Science Foundation Board of Directors (2005–2006)
 - Member of the Coastal Business Education and Technology Alliance (CBETA) Board of Directors (2004–2006).

Interim Associate Vice Provost for Academic Programs, Cal Poly (2000 – 2003)

Responsibilities: Coordination of academic program reviews and external accreditation, coordination, management, and dissemination of information and data on accountability and assessment methodologies, and for participating in institutional policy development, planning and performance initiatives; other duties as assigned by the Provost and the President.

Accomplishments:

- *Orfalea College of Business Strategic Planning Partnership Initiative Team* (2002) - Sponsored by the Ernst & Young Foundation, the Strategic Planning Partnership involves a selected group of stakeholders (faculty, staff, students and administrators) charged with reviewing the College's mission, resources, strengths, opportunity areas and risks. Members of the team

are engaged in developing strategies, implementation plans and procedures that extend strategic planning into strategic management. Responsibilities include serving as the facilitator for the Partnership's Scholarship Task Force.

- *Review of Retention, Tenure and Promotion Criteria* (2002) - Authored an analysis of the 2016 policies and procedures for faculty retention, tenure, promotion, and post-tenure evaluation used by Colleges and Departments. The draft report entitled *Retention, Tenure, Promotion and Post-Tenure at Cal Poly: A Review of Policies and Procedures* was submitted to the Provost and Chair of the Academic Senate for their consideration.
- *Chair, Crisis Response Planning Team* (2002) - Developed a crisis response plan for International Education and Programs addressing potentially safety- and life-threatening events in countries with educational programs either sponsored by or with the participation of Cal Poly students and faculty.
- *Chair, NCAA Athletics Certification Interim-Report Study* (2001 – 2002) - Senior-level institutional officer and principal author of Cal Poly's *NCAA Certification Interim Self-Study* report. Responsibilities included the coordination of staff efforts regarding the collection, preparation and dissemination of the NCAA interim-report, and campus liaison with NCAA Division I Committee on Athletics Certification and NCAA staff.
- *Coordinator, Cal Poly Responds to the National Tragedy* (2001 – 2002) - Coordinated all activities that comprised our campus response to the tragedy of September 11, 2001. Beyond the initial efforts to provide information, comfort and support, we organized a year-long series of seminars centered on three general themes: Islam, Central Asia and international terrorism, civil liberties and constitutional rights in times of war, and the physical, socioeconomic and emotional aspects of reconstruction and rebuilding. Additional activities included community reflections for students, faculty and staff on the day after the tragedy, a community-wide ringing of bells to commemorate the one-month anniversary followed by candlelight, evening walk by members of the Cal Poly community through downtown San Luis Obispo. Students, faculty, and the local community attended the events.
- *Chair, Instructionally Related Activities Committee* (2001 – 2003) - Established criteria, review and resource allocation of student-funded "out-of-class experiences" that are integrally related to formal instructional offerings.
- *Chair, Cooperative Education Advisory Committee* (2000 – 2001) - Responsible for assessment of 2016 policies and developing recommendations that enhance the educational experience and promote student participation.
- *Campus Assessment Coordinator* (2000 – 2003) - Responsible for providing guidance and assistance to academic programs and colleges in developing curricular assessment plans for general education, major (undergraduate) programs and graduate programs and acting as campus liaison with the California State University (CSU) system office and other CSU campuses on issues of academic assessment.
- *Campus Accountability Coordinator* (2000 – 2003) - University liaison with the CSU system office on issues of institutional accountability and performance; responsible for drafting biennial accountability reports and for coordinating data analysis and interpretation essential for this purpose.

Member, Cal Poly Foundation Board of Directors, Cal Poly (1999 – 2002)

Responsibilities: The Board of Directors provides oversight of Cal Poly Foundation's efforts in support of the University's educational mission, such as fiscal administration and support services for sponsored programs, private gifts, conferences, workshops and institutes; and administrative responsibilities for food services.

Accomplishments:

- *Member of the Audit Committee* - Responsible for the review, selection and oversight of independent auditor, their findings and performance, on behalf of the Board.
- *Chair of the Nominating Committee* - Responsible for review of nominations and for providing recommendations for Officers of the Board and new Board members.
- *Chair of the Foundation Governance Review Task Force* - Responsible for review and revision of Board committee structure.

Special Assistant to the Provost, Cal Poly (1999 - 2000)

Responsibilities: Development of a systematic and coordinated approach to internal and external accountability, assessment, and academic program review; coordination of institutional participation in regional and national efforts, such as the Irvine Foundation Minority Achievement Consortium, the National Survey of Student Engagement, the Knight Collaborative-Collegiate Results Project, and the American Association of State Colleges and Universities (AASCU) Project on Mathematics Preparation for Elementary Teachers.

Accomplishments:

- *Chair, Task Force on Institutional Accountability and Learning Assessment* - Coordinated and developed campus-specific indicators and measures in response to the *CSU Accountability Process*. Developed and successfully led Academic Senate approval of revised academic program review policies and procedures, entitled *Report on Institutional Accountability: Academic Program Review*, which focused on a flexible and discipline-based approach to program reviews aligned with assessment, accreditation and accountability.

Academic Senate Chair, Cal Poly (1997 - 1998)

Responsibilities and accomplishments: Established agenda and prioritized issues for consideration by the Academic Senate; managed committee assignments to Senate-associated and University-wide committees; appointed Chairs for all Senate-associated committees; advised the University administration on governance issues affecting faculty, professional staff and students; presided over bi-weekly Academic Senate meetings and bi-weekly Executive Committee meetings; supervised administrative staff; co-authored and developed successful strategies for the passage of several Academic Senate resolutions: *Cal Poly Statement on Diversity, Academic Value of Diversity, Faculty Dispute Process, Student Grievance Process, Cal Poly's Response to the Cornerstones Report, and Procedures for External Program Review*. Coordinated strategies for successful approval of a revised general education program and structure (General Education 2000).

Acting Department Head, Materials Engineering Department, Cal Poly (1997)

Responsibilities and accomplishments: administer departmental budget and academic activities; supervise staff.

Program Administrator, Associated Western Universities (AWU), Inc., Cal Poly (1994 – 2000)

Responsibilities and accomplishments: Responsible for promoting, facilitating and coordinating the participation of Cal Poly faculty, undergraduate students and graduate students in research projects at AWU-DOE (Department of Energy) laboratories.

FACULTY POSITIONS

Professor, Chemistry, Lehman College (2012 - 2016)

Professor, Chemistry, University of Texas at El Paso (2007 - 2012)

Professor, Chemistry, Georgia Southern University (2003 - 2007)

Professor, Materials Engineering, California Polytechnic State University (1994 - 2003)

Accomplishments: supervised and directed one master's thesis; supervised eight undergraduates in senior projects (a capstone degree requirement).

Associate Professor, Materials Engineering, Cal Poly (1990 - 1994)

Accomplishments: developed five new courses (*Electronic Properties of Materials, Polymers and Polymeric Materials, Instrumental Analysis, Special Topics in Superconductivity, and Introduction to X-Ray Diffraction*); principal in acquisition several state-of-the-art instruments for instructional use through grants/contracts; supervised and directed two master's thesis; supervised eleven undergraduates in senior projects (a capstone degree requirement).

Assistant Professor, Materials Science Ph.D. Program, The University of Alabama (1988 - 1990)

Adjunct Assistant Professor, Materials Science Ph.D. Program, The University of Alabama at Birmingham, The University of Alabama at Huntsville (1988 - 1990)

Assistant Professor, Chemistry, The University of Alabama (1985 - 1990)

Accomplishments: established research program in processing, structure analysis, and characterization of high-temperature superconductors; supervised a post-doctoral student; supervised and directed two doctoral dissertations; served on six dissertation committees; supervised and directed ten undergraduates' research projects.

OTHER TEACHING POSITIONS

Instructor of Chemistry and Mathematical Methods for Science, Upward Bound/Eastern Suffolk Health Professional Training Program, SUNY-Stony Brook (1980 - 1982)

Graduate Research and Teaching Assistant, SUNY-Stony Brook (1976 - 1981)

Instructor of Physics and Mathematics, ASPIRA de Puerto Rico (1975 - 1976)

PROFESSIONAL EXPERIENCE

President and Founder, The Micaela Group; (2007 – current)

The Micaela Group is a consulting firm comprised of academic practitioners who are passionate about the improvement and transformation of education with the aims of enhancing student achievement while closing the gaps in socio-economic inequalities and educational attainment. We provide assistance to universities, colleges, departments and school districts for the development of sustainable and accountable, practical solutions and realistic alignment of mission/vision with organizational structure and resources. Our work highlights approaches for inclusive and transformational leadership development. We also provide strategic solutions for the recruitment, development and advancement of women and minority faculty and students in STEM disciplines (science, engineering, technology and mathematics).

Institute Faculty Member and Consultant, Association of American Colleges and Universities (AAC&U); 2016 Institute on Integrative Learning and the Departments (12-16 July, University of Chicago). Institute Sessions are presented under five recurring themes: integrative learning, problem-based inquiry, and proficiency; agency and self-direction; equity; intentionality, transparency, and assessment; and faculty and administrative leadership for integrative learning.

Selected Higher Education Speaker/Representative, U.S. – Egypt Higher Education Initiative; 2016

One of five academics invited by the U.S. Embassy in Cairo for the U.S. – Egypt Higher Education Initiative (HEI) to speak on selected topics in global higher education issues (16-21 April, Egypt). Trends and careers in STEM education with an emphasis on women in STEM were foci of the invited presentations to administrators, faculty, students, and high-tech

entrepreneurs throughout Egypt. The U.S. – Egypt Higher Education Initiative is intended to provide educational opportunities for Egyptians in Egypt and the U.S. and to facilitate strategic partnerships in key fields to strengthen Egypt's 21st century economy through: HEI Local Scholarships for Public and for Private Universities; Fulbright Scholarships; HEI Partnership Program; and HEI STEM and MBA Scholarships for Women.

Institute Faculty Member and Consultant, AAC&U; 2015 Institute on Integrative Learning and the Departments (14-18 July, University of Delaware). Institute Sessions were presented under five recurring themes: integrative learning, problem-based inquiry, and proficiency; agency and self-direction; equity; intentionality, transparency, and assessment; and faculty and administrative leadership for integrative learning.

Workshop Speaker/Presenter, University of Puerto Rico; 2015

La Universidad de Puerto Rico Mas Allá de la Isla (05-08 July, Universidad de Puerto Rico-Humacao). Workshop sessions for the Chancellors and leadership staff of the University of Puerto Rico (UPR) focused on the UPR and Puerto Rican/Hispanic communities to advance the university's relationship with federal agencies and other stakeholders in the US.

Institute Faculty Member and Consultant, AAC&U; 2014 Institute on Integrative Learning and the Departments (09-13 July, California State University-Fullerton). Institute Sessions were presented under four recurring themes: (1) integrative curricula and learning as a hallmark of 21st century liberal education, (2) programs and pedagogies; building capacity for authentic assessment; and faculty and administrative leadership for integrative learning.

Institute Faculty Member and Consultant, AAC&U; 2013 Institute on Integrative Learning and the Departments (10-14 July, Portland State University). Institute Sessions were presented under four recurring tracks: faculty and administrative leadership for integrative learning; integrative learning as a hallmark of 21st century liberal education; building capacity for authentic assessment; and aligning practices and promoting educational effectiveness.

Institute Faculty Member and Consultant, AAC&U; 2012 Institute on Integrative Learning and the Departments (11-15 July, University of Vermont). Institute Sessions were presented under four recurring issues: faculty and administrative leadership for integrative learning; integrative learning as a hallmark of 21st century liberal education; building capacity for authentic assessment; and aligning practices and promoting educational effectiveness.

RESEARCH/INDUSTRIAL FELLOWSHIPS

Visiting Faculty Fellow/Consultant, Pacesetter, Inc., a St. Jude Medical Co. Sylmar, CA (1994 – 1995)

Responsibilities and accomplishments: developed and validated a high-performance liquid chromatography method for the (purity) determination of dexamethasone and dexamethasone sodium phosphate; proposed lead insulation development from syntheses of model compounds of sulfur containing polyurethanes; supervised drug delivery studies and biological evaluation of porous coatings for electrode surfaces for drug delivery and improved hemocompatibility; supervised *in vitro* materials (assessment of chemical stability) studies to determine degradation mechanisms of polyurethanes and susceptibility to conductor corrosion products; proposed and conducted accelerated shelf life studies and supervised validation for (cortico)steroid delivery device and Passive Plus DX and Tendril DX steroid eluting leads.

Associated Western Universities/Department of Energy Summer Faculty Fellow, Los Alamos Meson Physics Facility (LAMPF), Los Alamos National Laboratory (1991 - 1993)

Accomplishments: member of an international team of scientists that developed a muon level crossing resonance facility at LAMPF; made the first observation of a quadrupole level crossing resonance in Al through studies of Si:Al and Al:Cu; performed first studies on GaAs-Si and GaAs-ZnSi:Al, single crystal Si, and TmNi₂B₂C by muon spin resonance.

National Aeronautics and Space Administration/American Society for Engineering Education (NASA/ASEE) Summer Faculty Fellow, Space Science Laboratory, NASA-Marshall Space Flight Center (1987).
Accomplishments: designed, performed, and analyzed *in-situ*, Raman spectroscopic studies of Hg-Cd-Te melts.

PROFESSIONAL DEVELOPMENT

ACE Institute for New Chief Academic Officers (2012-2013)

Objectives: Selected as part of cohort group to engage in discussions and case study analyses covering topics and issues of immediate concern to new chief academic officers.

Senior Fellow, Office of Diversity, Equity and Global Initiatives, AAC&U (2006 – 2007)

Responsibilities: Assist in the development of innovative pedagogies and programs that integrate global learning across science disciplines and advance scientific literacy as essential component of a 21st century liberal education.

Campus Women Lead, National Initiative for Women in Higher Education, Association of American Colleges and Universities (2005 – 2012)

Responsibilities and accomplishments: Member of a selected cohort of women leaders committed to the development and dissemination of a model for inclusive transformational leadership in higher education. As Member of the Steering Committee responsibilities include developing policy guidelines, expanding intellectual capacity, and securing financial resources in support of the initiative.

Initiating Simultaneous Renewal Leadership Program, Institute for Educational Inquiry (2003 – 2005)

Responsibilities and accomplishments: Member of a selected cohort of twelve individuals from National Network for Educational Renewal settings engaged in the study and development of leadership strategies for the Agenda for Education in a Democracy. *Experiential Pedagogies in the Sciences: from Practice to Praxis* has been identified as the inquiry project that reflects the organizational changes and sustainability issues required for implementation of simultaneous education reform undertaken by the Allen E. Paulson College of Science and Technology in collaboration with the Georgia Center for Education Renewal.

Fellow of the American Council on Education, University of Delaware (1998 – 1999)

Responsibilities and accomplishments: Internship with President David P. Roselle and Provost Melvyn D. Schiavelli involving first hand experience and observation of all levels of executive decision-making in the management of an academic institution, including leadership principles and values, policy development, relations with Board of Trustees, faculty governance issues, legislative affairs, academic and student affairs, fund-raising, and relations with corporate and industrial partners; conducted a review of academic unit governance documents and developed a template for academic unit governance, developed criteria for use in academic program review, and drafted a proposal for consolidation of several Board of Trustees' committees with oversight of academic programs into one academic affairs committee.

PROFESSIONAL AFFILIATIONS

American Association of Colleges and Universities

American Council on Education

HONORS

ACE Institute for New Chief Academic Officers 2012-2013; Certificate of Completion

Senior Fellow, AAC&U (2006 – 2007)

Campus Women Lead, AAC&U (2005 – 2012)

Council of Fellows, ACE (2001- 2016)

Women's Engineering Leadership Institute (WELI) Conference (2000)

Commendation from Academic Senate, Cal Poly (1998)
Visiting Faculty Fellow, Pacesetter, Inc., a St. Jude Medical Company (1994)
Centennial Certificate; American Society for Engineering Education (1993)
Certificate of Recognition; NASA/ ASEE (1987)
President's Award for Excellence in Teaching by a Graduate Student, SUNY-SB (1979)

RESEARCH INTERESTS

Condensed Matter (Physics, Chemistry, Materials Science/Engineering), Superconductivity, Biomaterials, Semiconductors

PROFESSIONAL PUBLICATIONS

1. What is the Future of the Baccalaureate Degree?; C. K. Cavanaugh, J. C. Cavanaugh, M. Middaugh, and A. Morrobel-Sosa, submitted to *Planning for Higher Education*.
2. Muon Level Crossing Resonance in Niobium; S. F. J. Cox, R. Fuchslin, P. F. Meier, T. L. Estle, D. W. Cooke, A. Morrobel-Sosa, R. L. Lichti, B. Hitti, S. P. Cottrell, K. H. Chow, and C. Schwab, *Hyperfine Interactions* **106** (1997) 57.
3. Interplay of Magnetism and Superconductivity in Thulium and Lutetium Nickel-Borocarbides, S. J. Blundell, S. R. Brown, K. H. Chow, D. W. Cooke, S. F. J. Cox, S. P. Cottrell, C. Godart, L. C. Gupta, Z. Hossain, R. L. Lichti, A. Morrobel-Sosa, C. Mazumdar, R. Nagaraja, P. A. Pattenden, F. L. Pratt, and J. L. Smith, *Physica B* **223-224** (1996) 69.
4. Competition Between Magnetism and Superconductivity in TmNi₂B₂C Observed by Muon-Spin Rotation; D. W. Cooke, J. L. Smith, S. J. Blundell, K. H. Chow, P. A. Pattenden, F. L. Pratt, S. F. J. Cox, S. R. Brown, A. Morrobel-Sosa, R. L. Lichti, L. C. Gupta, R. Nagarajan, Z. Hossain, C. Mazumdar, and C. Godart, *Phys. Rev. B* **52** (1995) R3864.
5. Structure of Negatively Charged Muonium in n-type GaAs; K. H. Chow, R. F. Kiefl, W. A. MacFarlane, J. W. Schneider, D. W. Cooke, M. Leon, M. A. Paciotti, T. L. Estle, B. Hitti, R. L. Lichti, S. F. J. Cox, C. Schwab, E. A. Davis, A. Morrobel-Sosa and L. Zavieh, *Phys. Rev. B* **51** (1995) 14762.
6. Development of a μ LCR Facility at LAMPF; M. A. Paciotti, D. W. Cooke, M. Leon, B. L. Bennet, C. Pillai, O. M. Rivera, B. Hitti, T. Estle, S. F. J. Cox, R. L. Lichti, T. R. Adams, C. D. Lamp, A. Morrobel-Sosa, O. Richter, C. Boekema, J. Lam, S. Alves, J. Oostens, and E. A. Davis, *Hyperfine Interactions* **87** (1994) 1111.
7. Distinctive Field Dependence of the Longitudinal Muon Polarization for Mu* in Polycrystalline Silicon; D. W. Cooke, M. Leon, M. A. Paciotti, P. F. Meier, E. A. Davis, A. Singh, S. F. J. Cox, A. Morrobel-Sosa, C. Boekema, J. Lam, T. Estle, B. Hitti, R. Lichti, and J. Oostens, *Hyperfine Interactions* **86** (1994) 699.
8. Muon Level-Crossing Resonance in Si:Al; D. W. Cooke, M. Leon, M. A. Paciotti, B. L. Bennet, O. M. Rivera, P. F. Meier, C. Boekema, J. Lam, A. Morrobel-Sosa, T. Estle, B. Hitti, R. Lichti, S. F. J. Cox, E. A. Davis, J. Oostens, and E. E. Haller, *Hyperfine Interactions* **86** (1994) 639.
9. Muon Level Crossing Resonance in Aluminum; S. F. J. Cox, G. H. Eaton, D. S. Silva, M. S. Watt, D. W. Cooke, M. Leon, M. A. Paciotti, J. L. Smith, W. L. Hults, T. L. Estle, B. Hitti, C. Boekema, J. Lam, A. Morrobel-Sosa, R. L. Lichti, J. Oostens, C. Schwab, E. A. Davis, A. Singh, N. Ayres de Campos, J. Ayres de Campos, P. J. Mendes, J. M. Gil, K. Chow, R. DuVarney and P. F. Meier, *Hyperfine Interactions* **85** (1994) 59.
10. Field Dependence of the Longitudinal Muon Polarization for Anomalous Muonium; D. W. Cooke, M. Leon, M. A. Paciotti, P. F. Meier, S. F. J. Cox, E. A. Davis, T. Estle, B. Hitti, R. Lichti, C. Boekema, J. Lam, A. Morrobel-Sosa, and J. Oostens, *Phys. Rev. B* **50** (1994) 4391.
11. A Triphenyl Bismuth-based Solution Route to Bi:Sr:Ca:Cu:O Superconductors; K. M. Stephens, D. A. Robinson, A. Alvanipour, W. S. Hinton, and A. Morrobel-Sosa, *Physica C* **168** (1990) 351.

12. Studies on Ozone Processing of High- T_c Superconductors; A. Morrobel-Sosa, D. A. Robinson, M. A. Maginnis, K. M. Burnham, G. D. Martin, C. Alexander, Jr., and R. M. Metzger, in *High-Temperature Superconductivity: The First Two Years*, R. M. Metzger, ed., Gordon and Breach, New York, 1989, p. 159.
13. Zero-resistance at 100K in the Superconductor $GdBa_2Cu_3O_{7-z}$; D. A. Robinson, C. Asavaroengchai, C. Alexander, Jr., R. M. Metzger, J. S. Thrasher, M. A. Maginnis, and D. A. Stanley, *J. Phys. C* **21** (1988) 4091.
14. Effect of Oxidizing Atmosphere on Superconductivity in $RBa_2Cu_{3-x}M_xO_z$; D. A. Robinson, M. A. Maginnis, A. Morrobel-Sosa, C. Alexander, Jr., C. Asavaroengchai, R. M. Metzger, and D. A. Stanley, in *High-Temperature Superconductivity*, M. B. Brodsky, H. L. Tuller, R. C. Dynes, and K. Kitazawa, eds., MRS Symposium Series Vol. 99, Pittsburgh, 1988, p. 587.
15. Processing and Superconducting Properties of $GdBa_2Cu_3O_{7-z}$; C. Asavaroengchai, R. M. Metzger, D. A. Robinson, A. Morrobel-Sosa, J. S. Thrasher, C. Alexander, Jr., D. A. Stanley, and M. A. Maginnis, in *High-Temperature Superconducting Materials: Preparations, Properties and Processing*, W. E. Hatfield and J. H. Miller, Jr., eds., Marcel-Dekker, New York, 1988, p. 327.
16. Superconductivity, Thermogravimetry, EPR, Electron Microscopy, and X-Ray Diffraction of $YBa_2Cu_3O_{7-z}$; A. Morrobel-Sosa, D. A. Robinson, C. Asavaroengchai, R. M. Metzger, J. S. Thrasher, C. Alexander, Jr., D. A. Stanley, and M. A. Maginnis, in *High-Temperature Superconducting Materials: Preparations, Properties and Processing*, W. E. Hatfield and J. H. Miller, Jr., eds., Marcel-Dekker, New York, 1988, p. 267.
17. Raman Spectroscopic Investigations of Hg-Cd-Te Melts; A. Morrobel-Sosa, NASA CR-179219 (1987) XXV.
18. Superconductivity in Rapidly Cooled $Gd_3Ba_3Cu_4O_z$; D. A. Robinson, A. Morrobel-Sosa, C. Alexander, Jr., J. S. Thrasher, C. Asavaroengchai, and R. M. Metzger, in *Proceedings of the NATO Advanced Workshop on Organic and Inorganic Low-Dimensional Crystalline Materials*, P. Delhaes, and M. Drillon, eds., Plenum Press, New York, 1987, p. 373.
19. Effect of Molecular Oxygen Upon Soliton T_m and T_1 Relaxation Measurements by ESE Techniques; H. Thomann, A. Morrobel-Sosa, H. Kim, P. Bryson, L. R. Dalton, B. H. Robinson, A. L. Kwiram, *Molec. Cryst. Liq. Cryst.* **121** (1985) 361.
20. ^{13}C Hyperfine Interactions in *trans*- $(^{13}CH)_x$ Studied by Electron Spin Echoes; H. Thomann, H. Kim, A. Morrobel-Sosa, C. Chiu, L. R. Dalton, and B. H. Robinson, *Molec. Cryst. Liq. Cryst.* **117** (1985) 455.
21. Evidence for Soliton-Phonon Interactions in *Trans*-Polyacetylene: Temperature and Frequency Dependence of Electron-Spin Lattice Relaxation Data; B. H. Robinson, J. M. Schurr, A. L. Kwiram, H. Thomann, H. Kim, A. Morrobel-Sosa, P. Bryson, and L. R. Dalton, *J. Phys. Chem.* **89** (1985) 4994.
22. ^{13}C and 1H Hyperfine Tensors for Polyacetylene Analyzed in Terms of Electron Coulombic Interactions; H. Thomann, J. F. Cline, B. M. Hoffman, H. Kim, A. Morrobel-Sosa, B. H. Robinson, and L. R. Dalton, *J. Phys. Chem.* **89** (1985) 1994.
23. The Temperature Dependence of Electron Spin Lattice Relaxation Data in *trans*-Polyacetylene and the Evidence for a Soliton-Phonon Interaction; B. H. Robinson, J. M. Schurr, A. L. Kwiram, H. Thomann, H. Kim, A. Morrobel-Sosa, P. Bryson, and L. R. Dalton, *Molec. Cryst. Liq. Cryst.* **117** (1985) 421.
24. Electron Nuclear Double Resonance Spectra of *cis*-rich and *trans*-rich Polyacetylenes between 1.9 and 4.2K; J. F. Cline, H. Thomann, H. Kim, A. Morrobel-Sosa, L. R. Dalton, and B. M. Hoffman, *Phys. Rev.* **B31** (1985) 1605.
25. Comment on the Determination of the Soliton Wavefunction in Polyacetylenes; H. Thomann, H. Kim, A. Morrobel-Sosa, L. R. Dalton, M. T. Jones, B. H. Robinson, T. C. Clarke, and Y. Tomkiewicz, *Syn. Metals* **9** (1984) 255.
26. Study of Polyacetylene and Composites of Polyacetylene/Polyethylene by Electron Nuclear Double Resonance, Electron Nuclear Triple Resonance, and Electron Spin Echo Spectroscopies; L.

- R. Dalton, H. Thomann, A. Morrobel-Sosa, C. Chiu, M. E. Galvin, G. E. Wnek, Y. Tomkiewicz, N. S. Shiren, B. H. Robinson, and A. L. Kwiram, *J. Appl. Phys.* **54** (1983) 5583.
26. Effects of Electric Fields on the Spectroscopic Properties of Molecular Solids; D. M. Hanson, J. S. Patel, I. C. Winkler, and A. Morrobel-Sosa, in *Spectroscopy and Excitation Dynamics of Condensed Molecular Systems*, V. M. Agranovich and R. M. Hochstrasser, eds., North-Holland Publishing Co., 1983, p. 621.

REFEREED BOOK REVIEWS

1. Book Review: *Serving on Promotion, Tenure, and Faculty Review Committees: A Faculty Guide*, second edition; A. Morrobel-Sosa; *Exchanges: The Online Journal of Teaching and Learning in the CSU* **2003**; Retrieved April 23, 2003 from http://www.exchangesjournal.org/reviews/review_1142.html

PRESENTATIONS (CONFERENCES, LECTURES, ARTICLES)

1. *The Work of the President's Cabinet: CAO, CBO, CSAO, CDO*; NACUBO Fellows Fall Meeting: Planning and Budgeting Forum; Philadelphia, PA, September 2016 (Faculty).
2. *Integrative Learning and the 21st Century Student: Diverse, Older, and Transfers*; AAC&U 2016 Institute on Integrative Learning and the Departments; Chicago, IL, July 2016 (Faculty).
3. *Using Integrative Learning and Design Thinking to Move Institutional Strategic Initiatives*; AAC&U 2016 Institute on Integrative Learning and the Departments; Chicago, IL, July 2016 (Faculty).
4. *Women in Leadership: Wise Women Voices*; C. Cavanaugh, D. Ford, A. Morrobel-Sosa, and M. Benitez, The New Leadership Academy, Ann Arbor, MI, June 2016 (Invited Panelist).
5. *STEM Careers and Higher Education in the US*; US-Egypt Higher Education Initiative, Aswan University, Aswan, Egypt, April 2016 (Invited Speaker).
6. *Women in STEM Careers and Higher Education in the US*; US-Egypt Higher Education Initiative, Microsoft Egypt Aspire Women, American University in Cairo, Cairo, Egypt, April 2016 (Invited Speaker).
7. *STEM Careers in Higher Education in the US*; US-Egypt Higher Education Initiative, Mansoura University, El-Mansoura, Egypt, April 2016 (Invited Speaker).
8. *STEM Careers and Higher Education in the US*; US-Egypt Higher Education Initiative, Ain Shams University, Cairo, Egypt, April 2016 (Invited Speaker).
9. *Trends in STEM Higher Education in the US*; US-Egypt Higher Education Initiative, Zewail City for Science & Technology, Cairo, Egypt, April 2016 (Invited Speaker).
10. *Trends in STEM Higher Education in the US*; US-Egypt Higher Education Initiative, Nile University, Cairo, Egypt, April 2016 (Invited Speaker).
11. *Making Guided Learning Pathways to Student Success Work in Context: Lessons from Public Higher Education*; AAC&U LEAP Centennial Forum: Bringing Quality and Equity Together: Mapping Guided Pathways for First Generation Student Success; New York, NY, November 2015. (Invited Speaker).
12. *Lehman College's Voyage Through Prioritization, Prioritizing Academic and Administrative Programs*; Academic Impressions, Orlando, FL, October 2015. (Invited Speaker).
13. *How the Other Half Lives*; G. Brackett, G. Gibson, B. Jones, and A. Morrobel-Sosa, NACUBO CAO-CBO Collaborations Workshop, Washington, DC, August 2015 (Invited Panelist).
14. *Integrative Learning and the 21st Century Student: Diverse, Older, and Transfers*; AAC&U 2015 Institute on Integrative Learning and the Departments; Newark, DE, July 2015 (Faculty).
15. *From Convergence to Implementation: Using Integrative Learning and Design Thinking to Move Institutional Strategic Initiatives*; AAC&U 2015 Institute on Integrative Learning and the Departments; Newark, DE, July 2015 (Faculty).
16. *Strategies for Success in (21st Century) Academia*; ACE Michigan Women's Network 2015 Conference, East Lansing, MI, June 2015 (Invited Keynote Speaker).
17. *Integrative Learning and the Transfer Student*; AAC&U 2014 Institute on Integrative Learning and the Departments; Fullerton, CA, July 2014 (Faculty).

18. *From Convergence to Implementation: Using Integrative Learning and Design Thinking to Move Institutional Strategic Initiatives*; AAC&U 2014 Institute on Integrative Learning and the Departments; Fullerton, CA, July 2014 (Faculty).
19. *Not If, but Why and How*; Metropolitan High School, Bronx, NY, June 2014. (Invited Commencement Speaker).
20. *Academic Prioritization and Restructuring: Models, Recommendations, and Discussion*; ACE Council of Fellows, Atlanta, GA, May 2014 (Invited Panelist).
21. *Academic Leadership in the 21st Century*; ACE NYC/LI Women's Network's Women of Color Conference – Leading for the 21st Century: From Exception to Exceptional, Bronx, NY, April 2014. (Keynote Speaker).
22. *A College Degree IS in Your Future*; Bronx High School for Law & Community Service; Bronx, NY, March 2014 (Invited Speaker).
23. *Provosts' Luncheon and Roundtable Discussions: Leading Innovation and Institutional Transformation*; K. Eby and A. Morrobel-Sosa, AAC&U General Education and Assessment: Disruptions, Innovations, and Opportunities, Portland, OR, February 2014 (Invited Panelist).
24. *El Futuro Empieza con Esperanza, Oportunidad y Tenacidad*; Universidad Acción Pro-Educación y Cultura (UNAPEC), Santo Domingo, Dominican Republic, October 2013. (Invited Commencement Speaker).
25. *How Title IX Transformed Higher Education for Women of Color*; J. Cherry, W. Hilliard, A. Morrobel-Sosa, and K. S. Wong, Eighth Annual CUNY Black Male Initiative Conference, Queens, NY, October 2013. (Invited Panelist).
26. *The Importance of STEM in the Core Curriculum: Recruiting STEM Majors and Reversing the Unscientific American*; AAC&U 2013 Institute on Integrative Learning and the Departments; Portland, OR, July 2013 (Faculty).
27. *Liberal Education and the Mobile 21st Century Student: Transfer Once, Transfer Twice, or Not At All?*; AAC&U 2013 Institute on Integrative Learning and the Departments; Portland, OR, July 2013 (Faculty).
28. *Developing Faculty for the 21st Century University*; Academic Leadership Institute CSU-Fullerton, Fullerton, CA, June 2013. (Invited).
29. *Living with Disruptions, Ambiguity, and Crises*; Academic Leadership Institute CSU-Fullerton, Fullerton, CA, June 2013. (Invited).
30. *Breaking Barriers, Building Bridges: Promising Practices to Increase the Representation of Women of Color in STEM*, M. Linton and A. Morrobel-Sosa, *Accelerating Change for Women of Color in STEM: Policy, Action, and Collaboration*; Institute for Women's Policy Research, Washington, D.C., May 2013 (Invited).
31. *Addressing Sexual Harassment and Sexual Violence on Campus: Revised Guidelines and Expectations of Title IX, Eliminating All Forms of Violence Against Girls And Women Of All Ages* Fordham University, New York, NY, March 2013 (Invited).
32. *Realizing the Vision*; Convocation 2012, Lehman College, Bronx, NY, September 2012 (Invited).
33. *Strategies for Increasing STEM Majors and for Incorporating STEM Education in the Core Curriculum: Reversing the Unscientific American*; AAC&U 2012 Institute on Integrative Learning and the Departments; Burlington, VT, July 2012 (Faculty)
34. *Undergraduate STEM Education: National Reports and Local Contexts*; S. Elrod and A. Morrobel-Sosa; AAC&U 2012 Institute on Integrative Learning and the Departments; Burlington, VT, July 2012 (Faculty)
35. *Women in Higher Education: Identify, Incentives and Inspire*, A. Morrobel-Sosa, George Mason University, Washington, D.C., March 2010 (Invited).
36. *Pyramid of Professional Development*, UTEP's Women History Month, El Paso, TX, March 2010 (Invited).
37. *Closing an Array of Higher Education Gaps: Instruction and Research*, A. Morrobel-Sosa, Texas Association of Deans of Liberal Arts and Sciences, San Angelo, TX, February 2010

38. *Leadership in the Academic Workplace: The Internal Dynamic*; R. Jarvis, H. Daudistel, A. Morrobel-Sosa, and D. Novick, Creating Community Initiative, El Paso, TX, November 2009.
39. *Lessons Learned from Institutional Transformation Efforts: The NSF ADVANCE Program*; A. Morrobel-Sosa, K. R. Damphousse, and D. Battles, 2009 Annual Meeting of Council of Colleges of Arts and Science (CCAS), Baltimore, MD, November 2009. (Invited Panel).
40. *Research with a View from the Rio Grande*, American Chemical Society Southwest Regional Meeting (ACS-SWRM) 2009, El Paso, TX, November 2009. (Invited Speaker).
41. *Teaching MINERS*, The Osher Lifelong Learning Institute, El Paso, TX, October 2009
42. *Postdocs and Pathways*; 6th Annual Institute on Postdoctoral Preparation, El Paso, TX, September 2009. (Invited).
43. *STEM Literacy and Professions: Key to Social Mobility*, 2009 Mujeres Activas en Letras y Cambio Social (MALCS) Institute, Las Cruces, NM, June 2009 (Invited Panel).
44. *Deans and Provosts* interview; March/April 2009
45. *Penguins, Pit Vipers, Pigments and Payabs: Research with a View from the Banks of the Rio Grande*; California State University at Los Angeles, Los Angeles, CA, November 2008.
46. *Penguins, Pit Vipers, Pigments and Payabs: Research with a View from the Banks of the Rio Grande*; California State University at Northridge, Northridge, CA, November 2008.
47. *Penguins, Pit Vipers, Pigments and Payabs: Research with a View from the Banks of the Rio Grande*; California State University at East Bay, Hayward, CA, November 2008.
48. *From Columbus' Burial Site to El Paso, Texas (and other sites in between)*; U.S. Bureau of Reclamation, El Paso, TX, October 2008.
49. *The Academic Job Search for STEM: Finding the 'Right' Faculty Position, Negotiating the Best Star-Up Package, and 'Sealing the Deal'*, 5th Annual Preparing Future Faculty Summer Institute, El Paso, TX, June 2008. (Invited).
50. *Guiding Strategies for Improvement of Teacher Preparation Programs from Research on Lessons Learned*, TNE 2008 Institute: Building and Sustaining a Culture of Evidence for Institutional Change, Washington, DC, June 2008. (Invited Panel).
51. *Sustainable Models of Student-Faculty Collaborations*, C. Boekema, A. Morrobel-Sosa, and J. Ruiz, *The Student As Scholar: Undergraduate Research and Creative Practice*, Network for Academic Renewal Conference, Association of American Colleges and Universities. Long Beach, CA, April 2007. (Workshop); Retrieved June 8, 2007 from http://www.aacu.org/meetings/undergraduate_research/documents/Workshop2c.pdf
52. *What is the Future of the Baccalaureate Degree?*; C. K. Cavanaugh, A. Morrobel-Sosa, M. Middaugh, and J. C. Cavanaugh, *The Campus of the Future*, Honolulu, HI, July 2006. (Invited Panel).
53. *Inclusive Leadership Development for Women*; S. J. Washington, A. Morrobel-Sosa, P. M. Lowrie, and C. M. Musil, 2006 National Conference on Race and Ethnicity, Chicago, IL, May 2006. (Workshop).
54. *Positioning Yourself for Advancement: Orchestrating Your Academic Career*, A. Morrobel-Sosa, 2006 Georgia Women in Higher Education Conference, Athens, GA, February 2006. (Invited Speaker).
55. *Minding the Canary in the Academy: A Case for Inclusive Transformational Leadership*; On Campus With Women, Fall 2005, Association of American Colleges and Universities. (Invited Article).
56. *Experiential Pedagogies in the Sciences: From Practice to Praxis*; A. Morrobel-Sosa, B. Danilowicz, and F. Rich, National Network for Education Renewal 2005 Annual Conference, Myrtle Beach, SC, October 2005.
57. *Finding the Administrative Leader Within: It's In You, Really!*, UW ADVANCE Center for Institutional Change, University of Washington, Seattle, WA, June 2005. (Seminar).
58. *Forging Your Own Path in Academia*; FORWARD to Professorship; Focus on Reaching Women for Academics, Research and Development in Science, Engineering and Mathematics Workshop; Gallaudet University, Washington DC, May 2005 (Keynote Address).

59. *Deaning by Design*, Women in Engineering Leadership Institute's Leadership Development Conference; Cocoa Beach FL, April 2005. (Invited Panelist).
60. *Implications of the Georgia Performance Standards for University System of Georgia (USG) Institutions that Prepare Teachers*, Preparing Teachers to Teach the New Georgia Performance Standards, Tifton, GA, April 2005 (Invited Panelist).
61. *Balancing the Teaching and Scholarship Mission*, Council of Colleges of Arts and Sciences, San Antonio, TX, November 2004 (Invited Panelist).
62. *Difference/ Diversity Issues: Mentoring Faculty for Leadership Roles*, Council of Colleges of Arts and Sciences, San Antonio, TX, November 2004 (Invited Panelist).
63. *Experiential Pedagogies in the Sciences: From Practice to Praxis*, Institute for Educational Inquiry/National Network for Education Renewal, St. Louis, MO, October 2004.
64. *Leading While Different*, Women in Engineering Leadership Institute's Advanced Leadership Conference; Syracuse, NY, October 2004. (Invited Panelist).
65. *So Why Does a Chemist Want to be a Dean?*, American Chemical Society: Coastal Empire Section, Statesboro, GA, November 2003 (Seminar).
66. *Seeking Your Dreams, Finding Your Passion*, Mathematics, Engineering, Science Achievement (MESA) 2nd Annual Awards, Allan Hancock College, Santa Maria, CA, May 2002. (Keynote Address).
67. *Pioneering Women in Science and Engineering*; MESA Program, Allan Hancock College, Santa Maria, CA, March 2002. (Invited Panelist).
68. Institutional and System Accountability in California: The Rabbit and The Hat; A. Morrobel-Sosa, W. D. Conn and P. J. Zingg, *Thirteenth International Conference on Assessing Quality in Higher Education*, Glasgow, Scotland, July 2001. (Invited Paper).
69. *Assessing Faculty Performance in Tenure Reviews*; James P. Henderson, A. Morrobel-Sosa, and J. C. Schach, *Caribbean Planning and Assessment Conference*, San Juan, PR, July 2001. (Paper).
70. *Institutional Accountability and Institutional Effectiveness: Case Studies in California and South Carolina*; A. Morrobel-Sosa and J. C. Schach, *Caribbean Planning and Assessment Conference*, San Juan, PR, July 2001. (Paper).
71. *Making Assessment Useful During and Beyond Accreditation Review*; A. Morrobel-Sosa, J. Henderson, J. C. Schach, and G. Young, *AAHE Assessment Conference 2000*, Charlotte, NC, June 2000. (Paper).
72. *Difficult Dialogues: Campus Decision-Making Regarding the Interplay Between Accreditation and Assessment*; J. Henderson, A. Morrobel-Sosa, J. C. Schach, and G. Young, *2000 Colorado Regional Higher Education Assessment Conference*, Denver, CO, April 2000. (Paper).
73. *Equity and Bias in the Academy: The Case of Engineering*, Department of Psychology, Cal Poly, April 2000 San Luis Obispo, CA. (Seminar).
74. *Composing a Life*; W. A. Bragg, L. H. Gillum, L. Niesen de Abruna, and A. Morrobel-Sosa, *17th Annual Women of Color Career Conference*, Ann Arbor, MI, March 1999. (Paper).
75. *Students, Faculty and Staff as Partners in University Planning and Governance: Reflections on the Cal Poly Plan*; L. Dalton, A. Morrobel-Sosa, and B. Krupp, *Society for College and University Planning, Pacific Regional Conference*, San Diego, CA, September 1998. (Paper).
76. *Commencement Address by Faculty Senate Chair*, Cal Poly, San Luis Obispo, June 1998.
77. *Building Interdisciplinary Teaching and Research at Cal Poly through Environmental Design*; College of Architecture, Cal Poly, San Luis Obispo, May 2, 1998.
78. *Commencement Address by Faculty Senate Chair*, Cal Poly, San Luis Obispo, December 1997.
79. *The Future of Graduate Education at Cal Poly*, Provost's Town Hall Meeting, Cal Poly, San Luis Obispo, December 1997.
80. *Address to Fall Conference 1997*, Cal Poly, San Luis Obispo, CA, September 1997.
81. *Interplay of Magnetism and Superconductivity in Thulium and Lutetium Nickel-Borocarbides*, S. J. Blundell, S. R. Brown, K. H. Chow, D. W. Cooke, S. F. J. Cox, S. P. Cottrell, C. Godart, L. C. Gupta, Z. Hossain, R. L. Lichti, A. Morrobel-Sosa, C. Mazumdar, R. Nagaraja, P. A. Pattenden, F. L. Pratt,

- and J. L. Smith, *International Conference on Strongly Correlated Electron Systems (SCES'95)*, Goa, India; September 1995. (Paper).
82. *Wanted: More Good Women*, Interview for *ASEE Prism* 4 (1995) 24-27, February 1995. (Interview).
 83. *Muon Level-Crossing Resonance in Heavily Doped GaAs-Si*, Department of Physics, San Jose State University, San Jose, CA May 1994. (Seminar).
 84. X-Ray Fluorescence Studies of Impurities in Y-Ba-Cu-O; K. L. Heidersbach, A. Morrobel-Sosa, B. L. Bennett, D. W. Cooke, and J. L. Smith, *1994 MRS Spring Meeting*, San Francisco, CA April 1994. (Poster)
 85. Muon Level-Crossing Resonance in Heavily Doped GaAs-Si; L. Zavieh, A. Morrobel-Sosa, D. W. Cooke, M. A. Paciotti, M. Leon, S. F. J. Cox, R. Lichti, T. L. Estle, B. Hitti, and J. Oostens, *1994 MRS Spring Meeting*, San Francisco, CA April 1994. (Paper/Poster).
 86. *Development of a Biomaterials Research Laboratory*, President's Cabinet, Cal Poly, San Luis Obispo, CA, April 1994.
 87. *The Engineering of Materials*, Cuesta College, San Luis Obispo, CA, September 1993.
 88. *Muon Level-Crossing Resonance Studies in Semiconductors*; D. W. Cooke, M. Leon, M. A. Paciotti, C. Boekema, J. Brewer, S. F. J. Cox, T. L. Estle, B. Hitti, J. Lam, R. Lichti, A. Morrobel-Sosa, and J. Oostens, Physics Advisory Committee-LAMPF, Los Alamos, NM August 1993. (Paper).
 89. *Muon Quadrupolar Level-Crossing Resonance in Al:Cu*; D. W. Cooke, M. Leon, M. Paciotti, C. Pillai, B. Bennett, L. Hulst, O. Rivera, J. L. Smith, C. Boekema, J. Lam, A. Morrobel-Sosa, T. Estle, B. Hitti, R. Lichti, S. Cox, J. Oostens and E. Davis, Sixth International Conference on μ SR, June 1993, Maui, HI. (Paper).
 90. *Development of a μ L_{CR} Facility at LAMPF*; M. A. Paciotti, D. W. Cooke, M. Leon, B. L. Bennet, C. Pillai, O. M. Rivera, B. Hitti, T. Estle, S. F. J. Cox, R. L. Lichti, T. R. Adams, C. D. Lamp, A. Morrobel-Sosa, O. Richter, C. Boekema, J. Lam, S. Alves, J. Oostens, and E. A. Davis, Sixth International Conference on μ SR, Maui, HI June 1993. (Paper).
 91. *Muon Level-Crossing Resonance in Si:Al*; D. W. Cooke, M. Leon, M. A. Paciotti, B. L. Bennet, O. M. Rivera, P. F. Meier, C. Boekema, J. Lam, A. Morrobel-Sosa, T. Estle, B. Hitti, R. Lichti, S. F. J. Cox, E. A. Davis, J. Oostens, and E. E. Haller, Sixth International Conference on μ SR, Maui, HI June 1993 (Paper).
 92. *Unusual Field Dependence of the Longitudinal Muon Polarization for Mu^* in Polycrystalline Silicon*; D. W. Cooke, M. Leon, M. A. Paciotti, P. F. Meier, E. A. Davis, A. Singh, S. F. J. Cox, A. Morrobel-Sosa, C. Boekema, J. Lam, T. Estle, B. Hitti, R. Lichti, and J. Oostens, Sixth International Conference on μ SR, Maui, HI June 1993. (Paper).
 93. *Muon Level-Crossing Resonance Results from LAMPF*; D. W. Cooke, M. Leon, M. A. Paciotti, C. Pillai, B. L. Bennet, O. M. Rivera, J. L. Smith, W. L. Hulst, S. F. J. Cox, T. Estle, B. Hitti, C. Boekema, J. Lam, R. Lichti, A. Morrobel-Sosa, E. A. Davis, A. Singh, P. F. Meier, and J. Oostens, LEMS-93: International Workshop on Low Energy Muon Science, Santa Fe, NM April 1993. (Paper).
 94. *Observation of the Mu^* Kink in Polycrystalline Silicon*; M. Paciotti, W. Cooke, M. Leon, C. Boekema, J. Lam, P. Meier, A. Morrobel-Sosa, S. Cox, T. Estle, B. Hitti, E. Davis, R. Lichti, J. Oostens, APS Spring 1993, Seattle, WA March 1993. (Paper).
 95. *Muon Quadrupolar Level-Crossing Resonance in Al:Cu*; W. Cooke, M. Leon, M. Paciotti, C. Pillai, B. Bennett, L. Hulst, O. Rivera, J. L. Smith, C. Boekema, J. Lam, A. Morrobel-Sosa, T. Estle, B. Hitti, R. Lichti, S. Cox, J. Oostens and E. Davis, APS Spring 1993, Seattle, WA March 1993. (Paper).
 96. *Oilfield Metallurgy and Corrosion Control*; R. Heidersbach and A. Morrobel-Sosa, *Petroquimica: Estrategias 1993*, Mexico City, Mexico October 1992. (Invited Paper).
 97. *Writing the Laboratory Notebook*; Materials Engineering Department, Cal Poly, San Luis Obispo, CA, October 1992.
 98. *The Science and Engineering of Materials*, DeAnza College, Sunnyvale, CA October 1992. (Seminar).

99. *Engineering at Cal Poly*, Cuesta College, San Luis Obispo, CA, October 1992.
100. *Muon Level-Crossing Resonance Studies in Semiconductors*; D. W. Cooke, M. Leon, M. A. Paciotti, C. Boekema, J. Brewer, S. F. J. Cox, E. Davis, T. L. Estle, B. Hitti, J. Lam, R. Lichti, A. Morrobel-Sosa, J. Oostens, and O. Richter, Physics Advisory Committee-LAMPF, Los Alamos, NM August 1992. (Seminar).
101. *The Synthesis Freshman Engineering Project*; R. Heidersbach and A. Morrobel-Sosa, The Freshman Year Experience: Science and Technological Education, Worcester, MA June 1992. (Invited Paper).
102. *Novel Aspects of an Introductory Materials Course for Freshman Engineers*; P. Weeks and A. Morrobel-Sosa, 1992 ASEE National Meeting, Toledo, OH June 1992. (Invited Paper).
103. *Community College Conference Project Overview*; SYNTHESIS: A National Engineering Education Coalition; National Science Foundation Site Review, California Polytechnic State University, San Luis Obispo, CA, May 1992.
104. *An Alternative Technology to Shell Sand Foundry Process*, V. Okhuysen, S. White and A. Morrobel-Sosa, President's Advisory Council, California Polytechnic State University, San Luis Obispo, CA, March 1992.
105. *Superconducting Ceramic Materials*, Materials Engineering Department, San Luis Obispo, CA, October 1991.
106. *Writing the Laboratory Notebook*, Materials Engineering Department, San Luis Obispo, CA, October 1991.
107. *Update on Experiment 1235: Muon LCR (level-crossing resonance) Spectroscopy*; D. W. Cooke, M. Leon, M. A. Paciotti, C. Boekema, J. Brewer, S. F. J. Cox, E. Davis, T. L. Estle, B. Hitti, J. Lam, D. Lamp, R. Lichti, A. Morrobel-Sosa, J. Oostens, and J. Schneider, Physics Advisory Committee-LAMPF, Los Alamos, NM August 1991. (Paper).
108. *A Solution Based Route to the TiAlON Composite*; D. A. Robinson, K. M. Stephens, A. Morrobel-Sosa, and J. P. Bennet, American Ceramic Society, April 1991. (Paper).
109. *Superconductivity in Ceramic Oxides: Synthetic Methods and Physical Properties*, Departments of Chemistry and Physics, California Polytechnic State University, San Luis Obispo, CA April 1991. (Seminar).
110. *Materials Processing and Characterization of Superconducting Ternary Oxides*, Department of Materials Science and Mineral Engineering, University of California, Berkeley, CA, April 1991.
111. *Writing the Laboratory Notebook*, Materials Engineering Department, San Luis Obispo, CA, January 1991.
112. *A Triphenyl Bismuth-Based Solution Route to Bi(Pb,Sb)-Sr-Ca-Cu-O Superconductors*; K. M. Stephens, D. A. Robinson, W.-J. Lee, and A. Morrobel-Sosa, 1990 Southeast/Southwest ACS Regional Meeting, New Orleans, LA December 1990. (Invited Paper).
113. *Solution Routes to the Bi- and Bi-substituted Systems of Superconductors*; K. M. Stephens, D. A. Robinson, and A. Morrobel-Sosa, 4th Alabama Materials Research Conference, Tuscaloosa, AL October 1990. (Paper).
114. *Engineering at Cal Poly*, San Joaquin Delta College, Stockton, CA, October 1990.
115. *Engineering at Cal Poly*, Modesto Junior College, Modesto, CA, October 1990.
116. *Writing the Laboratory Notebook*, Materials Engineering Department, San Luis Obispo, CA, October 1990.
117. *Room Temperature Superconductivity?: A Progress Report*; A. Morrobel-Sosa, 74th Arkansas Academy of Science Annual Meeting, Jonesboro, AR April 1990. (Invited Paper).
118. *Chemical and Materials Processing of High-Temperature Superconductors*; United States Bureau of Mines-Albany Research Center, Albany, OR, March 1990.
119. *Chemical and Materials Processing of High-Temperature Superconductors*; United States Bureau of Mines-Albany Research Center, Tuscaloosa, AL, March 1990.
120. *Chemical Processing of High-Tc Superconductors*; Department of Metallurgical and Materials Engineering, California Polytechnic State University, San Luis Obispo, CA, March 1990.

121. *An Organometallic Sol-Gel Route to the Bi-Sr-Ca-Cu-O Superconducting System*; K. M. Stephens, D. A. Robinson, A. Alvanipour, and A. Morrobel-Sosa, 41st Southeast ACS Regional Meeting, Winston-Salem, NC, October 1989. (Paper).
122. *Materials Processing and Properties of Y-Ba-Cu-O and Bi-Sr-Ca-Cu-O Superconductors*; D. A. Robinson, A. Morrobel-Sosa, and M. A. Maginnis, 41st Southeast ACS Regional Meeting, Winston-Salem, NC, October 1989. (Paper).
123. *X-Ray Powder Diffraction Analysis: The Taupin Program Applied to High-T_c Superconductors*; W. D. Calhoun, D. A. Robinson, K. M. Stephens, R. M. Metzger, and A. Morrobel-Sosa, 3rd Alabama Materials Research Conference, Huntsville, AL, September 1989. (Poster).
124. *Solution-Gel Approaches to High-T_c Superconductors*; K. M. Stephens, D. A. Robinson, and A. Morrobel-Sosa, 3rd Alabama Materials Research Conference, Huntsville, AL, September 1989. (Paper).
125. *Precursor-Matrix Reaction Routes to Bi-Sr-Ca-Cu-O Superconductors*; D. A. Robinson, A. Morrobel-Sosa, and M. A. Maginnis, 3rd Alabama Materials Research Conference, Huntsville, AL, September 1989. (Paper).
126. *The Chemistry of Superconducting Materials*; MACY Bio-Prep Program, The University of Alabama, Tuscaloosa, AL, July 1989.
127. *High Temperature Superconductors and 21st Century Technology: The Edge on the Future*; Hugh O'Brian Youth Foundation, Birmingham, AL, June 1989.
128. *Superconductivity*; 1989 Meeting of High School Medical Education Program-Josiah Macy Jr. Foundation, Tuscaloosa, AL, May 1989.
129. *Superconductivity in the Bi-Sr-Ca-Cu-O System from Sol-Gel and Enriched Ca-Cu-O Methods*; A. Alvanipour, K. M. Stephens, D. A. Robinson, W. S. Hinton, A. Morrobel-Sosa, and M. A. Maginnis, 1989 MRS Spring Meeting, San Diego, CA, April 1989. (Poster).
130. *The Effects of Metal Doping on the Bi-Sr-Ca-Cu-O System*; D. A. Robinson, T. A. Mayfield, A. Morrobel-Sosa, R. M. Metzger, and M. A. Maginnis, 1989 MRS Spring Meeting, San Diego, CA, April 1989. (Poster).
131. *A Progress Report on Superconductivity Research at UA*; Ceramics Division, United States Bureau of Mines-Tuscaloosa Research Center, Tuscaloosa, AL, March 1989.
132. *Chemistry, Processing, and Physical Properties of High-Temperature Superconductors: Variations on Chemical Themes*; Department of Chemistry, Arizona State University, Tempe, AR, February 1989.
133. *Superconducting Materials*; Department of Chemical Engineering, The University of Alabama, Tuscaloosa, AL, February 1989.
134. *High-Temperature Superconductors: Variations on a Chemical Theme*; Alabama Section-ACS, Birmingham, AL, January 1989.
135. *Where's the Chemistry in Superconductivity?*; Science Club, Tuscaloosa County High School, Northport, AL, December 1988.
136. *Physical Properties and Processing of High-T_c Superconductors: Variations on a Chemical Theme*; A. Morrobel-Sosa, D. A. Robinson, and M. A. Maginnis, 40th Southeast ACS Regional Meeting, Atlanta, GA November 1988. (Invited Paper).
137. *Organic and Inorganic Superconductors*; Department of Chemistry, The University of Montevallo, Montevallo, AL, November 1988.
138. *Inorganic Oxide Superconductors*; Department of Chemistry, Hendrix College, Conway, AK, November 1988.
139. *Chemistry and Superconductivity*; Department of Chemistry, University of Central Arkansas, Conway, AK, November 1988.
140. *High-Temperature Superconductors*; Physical Science Department, Harding University, Harding University, Searcy, AK, November 1988.

141. *TIDEPR: A PC-based EPR Acquisition and Processing Program*; K. M. Stephens, D. A. Robinson, C. T. Jones, and A. Morrobel-Sosa, 20th Southeastern Magnetic Resonance Conference, Columbia, SC, October 1988. (Poster).
142. *Indium Substitution into the Bi-Sr-Ca-Cu-O System*; D. A. Robinson, P. J. Seffrood, M. A. Maginnis, and A. Morrobel-Sosa, 1988 Alabama Materials Research Conference, Auburn, AL, October 1988. (Paper).
143. *Why SUPER Conductors?*; MACY Bio-Prep Program, The University of Alabama, Tuscaloosa, AL, October 1988.
144. *Studies on Ozone Processing of High-Tc Superconductors*; D. A. Robinson, M. A. Maginnis, A. Morrobel-Sosa, K. M. Burnham, G. D. Martin, C. Alexander, Jr., C. Asavaroengchai, R. M. Metzger, and D. A. Stanley, International Conference on the First Two Years of Superconductivity, Tuscaloosa, AL, April 1988. (Poster).
145. *Chemical Research in Superconductivity*; High School Chemistry Day, The University of Alabama, Tuscaloosa, AL, April 1988.
146. *The Quest for High Temperature Superconductors*; Department of Chemistry and Physics, Erskine College, Due West, SC, February 1988.
147. *Room Temperature Superconductors?*; Department of Chemistry, Presbyterian College, Clinton, SC, February 1988.
148. *Chemistry and Superconductivity*; Cleburne County High School, Heflin, AL, February 1988.
149. *Effect of Oxidizing Atmosphere on Superconductivity in $R\text{Ba}_2\text{Cu}_{3-x}\text{M}_x\text{O}_7$* ; D. A. Robinson, M. A. Maginnis, A. Morrobel-Sosa, C. Alexander, Jr., C. Asavaroengchai, R. M. Metzger, and D. A. Stanley, 1987 MRS Fall Meeting, Boston, MA December 1987. (Poster).
150. *Thermal Processing Effects on Superconductivity in $\text{YBa}_2\text{Cu}_3\text{O}_7$* ; D. A. Robinson, A. Morrobel-Sosa, M. A. Maginnis, R. M. Metzger, C. Alexander, Jr., D. A. Stanley, and C. Asavaroengchai, International Conference on Electronics of Organic Materials, Tashkent, Uzbek, USSR, November 1987. (Poster).
151. *The Search for Room Temperature Superconductivity*; Department of Chemistry, University of West Florida, Pensacola, FL, November 1987.
152. *Processing and Superconducting Properties of $\text{GdBa}_2\text{Cu}_3\text{O}_{7-x}$* ; C. Asavaroengchai, R. M. Metzger, D. A. Robinson, A. Morrobel-Sosa, J. S. Thrasher, C. Alexander, Jr., D. A. Stanley, and M. A. Maginnis, International Symposium on High-Temperature Superconducting Materials, Chapel Hill, NC, September 1987. (Poster).
153. *Superconductivity, Thermogravimetry, EPR, Electron Microscopy, and X-Ray Diffraction of $\text{YBa}_2\text{Cu}_3\text{O}_{7-x}$* ; A. Morrobel-Sosa, D. A. Robinson, C. Asavaroengchai, R. M. Metzger, J. S. Thrasher, C. Alexander, Jr., D. A. Stanley, and M. A. Maginnis, International Symposium on High-Temperature Superconducting Materials, Chapel Hill, NC, September 1987. (Poster).
154. *Raman Spectroscopic Investigations of Hg-Cd-Te Melts*, NASA-Marshall Space Flight Center/Space Science Laboratory, Huntsville, AL, August 1987.
155. *Superconductivity in Rapidly Cooled $\text{Gd}_3\text{Ba}_3\text{Cu}_4\text{O}_7$* ; D. A. Robinson, A. Morrobel-Sosa, C. Alexander, Jr., J. S. Thrasher, C. Asavaroengchai, and R. M. Metzger, NATO Advanced Workshop on Organic and Inorganic Low-Dimensional Crystalline Materials, Minorca, Spain, May 1987. (Poster).
156. *Conducting Polymers and Electron Spin Echo Spectroscopy*, Department of Chemistry, The University of Alabama, Tuscaloosa, AL, Fall 1986.
157. *Research in Electron Spin Echo Spectroscopy*, Department of Chemistry, The University of Alabama, Tuscaloosa, AL, Fall 1986.
158. *Electron Spin Echoes: Techniques and Applications*, Department of Chemistry, The University of Alabama, Tuscaloosa, AL, Fall 1986.
159. *Women in Science*; Women Studies Program, The University of Alabama, Tuscaloosa, AL, November 1985.

160. *Angular Dependent ESR Absorption of Organic Conductors*; A. Morrobel-Sosa, M. Chen Lei, J. O. Adams, J. E. Dobrzynski, and J. V. Acrivos, 1985 Pacific Coast Conference on Chemistry and Spectroscopy, San Francisco, CA, October 1985. (Invited Paper).
161. *Electron Spin Echoes: An Overview and Applications*; Department of Physics, The University of Alabama, Tuscaloosa, AL, October 1985.
162. *Electron Spin Echo Spectroscopy: Techniques and Applications*, Department of Chemistry, San Jose State University, San Jose, CA March 1985. (Seminar).
163. *Molecular Oxygen Effects on Polyacetylenes Studied by ESE*; Department of Chemistry, San Jose State University, San Jose, CA, March 1985.
164. *ESE Studies of Oxygen Effects on Polyacetylene*; Department of Chemistry, The University of Alabama, Tuscaloosa, AL, December 1984. (Seminar).
165. *Electron Spin Echo Studies of Isolated Coal Macerals*; H. Thomann, B. G. Sibernagel, G. Dyrkacz, H. Kim, A. Morrobel-Sosa, C. Chiu, and L. R. Dalton, 26th Rocky Mountain Conference, Denver, CO, August 1984. (Paper).
166. *ESEEM-FT Characterization of the Wavefunction and Dynamics of the Soliton in trans-Polyacetylene*; H. Thomann, C. Chiu, H. Kim, A. Morrobel-Sosa, P. Bryson, and L. R. Dalton, *International Conference on the Physics and Chemistry of Low-Dimensional Synthetic Metals*, Abano-Termi, Italy, June 1984. (Paper).
167. *Experimental and Theoretical Characterization of One-Dimensional Soliton Dynamics*; B. H. Robinson, J. M. Schurr, A. L. Kwiram, H. Thomann, H. Kim, A. Morrobel-Sosa, and L. R. Dalton, *International Conference on the Physics and Chemistry of Low-Dimensional Synthetic Metals*, Abano-Termi, Italy, June 1984. (Poster).
168. *Spin-Lattice Relaxation Measurements and Consequences for a Soliton Conduction Model*; Department of Chemistry, Arizona State University, Tempe, AZ, April 1984. (Seminar).
169. *Characterization of Molecular Electron Dynamics by Electron Spin Echo Techniques*; L. R. Dalton, H. Kim, A. Morrobel-Sosa, P. Bryson, H. Thomann, B. H. Robinson, A. L. Kwiram, M. K. Bowman, and J. R. Norris, *Sixteenth Annual International Conference: Electron Spin Resonance of Radicals in Organic and Bio-organic Systems*, Oxford University, Oxford, England, March 1984. (Invited Paper).
170. *Electron Spin Echo Envelope Modulation in ¹³C-enriched trans-Polyacetylene*; H. Thomann, C. Chiu, H. Kim, A. Morrobel-Sosa, and L. R. Dalton, APS Spring 1984, Detroit, MI, March 1984. (Paper).
171. *Role of Oxygen on Soliton Mobility in Polyacetylenes: Recent Electron Spin Echo Studies*; Department of Chemistry, Arizona State University, Tempe, AZ, January 1984. (Seminar).

REPORTS

1. Reverse Transfer/En Route Associate Degree Implementation Manual, June 2016, CUNY
2. Dexamethasone and Dexamethasone Sodium Phosphate Assay by High Pressure Liquid Chromatography; A. Morrobel-Sosa and D. J. Vachon; Pacesetter, Inc. 1994.
3. Dexamethasone and Dexamethasone Sodium Phosphate Assay Validation Protocol; A. Morrobel-Sosa and D. J. Vachon; Pacesetter, Inc. 1994.
4. Assay of Dexamethasone and Dexamethasone Sodium Phosphate by High Pressure Liquid Chromatography: Process Validation Protocol; A. Morrobel-Sosa, A. Castillo, and D. J. Vachon; Pacesetter, Inc. 1994.
5. The Effect of Temperature Cycle, Shock and Storage on the Stability of Dexamethasone Sodium Phosphate Compounded into Dow Corning Medical Grade Silicone RTV Adhesives: Results from High Pressure Liquid Chromatography; A. Morrobel-Sosa, A. Castillo, and D. J. Vachon; Pacesetter, Inc. 1994.
6. Stability Results of Silicone Rubber/Dexamethasone Sodium Phosphate MCRD by High Pressure Liquid Chromatography: Accelerated Life Test, Month 2; A. Morrobel-Sosa, A. Castillo, and D. J. Vachon; Pacesetter, Inc. 1994.

7. Stability Results of Silicone Rubber/Dexamethasone Sodium Phosphate MCRD by High Pressure Liquid Chromatography: Accelerated Life Test, Month 4; A. Morrobel-Sosa, A. Castillo, F. Torres, and D. J. Vachon; Pacesetter, Inc. 1994.
8. Stability Results of Silicone Rubber/Dexamethasone Sodium Phosphate MCRD by High Pressure Liquid Chromatography: Accelerated Life Stability of Dexamethasone Sodium Phosphate in Passive Plus DX and Tendril DX Monolithic Control Release Devices: Results from High Pressure Liquid Chromatography; A. Morrobel-Sosa, F. Torres, and D. J. Vachon; Pacesetter, Inc. 1995.
9. Stability Results of Silicone Rubber/Dexamethasone Sodium Phosphate MCRD by High Pressure Liquid Chromatography: Accelerated Life Test, Month 6; A. Morrobel-Sosa, F. Torres, and D. J. Vachon; Pacesetter, Inc. 1995.
10. Stability Results of Silicone Rubber/Dexamethasone Sodium Phosphate MCRD by High Pressure Liquid Chromatography: Accelerated Life Test, Month 8; A. Morrobel-Sosa, F. Torres, and D. J. Vachon; Pacesetter, Inc. 1995.
11. Stability Results of Silicone Rubber/Dexamethasone Sodium Phosphate MCRD by High Pressure Liquid Chromatography: Accelerated Life Test, Month 10; A. Morrobel-Sosa, B. S. McClure, and D. J. Vachon; Pacesetter, Inc. 1995.

EXTRAMURAL GRANTS

UT-A PRIME: Accelerated, Professional, Relevant, Integrated Medical Education a Transformation in Medical Education Initiative; University of Texas System, Co-PI; \$1,498,640; 2011-2013

Comprehensive Assessment of the Used Oil/HHW Program; California Integrated Waste Management Board, Co-PI; \$199,842; 2002-2003.

Development of an Undergraduate X-Ray Diffraction and Electron Optical Methods Laboratory; NSF-ILI; \$255,448; 1992-1994.

FTIR Microscopy in Undergraduate Materials Engineering Laboratories; NSF-ILI; Co-PI; \$85,884; 1991-1993.

Development of a Cryogenic Materials Properties Laboratory; Hughes-Santa Barbara Research Center; \$50,000; 1990-1992.

Linkages: Community College Conference; Project Leader; \$60,000; part of *Synthesis: The National Engineering Education Coalition*; NSF; 1990-1992.

Processing of High-Temperature Superconductors by Solution-Gel and Hot-Forged Methods; School of Mines & Energy Development, University of Alabama; \$36,800. 1988-1989.

TEACHING EXPERIENCE

Undergraduate:

General Chemistry	Electronic Properties of Materials
Physical Chemistry	Superconductivity
Quantum Mechanics/Chemistry	Instrumental Analysis
Thermodynamics	Materials Engineering
Kinetics and Rate Processes	Ceramics
Polymers and Polymeric Materials	Failure Analysis

Graduate:

Quantum Chemistry
 Research Techniques in Physical Chemistry
 X-Ray Diffraction

The Osher Lifelong Learning Institute

Napoleon's Buttons: Six Molecules that Changed History

CURRICULUM DEVELOPMENT

Polymers and Polymeric Materials (MATE 320; 3crs = 3 lectures). This course was designed to provide a broad exposure to polymeric materials and their applications; discussion of their chemical structure-processing-property relationships and how these affect mechanical, thermal, optical, biomedical and environmental applications.

Electronic Properties of Materials (MATE 340; 3crs = 3 lectures). This course was designed to provide a detailed discussion of electric, magnetic, thermal and optical properties of solid-state materials that arise from a quantum mechanical description of their structure; emphasis on applications in microelectronics and semiconductor devices.

Instrumental Analysis (MATE 429; 3crs = 1 lecture, 2 labs). This laboratory course was designed to provide an understanding and practice of common techniques in the characterization of materials: thermal analysis (TGA, DSC, DTA), vibrational spectroscopy (FTIR) and electron microscopy (SEM, EDAX).

Special Topics in Superconductivity (MATE 518; 2crs = 2 lectures). This course was designed to explore the structure-property relationships exhibited by superconductors, measurement techniques and potential applications.

Introduction to X-Ray Diffraction (MATE 520; 2crs = 1 lecture, 1 lab). This course was designed to provide radiation safety training and specific instruction in the use of x-ray diffraction techniques and equipment in the analysis of materials.

MASTER'S THESES AND DOCTORAL DISSERTATIONS DIRECTED

Victor M. Granados; *Materials Analysis of Cryogenic Valves*, M.S., Engineering, California Polytechnic State University (1998).

Lisa Zavieh; *Muon-Level Crossing Resonance Studies in GaAs-Si*, M.S., Engineering, California Polytechnic State University (1993).

Krista L. Heidersbach; *X-Ray Fluorescence Studies of Impurities in Yba₂Cu₃O_x*, M.S., Engineering, California Polytechnic State University (1993).

Keith M. Stephens; *Part I. Solution Routes to Advanced Ceramics; Part II. A Study of the Photodissociation of Phosphine*, Ph. D., Physical Chemistry, University of Alabama (1990).

David A. Robinson; *High T_c Superconductors: Chemical Processing, Structural and Transport Properties*, Ph.D., Physical Chemistry, University of Alabama (1990).

Abbas Alvanipour; *Organometallic Routes to High T_c Superconductors*, Ph.D., Post-Doctoral Research Associate; University of Alabama (1989).

UNDERGRADUATE SENIOR PROJECTS/THESES DIRECTED

Mark D. Bruley; *Pressure Testing of Various Support Matrix Materials used in the Immuno Affinity Purification of Protein*, California Polytechnic State University (1998).

Fausto E. Torres; *Ultrahigh Vacuum System*, California Polytechnic State University (1997).

Alesha B. Castillo; *A Study of Polyurethane Degradation by Autooxidation in the Presence of Metallic Corrosion Products and Hydrogen Peroxide*, California Polytechnic State University (1997).

Larry G. Goens; *Imaging the Effects of Wetting Solutions on the Properties of Polyurethane Using Atomic Force Microscopy*, California Polytechnic State University (1997).

Scott A. Centoni; *Super-radiant Emissions in Ar-pumped Ruby Powder*, California Polytechnic State University (1995).

Ramon Ramirez, Jr.; *Thermal Gravimetric Analysis of Aluminum at 515C: Inquiry into possible Oxide Cracking*, California Polytechnic State University (1994).

Curtis L. Hansen; *"Mocha": A Look into Image Analysis*, California Polytechnic State University (1994).

Chad A. Wickman; *Thermal Resistivity of an Experimental Electrical Test Piece*, California Polytechnic State University (1994).

- Jason Jewett; *The Design of superconductivity Experiments for Undergraduate Laboratories*, California Polytechnic State University (1993).
- Stephen R. Sharp; *Acquisition of a TG/FTIR for Undergraduate Laboratories*, California Polytechnic State University (1993).
- Kris Story; *The Effects on Polymer Fracture Surfaces Above and Below the Glass Transition Temperature*, California Polytechnic State University (1993).
- Christopher Jenney; *Differential Scanning Calorimetry of a Mechanically Processed Polyamide/ABS Polymer Alloy*, California Polytechnic State University (1993).
- Owen Richter; *Development and Computer Interfacing of a Low-Resistivity Station*, California Polytechnic State University (1992).
- Bradley J Yellitz; *Electrical Properties of Novel Electrical Contacts*, California Polytechnic State University (1992).
- Stephen W. White; *Thermal and Chemical Analysis of Foundry Mold Binder Resins*, California Polytechnic State University (1992).
- Dyana Quinlan; *A Thermal Study of Titanium-Oxide Perovskites by Thermogravimetric and Differential Thermal Analysis*, California Polytechnic State University (1991).
- Stephen W. White; *A Thermal Study of Vanadium-Oxide Perovskites by Differential Scanning Calorimetry*, California Polytechnic State University (1991).
- Nick Ducich; *A Study of Sol Gel Coatings on α -Ti*, California Polytechnic State University (1991).
- Douglas Queheillalt; *Examination of Failed MTS Testing Fixtures*, California Polytechnic State University (1991).
- Christopher J. Carrell; *Measurement and Computational Study of High- T_c Superconductors*, The University of Alabama (1990).
- Mark S. Swingle; *Electron Paramagnetic Resonance Studies of High- T_c Superconductors*, The University of Alabama (1990).
- William D. Calhoun; *X-Ray Diffraction Analysis of High- T_c Superconductors*, The University of Alabama (1989).
- Thomas A. Mayfield; *Thin Films of High Temperature Superconductors*, The University of Alabama (1989).
- W. Scott Hinton; *Solution-Gel Processing of High- T_c Superconductors*, The University of Alabama (1989).
- Paul J. Sefrood; *Processing and Electrical Characterization Studies of High-Temperature Superconductors*, The University of Alabama (1988).
- Christopher T. Jones; *Magnetic Resonance Studies of Organic and Inorganic Superconductors*, The University of Alabama (1988).
- Kenneth M. Burnham; *Materials Processing of High-Temperature Superconductors*, The University of Alabama (1988).
- G. Dawn Martin; *Chemical Substitutions in High-Temperature Superconductors*, The University of Alabama (1988).
- Renee Niziurski; *Computer-Interfacing and Design of an Electron Paramagnetic Resonance Spectrometer*, The University of Alabama (1986).

PROFESSIONAL DEVELOPMENT ACTIVITIES

(Scheduled) *TIAA-CREF Institute Higher Education Leadership Conference*, New York, NY, November 2016

Council of Fellows, American Council on Education, Washington, DC, June 2016

ACE 98th Annual Meeting, San Francisco, CA, March 2016

Universidad 2016: 10th International Congress on Higher Education; La Habana, Cuba, February 2016

AAC&U 2016: How Higher Education Can Lead – On Equity, Inclusive Excellence and Democratic Renewal, Washington, DC, January 2016

Institute for International Education's (IIE) International Academic Partnership Program (LAPP) in Cuba 2015; La Habana – Santa Clara - Cienfuegos, Cuba, October 2015

Middle States Commission on Higher Education (MSCHE) Town Hall Meeting, Jersey City, NJ, September 2015

Council of Fellows, American Council on Education, Washington, DC, June 2015

ACE 97th Annual Meeting, Washington, DC, March 2015

WACE Chief Academic Officers Colloquium, New York, NY, March 2015

HACU International Conference, Guadalajara and Guanajuato, Mexico, February 2015

AAC&U 2015: Liberal Education, Global Flourishing, and the Equity Imperative, Washington, DC, January 2015

AAC&U Centennial Symposium titled America's Global Future: Are College Students Prepared?, AAC&U Centennial Symposium, Washington, DC, January 2015

Middle States Commission on Higher Education (MSCHE) 2014 Annual Conference, Washington DC December 2014

TIAA-CREF Institute Higher Education Leadership Conference, New York, NY, November 2014

IHAN Conference on the Culture of Peace and Women's Contribution in Building Global Peace and Reducing Violence, New York, NY, October 2014

American Council on Education's Change Innovation Laboratory (ACE-CIL); Washington DC, April and October 2014

Institute for International Education's (IIE) International Academic Partnership Program (LAPP) in Brasil 2014; Rio de Janeiro - Porto Alegre - Brasilia, Brasil, March-April 2014

Council of Fellows, American Council on Education, Atlanta, GA, May-June 2014

ACE 96th Annual Meeting, Washington, DC, March 2014

AAC&U 2014: Quality, E-Quality, And Opportunity: How Educational Innovations Will Make—Or Break— America's Global Future, Washington, DC, January 2014

Middle States Commission on Higher Education (MSCHE) 2013 Annual Conference, Philadelphia, PA, December 2013

TIAA-CREF Institute Higher Education Leadership Conference, New York, NY, November 2013

Prioritizing Academic and Administrative Programs; Academic Impressions, Fort Worth, TX, October 2013

Council of Fellows, American Council on Education, Detroit, MI, June 2013

American Council on Education Institute for New Chief Academic Officers; St. Louis, MO, August 2012; Albuquerque, NM, January 2013; Chantilly, VA, June 2013

Intel's Educator Academy 2013; Phoenix, AZ, May 2013

18th Annual National Capitol Forum on Hispanic Higher Education, Hispanic Association of Colleges and Universities (HACU), Washington, D.C., April 2013

ACE Annual Meeting, Washington, DC, March 2013

Middle States Commission on Higher Education (MSCHE) 2012 Annual Conference, Philadelphia, PA, December 2012

Science and Mathematics Teacher Imperative (SMTI) National Meeting, Association of Public Land-Grant Universities (APLU), Portland, OR, June 2011

Plasticity of Higher Education; Council of Fellows, American Council on Education, Phoenix, AZ, March 2010

Medical Center of the Americas Research Advancement Symposium; El Paso, TX, February 2010.

Building Partnerships and Pathways to Address Engineering Grand Challenges; El Paso, TX, February 2010.

Texas Association of Deans of Liberal Arts and Sciences (TADLAS); San Angelo, TX, January 2010

2009 National Network for Education Renewal, Bellevue WA, October 2009

Richardson Forum Planning Retreat; Sid W. Richardson Foundation, San Antonio, TX, September 2009.

NMSI-UTeach Consortium, Austin, TX, May 2009

AAC&U: To Align Learning Outcomes, Chicago, IL, May 2009.

- AAC&U 2009: Global Challenges, College Learning and America's Promise*, Seattle WA, January 2009
- Celebrating Achievements, Addressing Challenges*; The 4th Summit For Women of Color Administrators in Higher Education, American Council on Education, Atlanta, GA, October 2008.
- TNE 2008 Institute: Building and Sustaining a Culture of Evidence for Institutional Change*, Washington, DC, June 2008.
- Network of Network Meetings*, Banneker Institute for Science and Technology, Washington, D.C., June 2008.
- ADVANCE 7th Annual Principal Investigators Conference*, National Science Foundation, Arlington, VA, May 2008.
- Interdisciplinarity*; Council of Fellows, American Council on Education, Washington, D.C., May 2008
- Intentional Learning, Unscripted Challenges: Knowledge and Imagination for an Interdependent World*, Association of American Colleges and Universities, Washington, D.C., January 2008.
- Texas Association of Deans of Colleges of Liberal Arts and Sciences*, Laredo, TX, January 2008.
- Making Our Mark, Making a Difference*; The Third Summit For Women of Color Administrators in Higher Education, American Council on Education, Long Beach, CA, November 2006.
- Science and Global Learning in the Undergraduate Curriculum*, Association of American Colleges and Universities, Washington, D.C., January 2006.
- Women Deans' Workshop*, Council of Colleges of Arts and Sciences, Vancouver, BC, Canada, November 2005.
- Campus Women Lead Curriculum Planning Retreat*, National Initiative for Women in Higher Education, Association of American Colleges and Universities, Seattle, WA, June 2005.
- AAC&U Institute on General Education*, Association of American Colleges and Universities, Newport, RI, May 2005.
- Validating our Strengths: Exercising Leadership Through Participation and Advancement*, The Second Summit For Women of Color Administrators in Higher Education, American Council on Education, Providence, RI, November 2004.
- Initiating Simultaneous Renewal Leadership Program*, Institute for Educational Inquiry, Seattle, WA, 2003 – 2005.
- New Deans' Workshop*, Council of Colleges of Arts and Sciences, Minneapolis, MN, July 2003
- Strengthening Our Place in the Academy: A Summit for Women Administrators and Faculty of Color*, American Council on Education, Emeryville, CA, February 2003.
- Standardized Expectations or Unexpected Standards? Professional Advancement and the Dilemma for Latino Leaders in the Academy*, American Council on Education, Phoenix, AZ, September 2002.
- Western Association of Schools and Colleges (WASC) Evaluators Workshop for Special Visits*, Los Angeles, CA, September 2002.
- Orfalea College of Business Strategic Planning Partnership Initiative*, San Luis Obispo, CA, 2002.
- Prioritizing Academic Programs and Services*; Society for College and University Planning; San Diego, CA, January 2001
- Women's Engineering Leadership Conference*; National Science Foundation; Winterpark, CO, October 2000.
- The Assessment Institute*; The National Center on Postsecondary Teaching, Learning and Assessment; Providence, RI, April 2000.
- CSU Conference on Assessing General Education Learning Outcomes*; March 2000, Los Angeles, CA
- Improving Evaluation at the Department Level*; AAHE Forum on Faculty Roles and Rewards, New Orleans, LA, February 2000
- The Scholarship of Teaching and Learning: Definitions, Issues, Methods*; AAHE Forum on Faculty Roles and Rewards, New Orleans, LA, February 2000
- Assessment and the Scholarship of Teaching and Learning*; AAHE Forum on Faculty Roles and Rewards, New Orleans, LA, February 2000

Plan 2008: Educational Excellence Through Racial/Ethnic Diversity (Guidelines for Developing a Strategic Plan to Facilitate Institutional Change); American Council on Education: Educating All of One Nation; Albuquerque, NM, October 1999

Eastern States Chief Academic Officers Conference; Newark, DE, June 1999

Design for Sustainable Technology; AAHE National Conference, Washington DC, March 1999

Unit Evaluation and Assessment; AAHE National Conference, Washington DC, March 1999

An Administrator's Portfolio: Adaptation of a Teaching Portfolio; AAHE National Conference, Washington DC, March 1999

National Focus Group for Minority Women Leaders; ACE Office of Women in Higher Education, Washington, DC, March 1999

Hiring and Firing: Legal Issues in Employment for Academic Administrators; AAHE National Conference, Washington DC, March 1999

Self-Organizing for Learning: Open Space Technology; AAHE National Conference, Washington DC, March 1999

Delaware Women's Conference; Newark, DE, March 1999

Project on Leadership and Institutional Transformation; American Council on Education, Alexandria, VA, February 1999

Academic Productivity and the "Readiness Criteria"; National Learning Infrastructure Initiative, New Orleans, LA, February 1999,

Who Owns Online Courses and Course Materials? Intellectual Property Policies for a New Learning Environment; National Learning Infrastructure Initiative, New Orleans, LA, February 1999

Technology Challenges: Issues and Intellectual Property Concerns; AAHE Forum on Faculty Roles and Rewards, San Diego, CA, January 1999

Getting Students to Think: Problem-Based Learning as an Instructional Tool; AAHE Forum on Faculty Roles and Rewards, San Diego, CA, January 1999

New Media Technologies and Faculty Development: Curricular and Learning-Based Models; AAHE Forum on Faculty Roles and Rewards, San Diego, CA, January 1999

Recognizing and Responding to the Ethical Issues Raised by New Roles and Rewards; AAHE Forum on Faculty Roles and Rewards, San Diego, CA, January 1999

A Turning Point - A People Together; Newark, DE, November 1998

Choices for Delaware: Life and the Economy in 2000 and Beyond; Delaware Public Policy Institute, Newark, DE, November 1998,

Fourier Transform Infrared Spectroscopy Workshop; Milpitas, CA, September 1997

Engineering Management Program: Seminar on Technology; San Luis Obispo, CA, June 1997

Sixth International Conference on \square SR, Maui, HI, June 1993

University Materials Council, Washington, DC, May 1993

ASEE-College Industry Education Conference, Orlando, FL, January 1993

Community College Engineering Educators Conference (CCEE-92), San Luis Obispo, CA, August 1992

Cal Poly Counselor Conference; San Luis Obispo, CA, May 1992

Community College Engineering Educators Conference (CCE-91), San Luis Obispo, CA, August 1991

California Engineering Liaison Committee Meeting, Cupertino, CA, March 1991

Superconductivity, Gordon Research Conference, Ventura, CA, March 1991

Golden Gate Materials Technology Conference: Quintech '91, San Mateo, CA, February 1991

41st Southeast ACS Regional Meeting, Winston-Salem, NC, October 1990

4th Alabama Materials Research Conference, Tuscaloosa, AL, October 1990

Western Regional Materials Science and Engineering Meeting, Irvine, CA, September 1990

University Materials Council, Washington, DC, May 1990

Superconductivity, Gordon Research Conference, Ventura, CA, March 1990

21st Southeastern Magnetic Resonance Conference; Memphis, TN, October 1989

3rd Alabama Materials Research Conference; Huntsville, AL, September 1989
Workshop on Loop-Gap Resonators, National Biomedical ESR Center, Milwaukee, WI, May 1989
1989 MRS Spring Meeting, San Diego, CA, April 1989
Superconductivity, Gordon Research Conference, Ventura, CA, March 1989
40th American Chemical Society Southeast Regional Meeting, Atlanta, GA; Session Chair, November 1988
20th Southeastern Magnetic Resonance Conference, Columbia, SC, October 1988
1988 Alabama Materials Research Conference, Auburn, AL, October 1988
International Conference on the First Two Years of High-Temperature Superconductivity, Tuscaloosa, AL, April 1988
1987 MRS Fall Meeting; Boston, MA, December 1987
International Symposium on High-Temperature Superconducting Materials; Chapel Hill, NC, September 1987
194th National Meeting American Chemical Society, New Orleans, LA, September 1987
18th Southeastern Magnetic Resonance Conference, Nashville, TN, October 1986
1986 MRS Spring Meeting, Anaheim, CA, April 1986
17th Southeastern Magnetic Resonance Conference, Tuscaloosa, AL, October 1985
1985 Pacific Coast Conference on Chemistry and Spectroscopy; San Francisco, CA, October 1985

SERVICE ACTIVITIES

AGB Shared Governance Advisory Council, Association of Governing Boards of Universities and Colleges (AGB), 2016 - 2017
Workshop Speaker/Presenter, La Universidad de Puerto Rico Mas Allá de la Isla (05-08 July, Universidad de Puerto Rico-Humacao). Workshop sessions for the Chancellors and leadership staff of the University of Puerto Rico (UPR) focused on the UPR and PR/Hispanic communities to advance the university's relationship with federal agencies and other stakeholders in the US.
Charter Member, Board Member, Association of Chief Academic Officers (ACAO), 2014 – 2016
Executive Board Member, Council of Fellows, American Council on Education, 2013 – 2016
Accreditation Liaison Officer, Middle States Commission on Higher Education, 2012 – 2016
Steering Committee, AASCU/AAC&U Civic Working Group, Degree Qualifications Profile Project, 2012 - 2016
Ramping Up for STEM Success Project: Invitational Summit on Guaranteed Transfer Pathways; Project Kaleidoscope (PKAL) and Association of American Colleges and Universities (AAC&U), Indianapolis, IN, September/October 2011
(Voting) Delegate, Savannah Solutions Exchange; Savannah, GA, September 2011
Improving College Introductory Courses Through Active Engagement: A Tier I (Introductory) Workshop; Center for Astronomy Education; El Paso, TX, April 2011
Women of Color Advisory Committee; The Fourth Summit For Women of Color Administrators in Higher Education, American Council on Education, Atlanta, GA, 2008.
Network of Networks, The Banneker Institute for Science and Technology, Washington, D.C., June 2008.
Board of Directors, Women in Engineering Programs and Advocates Network (WEPAN); Denver, CO, 2005-2006
Advisory Board, On Campus with Women, AAC&U; Washington, D.C., 2005 – 2016
Campus Women Lead Steering Committee, National Initiative for Women in Higher Education, Association of American Colleges and Universities; Washington, D.C., 2005 – 2016
Board of Directors, Skidaway Marine Science Foundation; Savannah, GA, 2005 – 2006
Professional Development District (PDD) Governance Council, Statesboro, GA 2005 – 2006
5th Technology Corridor Group, Savannah, GA, 2005 – 2006
Moderator, 'Straight Talk About Searches: A Session for Deans, Vice Presidents, and Presidential Aspirants'; 86th American Council on Education National Meeting, Miami, FL, February 2004
Board of Directors, Coastal Business Education and Technology Alliance (CBETA); Savannah, GA, 2003 – 2006

WASC Evaluator, 2002
ASEE Minorities in Engineering Award Committee, 1996 – 1998
Board of Directors, University of Texas-El Paso Materials Research Center of Excellence, 1995 – 1998
NSF-Chemistry Initiative Panel Reviewer, Washington, DC 1993
NSF-Course and Curriculum Development Panel Reviewer, Washington, DC, 1993
NSF-Instrumentation for Laboratory Improvement Panel Reviewer, Washington, DC, 1993
American Society for Engineering Education ASEE Projects Board, 1992 – 1996
California Engineering Liaison Committee Meeting, Cupertino, CA, March 1991
Community College Engineering Educators Conference (CCEE-92), SYNTHESIS: National Engineering Education Coalition, San Luis Obispo, CA; Conference Co-Chair, August 1992
Community College Engineering Educators Conference; SYNTHESIS: National Engineering Education Coalition, San Luis Obispo, CA; Conference Co-Chair, August 1991
Southeast/Southwest ACS Regional Meeting, New Orleans, LA; Session Chair, December 1990
NSF-Instrumentation for Laboratory Improvement Panel Reviewer, Washington, DC, 1988 – 1990
40th ACS Southeast Regional Meeting, Atlanta, GA; Session Chair, November 1988
International Conference on the First Two Years of High-Temperature Superconductivity, Tuscaloosa, AL; Organizing Committee Member, April 1988
NSF-CSIP Panel Reviewer, Washington, DC, 1987,

UNIVERSITY ACTIVITIES

Co-Chair, CUNY Reverse Transfer/En-Route Associate Degree Task Force, CUNY (2015 – 2016)
Member, Task Force on Scholarship Faculty Effort Determination, Chief Academic Officers, CUNY (2015 – 2016)
Member, CUNY Experiential Learning Task Force, CUNY (2015 – 2016)
Diversity Task Force Member, Macaulay Honors College, CUNY (2014 – 2016)
Member, e-Permit Policy Committee, Chief Academic Officers, CUNY (2013 – 2016)
Member, Chief Academic Officers Council, CUNY (2012 – present)
Chair, Tenure/CCE Committee, Lehman College (2012- 2016)
Chair, Promotion Committee, Lehman College (2012- 2016)
Chair, Distinguished Professor Committee, Lehman College (2012- 2016)
Chair, Budget Committee, Lehman College (2012- 2016)
Chair, PABSCOR Committee, Lehman College (2012- 2016)
Chair, Equivalency and Waiver Committee, Lehman College (2012- 2016)
Chair, Fellowships Award Committee, Lehman College (2012- 2016)
Chair, Travel Committee, Lehman College (2012- 2016)
Co-Chair, Diversity Advisory Council, Lehman College (2012- 2016)
Member, Faculty Personnel & Budget (FP&B) Committee, Lehman College (2012- 2016)
Member, Senate and FP&B Joint Budget Committee, Lehman College (2012- 2016)
Accreditation Liaison Officer, MSCHE, Lehman College (2012- 2016)
Organizational Structure Strategic & Operational Planning Group, UTEP (2010 - 2012)
Information Technology Strategic & Operational Planning Group, UTEP (2010 - 2012)
Center for Space Exploration Technology Research External Advisory Committee, UTEP (2010 - 2012)
Executive Committee, UTEP-CREATE, Sid W. Richardson Foundation, UTEP (2010 - 2011)
Director of the Centennial Museum Search Committee, UTEP (2009 - 2010)
Dean of the School of Nursing Search Committee, UTEP (2009)
EPCC-UTEP Administrative Retreat (2009)
NIH-RCMI (BBRC) Directors' Meeting; Honolulu, HI, (2008)
Teachers for a New Era Executive Committee, UTEP (2007-2012)
UTEP Building Committee, UTEP (2007-2012)

Cyber-SHARE Steering Committee, UTEP (2007- 2012)
Executive Committee, UTEP-TNE (Teachers for a New Era), UTEP (2007 - 2010)
Task Force on General Education, University System of Georgia (2006)
Ad-Hoc Committee on Development of Strategies and Support for Assessment of General Education Outcomes,
University System of Georgia (2005 – 2006)
*Professional Development District (PDD) Governance Council; PDD: P-16 Partnership for Teaching/Learning
Renewal and Reducing the Achievement Gap*, Georgia Southern University (2005 – 2006)
Provost Search Committee, Georgia Southern University (2004)
Partnership for Reform in Science and Mathematics (PRISM) Leadership Team, University System of Georgia
(2003 – 2005)
Educator Preparation Academic Advisory Committee, University System of Georgia (2003 – 2006)
Campus Protection Task Force, Georgia Southern University (2003 – 2006)
Student Success Council, Cal Poly (2002 – 2003)
University Diversity Enhancement Council, Cal Poly (2002 – 2003)
College of Engineering Peer Review Committee, Cal Poly (2000)
Faculty Advisory Group for Center for Teaching and Enhanced Learning, Cal Poly (1999 – 2002)
Information Resource Management Policy and Planning Committee, Cal Poly (1999 – 2001)
Ad Hoc Faculty Service Learning Development Committee, Cal Poly (1999 – 2001)
College of Engineering Curriculum Committee, Cal Poly (1999 – 2000)
Curriculum Development Committee, Department of Materials Engineering, Cal Poly (1999 – 2000)
Academic Senate, Cal Poly (1999 – 2000)
Task Force on Graduate Education, Cal Poly (1997 – 2003)
Chair, Academic Senate, Cal Poly (1997 – 1998)
Task Force on Diversity, Cal Poly (1997 – 1998)
Task Force on Ethics, Cal Poly (1997 – 1998)
Budget and Long Range Planning Committee, Cal Poly (1997 – 1998)
Chair, Search Committee for Vice Provost for Academic Programs, Cal Poly (1997 – 1998)
WASC Accreditation Steering Committee, Cal Poly (1997 – 1998)
University Planning and Budget Advisory Committee, Cal Poly (1997 – 1998)
Campus Fee Advisory Committee, Cal Poly (1997 – 1998)
Cal Poly Plan Steering Committee, Cal Poly (1997 – 1998)
Academic Senate, Cal Poly (1996 – 1998)
Chair, College of Engineering Academic Senate Caucus, Cal Poly (1996)
Program Review and Improvement Committee, Cal Poly (1995 – 1997)
Chair, Academic Senate Curriculum Committee, Cal Poly (1993 – 1994)
Affirmative Action Facilitator, Department of Materials Engineering, Cal Poly (1992 – 1998)
Academic Senate, Cal Poly (1992 – 1994)
Academic Senate Curriculum Committee, Cal Poly (1992 – 1994)
Search Committee for Dean of Research and Graduate Programs, Cal Poly (1992 – 1993)
College of Engineering TRW Excellence in Teaching Award Committee, Cal Poly (1991)
Curriculum Development Committee, Department of Materials Engineering, Cal Poly (1990 – 1997)
Equal Opportunity Committee, University of Alabama (1986 – 1989)
President's Task Force on Human Relations, University of Alabama (1986 – 1989)
Materials Science Research Committee, University of Alabama (1985 – 1988)
Women Studies Program Advisory Board, University of Alabama (1985 – 1990)
Graduate Recruitment Committee, Department of Chemistry, University of Alabama (1988 – 1990)