

# **SHEILA AMIN GUTIÉRREZ DE PIÑERES, PhD**

American Council of Education Fellow \* Fulbright Research Scholar \* Jacob K. Javits Fellow \* HB Earhart Fellow\* Founding (Emeritus) Fellow, University of Texas System Academy of Distinguished Teachers\* University of Texas System Regents Outstanding Teaching Award\* h-index 18, i10-index 24

## **Education**

**Ph.D.** Duke University: Economics, 1992

**M.A.** University of Chicago: Economics, 1989

**B.A.** Texas A&M University: Economics, 1988 (*summa cum laude*)

Language Skills English: Native

Spanish: Fluent

Gujarati: Basic

## **Administrative Appointments**

Interim Vice-President for Information Technology & Chief Information Officer, University of Central Florida, Nov 2023-current

Dean of The Burnett Honors College, University of Central Florida, 2018-current

Executive Vice-President of Academic Affairs and Special Initiatives & Dean of Faculty, Austin College, 2017-18

Vice-President of Academic Affairs and Dean of Faculty, Austin College, 2013-17

Dean of Undergraduate Education, The University of Texas at Dallas, 2010-13

Interim Dean of Libraries, The University of Texas at Dallas, 2010

Program Head for Public Policy and Political Economy, The University of Texas at Dallas, 2009-10

Associate Provost, The University of Texas at Dallas, 2008–10

Associate Provost for Enrollment Services, The University of Texas at Dallas, 2006-08

Associate Dean for Undergraduate Education in EPPS, The University of Texas at Dallas, 2002-05

Program Head for Economics and Finance, The University of Texas at Dallas, 2000-02

## **Faculty Appointments**

Professor of Public Administration, University of Central Florida, 2018

Professor of Economics, Austin College, 2013

Professor of Political Economy and Economics, The University of Texas at Dallas, 2007

Associate Professor of Economics, The University of Texas at Dallas, 2000

Assistant Professor of Economics, The University of Texas at Dallas, 1996

Assistant Professor of Economics, The University of Arkansas at Fayetteville, 1992

## **Professional Development, Fellowships & Recognitions**

Founding member, Council on Honors Education (APLU affiliate group), 2020

ACAD Award for Excellence in Academic Leadership, 2020

Harvard Institute for Educational Management, Summer 2015

Emeritus Fellow, University of Texas System Academy of Distinguished Teachers, 2014-current

Founding Fellow, University of Texas System Academy of Distinguished Teachers, 2013

American Council of Education Fellow, Host Institution: University of Central Florida, 2011-12

Mary McDermott Cook Distinguished Chair for Undergraduate Education and Research, 2010-13

University of Texas System Regents' Outstanding Teaching Award, 2010

Special Faculty Development Assignment (competitive sabbatical), 2005

College of Social Sciences Students' Choice Teaching Award, 1997

Fulbright Research/Lectureship to Colombia- Universidad Javeriana & Universidad del Norte, 1994

Jacob Javits Fellowship, 1988-92

HB Earhart Fellow, 1988-90

## **Professional Positions, Service, & Memberships**

### **Board and Association Memberships**

Board Member: United Board, 2024-

Board Member: Florida Lambda Rail, 2023-

Board Member: Council on Honors Education (APLU affiliate group), 2020-

Board Member: Girl Scouts of Citrus Council, 2023-2024

Board member: UCF Athletic Association, 2023-

Member: ACE Women's Network Executive Council, 2021-24

Member: ACE Outreach and Engagement Committee, 2021-

Board Member: UCF Limbitless Solutions, 2020-2023

Vice-Chair: American Conference of Academic Deans, 2018-19

Board Member: American Conference of Academic Deans, 2015-19

Board Member: Association of Chief Academic Officers, 2017-18

Board Member: American Conference of Academic Deans, 2015-17

President: Midwest Association of Latin American Studies, 2012

Acting President & Vice-President: Midwest Association of Latin American Studies, 2011

Executive Board: Midwest Association of Latin American Studies, 2009

Board of Directors: The North Texas Chapter of the Fulbright Association, 2007

Advisory Board Member: The J. McDonald Williams Institute 2006-08

Board Member: The Inter-American Network for Public Administration Education (INPAE) steering committee for NASPAA, 2000-02

### **Service**

Conference Organizing Committee- Honors Education in Research Universities (HERU), 2021-22

External Reviewer for UT System Regents Outstanding Teaching Awards, 2014, 2015, 2016

Reviewer for Harry Frank Guggenheim Foundation Research Grants, 2015

KECK Foundation grant reviewer- 2014

SACS off-site committee member/reviewer- multiple years

ACE Fellows Program Application Reader, 2013, 2014

Reviewer for UT Tyler Excellence in Teaching Awards and Teaching Innovation Awards, 2014

### **Program/College Reviews & Projects**

Bates College: Faculty Governance Project (2020)

Ball State University: Honors College External Review Committee (2022)

Boise State University: College of Innovation and Design External Review Committee (2023)

University of Connecticut: Honors College External Review Committee (2023)

Montclair State University: Honors Program Redesign Project (2023)

### **Memberships**

Program Chair, The Annapolis Deans' Meeting, 2016

Chicago Leaders (C-level University of Chicago alumni group), 2014-

National Delegate for College Board Academic Assembly, 2012

Charter member Phi Kappa Phi Honorary Society, UT Dallas, 2011-13

McDermott Honors Council faculty, 2008-13

Member, Dallas Committee on Foreign Relations, 2001-current

University Representative: The Atlantic Council, 1997-13

Faculty Associate, Center for U.S.-Mexico Studies, UT Dallas, 1996-13

### **Panels and Presentations (Select- External only)**

ACAD Annual Meeting, February 2023

Panel/workshop presentation: Moving from Privates to Publics

ACE Council of Fellow Weekend

Panel: Search and Recovery, April 2023

ACE Women's Leadership Speaker Series of 2023: March 2023

Advocacy: A Proven Strategy to Challenge the Erosion of Women's Rights

HERU 2022 Annual Conference, June 22, 2022

Plenary Panel: Honors & Higher Education, Current Landscape with Commissioner Harrison Keller, THECB

AAC&U 2020 Annual Conference, January 22-25, 2020

Panel: Joint AACU&ACAD session: Next-Gen Leadership: Building an Inclusive Pipeline of Changemakers

WISR- HIGHER: Women's Professional Development Workshop, June 25, 2019

Invited Presentation: INSPIRE speaker

ACAD Webinar, May 6, 2019

Panel: Cultivating a Grants Culture on Campus: Challenges and Strategies

AAC&U 2018 Annual Conference, January 23-26, 2018

Panel: Planning for the Future: Connecting General Education to Students' Life Work

ACAD Dean's Institute at AAC&U Annual Conference, January 23, 2018

Leader Roundtable Discussion: Transition from Public to Private and Private to Public

ACE Regional Women's Leadership Forum, April 13, 2017

Invited Presentation: Understanding Institutional Mission

CASE District IV Conference, March 5-7, 2017

Panel: Where Advancement and Academic Affairs Meet: A Successful Case Study

AAC&U 2017 Annual Conference, January 25-28, 2017

Panel: Improving Low-Income Access and Attainment at Selective Liberal Arts Colleges: Lessons from Successful Colleges

ACAD Dean's Institute at AAC&U Annual Conference, January 25, 2017

Leader Roundtable Discussion: Diversity In and Out of the Classroom

CIC Institute for Chief Academic Officers, November 5-8, 2016 (in absentia)

Invited Panel: Building a Faculty Compensation Structure

Annapolis Group Annual Dean's Meeting, June 20-21, 2016

Panel: Shared Governance: Deans' Perspective

Academic Chairpersons Conference, February 3-5, 2016

Parallel plenary presentation: Career Trajectory- Aspiring Deans

ACE Institute for New Chief Academic Officers, December 2-3, 2015

Invitation to facilitate panel and small-group discussion with newly appointed CAOs

ACE Council of Fellows Weekend: Transforming Institutions, May 30-June 1, 2014

Invited Panel: Advice to Incoming ACE Fellows from Current and Former Fellows

Annapolis Group Meeting, June 16-18, 2014

Invited Panel: The Changing Character of Shared Governance: Advancing Conversations and Collaborations with Faculty

## **Leadership Experience: University of Central Florida**

### **Interim Vice-President for Information Technology & Chief Information Officer, Nov 2023-current**

The vice president for information technology and CIO provides executive leadership and strategic vision for the institution's information technology infrastructure, assets, and services. Works collaboratively with the university community, including faculty, staff members, and university leaders, to leverage technological innovations to support research and instruction while improving administrative systems and business processes. Reporting to the Provost with a staff of 258 and an operational budget of over \$95 million.

#### **Accomplishments:**

- Completed external review of UCF IT to facilitate creation of strategic direction
- Developed a transparent and sustainable budget
- Implemented a 24/7, 365 Security Operations Center (SOC). A SOC is a centralized unit responsible for monitoring, detecting, analyzing and responding to cybersecurity incidents and threats.
- Revaluated and implemented Cloud Smart Strategy, i.e. transition of PeopleSoft to the Cloud
- More fully utilizing MS365 tenant; completed email tenant consolidation and phased deprovisioning
- ERP, software rationalization process and requiring full POC before moving forward
- Implementation of IT governance process
- Examining all IT policies and standards to assure they are aligned with mission and compliance
- Development of student internship program
- Full evaluation of sustainability of data centers, secured funding and begin environmental upgrades to network core switch rooms
- Full evaluation of state of vulnerability and implementation strategy
- Realignment of organizational structure and talent to focus on future goals, reallocated budget to hire 20 positions
- Streamline project delivery and increased collaboration with UCF Facilities
- Focus on culture shift from "keep lights on" to "solutions driven partner"
- Creation of Enterprise Architect Board to improve communication and collaboration
- Rationalize and implement a sustainable Common Good Strategy
- Examination of role and implementation of AI in higher education environment

### **Dean of Burnett Honors College, 2018-current**

The Burnett Honors College (BHC) houses students from all majors and is one of thirteen colleges at the University of Central Florida. Enrollment in the BHC is approximately 2,200 students out of 68,000 students overall at UCF. Our upcoming class is 534 students, with an average SAT score of 1467, and an average weighted GPA of 4.4. BHC is committed to the vision of developing tomorrow's talent. BHC strengthens the educational experience by fostering an environment enriched by students' varied backgrounds, socio-economic statuses, perspectives, and abilities, which nourishes a larger societal dynamic of citizenship, public discourse, and civility across campus. BHC Scholars also bring distinction to the university by raising the academic profile, qualifying for prestigious national and international awards, securing admission to competitive graduate and professional programs, and charting their way to fulfilling careers. The BHC consistently ranks among the top public university honors colleges. The Dean of the BHC reports to the Vice President for Academic Affairs and Provost.

#### **Accomplishments:**

- KPI: Increase in 4-year graduation rate from 62% to 73%; increase in incoming class SAT from 1457 to 1467 (Fall 2018-Fall 2023 data)
- Advancement: Exceeded fundraising goals by over 700% in FY19-20, established a giving BHC Advisory Board, doubled average annual fundraising outcomes for last five years

- InSpire Scholars Program (ISP): Envisioned, developed, and implemented ISP. ISP is a partnership with Florida statewide organization Take Stock in Children (TSIC) to expand BHC reach of high-achieving, at-risk, low-income students. We admitted our 4<sup>th</sup> cohort in fall 2023 and graduated our first student in August 2023.
- New programs developed and implemented: TALENT (internship and career placement), ORANGE (internships and grant writing opportunities in not for profits), CARES (pre-health/med resources and support), 2UH (new admissions opportunity for current UCF students to BHC)
- New programing: [Match Day](#), Networking Events, LinkedIn Mentoring, Alumni, & Scholar groups
- Initiated and completed [Acclaimed Knights Wall](#) to recognize student recipients of major fellowships/awards
- Capital Improvements: refresh of Honors Reading Room, renovation to create group study space
- Development and implementation of brand marketing campaign: “Cultivating Talent. Inspiring Excellence”
- Collaborative development and implementation of five-year strategic plan: Cultivating Talent. Inspiring Excellence 2020-2025
- National collaboration: In March 2020, co-founded the Council on Honors Education- an affiliate group within APLU (Association of Public Land Grant Universities). The Council currently has over 131 participating institutions.
- Prestigious Awards: A 76.5% increase in scholarships awarded in the last 5 years
- Alumni and Community Engagement: Alumni visits to Boston, Austin, Miami, Atlanta, Orlando; BHC Dean’s Business Leaders Luncheon in Orlando, Careers in STEM: Talent Development | The Evolving Global Economy (Fireside chat in Miami); Developing alumni engagement opportunities locally and virtually
- UCF Service: Search committees (Provost and VP for Equity, Inclusion, and Diversity); Co-Chair for various committees: Academic Polices and Retention, Constellation Fund, Scholarship Investment Working Group, and Enrollment Strategy Taskforce; member of Insights Taskforce, LEP Mentor, UCF Budget Redesign
- UCF Speaking Invitations: Academic Leadership Academy Panel, Leadership Empowerment Program Panel, Leadership Empowerment Conference, Alumni Board, National Merit Scholars Yield Dinner, OverKnight Florida High School Counselors

### **Leadership Experience: Austin College**

#### **Executive Vice-President of Academic Affairs and Special Initiatives & Dean of Faculty, 2017-2018**

This position reports through the president to a board of trustees’ steering committee and is accountable for developing a sustainable financial model for the board’s consideration and for providing leadership for implementing the College-wide strategic growth plan and key initiatives.

#### **Accomplishments (Select)**

- [AC/Tech Connect](#): Austin College and Texas Tech University Health Sciences Center (TTUHSC) partnership to provide increased access to competitive programs in the allied health field.
- Curriculum Revision: Fostered and Supporting a faculty-led initiative to reconsider and revise the College’s core curriculum with targeted implementation date of Fall 2018
- Working in collaboration with faculty governance and Enrollment Management to develop a comprehensive transfer student program
- Data-informed decision making: Building a Data Warehouse to facilitate the use of data analytics in decision making

## **Vice-President of Academic Affairs and Dean of Faculty (2013-17)**

**Responsible** for Office of Academic Affairs, Abell Library, Institutional Research, Registrar, and Information Technology- The VPAA and Dean is the leader of the institution's academic enterprise, ensuring a coordinated and comprehensive approach to short and long-range visioning as well as implementation of sound policies and plans that impact all facets of the educational experience. As the institution's chief academic officer and a member of the Senior Leadership Team, the VPAA provides direction and support to faculty and curricular endeavors, as well as to offices directly engaged with the academic mission. The VPAA and Dean represents the academic program to both internal and external constituencies, including the board, and works with Institutional Advancement to help secure the resources needed to support the academic mission. The positions reporting to the VPAA and Dean include the three divisional deans for humanities, sciences, and social sciences, respectively; the College Librarian/Director, the Registrar/Director of Institutional Research, the Executive Director of Information Technology, an administrative assistant, an office coordinator, and the directors of Special Academic Programming, the Honors Program, the Center for Environmental Studies, the Center for Global Learning, the Center for Southwestern and Mexican Studies, the Robert & Joyce Johnson Center for Faculty Development and Excellence in Teaching, and the Posey Leadership Institute.

### **Accomplishments (Select)**

#### *Advancement and Alumni Relations*

- Grants (Academic Affairs): Developed a collaborative relationship with the Director of Foundation Relations resulting in a 50% funding rate over four years
- Academic Affairs foundation grants and gifts supporting pedagogical innovations: (~\$5 million since fall 2103) Andrew W. Mellon Foundation to support [digital pedagogies](#); W. M. Keck Foundation to support leadership development in the sciences ([STAR](#)); [Executive-in-Residence](#) to introduce a practitioner's perspective into the business curriculum; NSF S-STEM grant to support [ACCESS](#) program which combines curricular and co-curricular activities to enhance student success in the sciences; [Lemuel Scarbrough Center for Writing](#) to support strengthened emphasis on writing; NSF- NOYCE grant to support Austin College Teacher Program; NSF – I-USE: Developing Science Leaders Through Applied Learning Experiences and Reflection; The Discovery Foundation: Undergraduate Research; NSF- Major Research Instrumentation Program (MRI)- MRI: Acquisition of an NMR Spectrometer for Undergraduate Research and Teaching at Austin College
- Alumni Engagement: Active and strategic engagement of alumni leading to increased participation over the prior three years (e.g. Advocacy program)
- Board Relations: Provide leadership of board of trustee committees resulting in 1:1 relationship building that translates into direct funding of academic programs (e.g. M.B. & Edna Zale Foundation of Dallas, Texas- Professor of Practice; CASO-Digitization and Electronic Document Workflow)
- Donor Relations: Cultivate individual donors and foundations, secure major gifts, and build relationships with alumni, parents, industry partners, community, and the region leading to significant gifts to the college (available upon request)
- Leadership and Capital gifts: Cultivated and helped secure two seven figure gifts, totaling \$11million

#### *Academic and Curricular*

- [Gateways](#): Offers AC students preferred access to graduate and professional programs- currently approximately 20 partner universities and over 100 programs
- [Advocacy Program](#): Completed Courtroom and started mock trial program (Donor funded)
- [CREATE@AC](#): Center for Research, Experiential, Artistic, and Transformative Education-Institutionalized faculty driven initiative to enhance high impact practices across the disciplines
- Curricular Innovation: Faculty driven and supported innovation of general education program, new majors and minors to respond to changing student demographics and demands; e.g. new majors in public health and global management

- Review of selected college wide programs facilitating discussions from design to implementation of recommended changes: Writing Center, Leadership Institute, Center for Global Learning, Study Abroad, Undergraduate Research, Austin College Teacher Program, and other faculty driven curriculum reviews

#### *Faculty and Student*

- Focus on Excellence and Access: Review of all academic policies, develop programs to attract new student markets, and partner with student affairs leading to increase in average freshman cohort retention to 84% (2013-15) from 81% (2010-12), 4-year graduation rate increased by 3% to 66% for 2012 cohort.
- Shared Governance: Created a comprehensive system of shared governance through changes in current practices and committee structures
- Faculty Hiring: Developed a budget neutral hiring plan to move away from dependence on visiting/adjuncts in core areas while hiring faculty to support new initiatives; New hires have been 40% from diverse backgrounds and 50% female; Increased overall faculty diversity from 8% to 20% in four years
- Faculty Development and Recognition: Led Faculty Compensation Study and addressed 98% of salary inversion between associate and assistant professors; implemented a comprehensive New Faculty Orientation; developed a process for supporting recognition of faculty excellence in teaching, resulting in [CASE Texas Professor of the Year 2015](#) and [Piper Professor Award](#) recipient in 2016
- Developed programs to enhance transparency and communication: e-mail campaign, faculty forums, regular meetings with student government, hosting faculty and staff combined events

#### *College-wide*

- Accreditation: SACS Liaison responsible for 2019 Reaffirmation; SACS Fifth Year Interim report approved; Guiding and supporting a faculty driven process for academic assessment
- Capital Project Management: Abell Library: Transformation to a Learning Commons, including GIS lab; Hopkins Hall: complete renovation and digital upgrade; Forster Art: Landscaping; Moody Building Complex
- Digitization: Implementation of enterprise level electronic workflow and scanning programs to increase transparency and accountability
- IT 2020: Full review of information technology resulting in improved customer service, efficiencies, and effective use of resources including an enterprise software implementation of document scanning and electronic workflow

### **Leadership Experience: The University of Texas at Dallas**

#### University Administration

##### **Dean of Undergraduate Education (2010-13)**

**Responsible** for strategic planning, policies, procedures, and curriculum related to undergraduate education including recruitment, retention, persistence, and timely graduation; freshman admission decisions; academic excellence scholarships, undergraduate advising; pre-health and pre-law advising; core curriculum; undergraduate research; leadership experience; freshman seminar and academic components of first year experience; catalog; events including university and honors convocation; coordination of teaching excellence awards; community college relations; service on committees for the university, the UT System, and the Texas Higher Education Coordinating Board; represent the university at numerous internal and external events and forums; liaison for [CHEC](#) (multi-institutional teaching center) This includes responsibility for the SACS QEP. Responsible for fundraising for specific projects such as undergraduate research journal and experience.

**Managed** a staff of 46, 148 student workers, and 178 student volunteers with a budget of over \$40 million (including merit based scholarships) **Supervised** Student Success Center (formerly GEMS) (7/2011) - academic learning support center which includes peer-led-team-learning, supplemental instruction, tutoring, writing & math centers, and testing lab.

**Accomplishments (Select)** of the [OUE](#) (Office of Undergraduate Education) Team (resulting from student, faculty, and staff collaborative efforts)

- Development and implementation of strategic plan; creation of a broad student advisory committee; streamlining of policies and procedures; evaluation of business practices
- Implementation of student-led initiatives such as Art in the Halls, [Comet Cupboard](#) (UTD food pantry) and social media
- New initiatives (developed and implemented): Summer reading program, No Appointment Needed, e-forms as green alternative, [Certificate in Critical Communications](#), [Dine with the Deans](#), mentoring program, [SOAR](#) (Student Outreach and Academic Retention) Center for at-risk students, [Freshman Mentoring Program](#), [The Exley](#)- undergraduate research journal, [Mary McDermott Cook Outstanding Student Award](#), [Undergraduate Alumni Achievement Award](#), [Undergraduate Research Match Day](#), and [Provost's Award for Faculty Excellence in Undergraduate Research Mentoring](#)
- Secured external funding for [The Exley](#): undergraduate research journal (combination of annual giving and estate gift)
- Redesigned programs such as freshman seminar, first year academic theme & programming, university convocation, honors convocation, Advisor of the Year awards, summer undergraduate research experiences, and first year leaders to support transition to residential campus
- Implemented a comprehensive [Student Success Center](#) to support retention and persistence goals
- Creation of cross-campus retention working group to focus on retention, persistence, and timely graduation with an emphasis on collaborative programs and outcomes
- Admission and retention data: retention increased from 83% to 89% from FY10 to FY12 class; diversity increased by 10% from FY11 to FY 13; National Merit Scholars increased for the fall 2012 class and continues to increase; persistence among Academic Excellence Scholars increased; Four-year graduation rates increased from 45% to 50.6% for FY12
- Creation of a positive, collegial, and collaborative environment in which a diverse staff of all ranks, as defined by gender, age, ethnicity, race, socio-economic, and orientation, work together

### **Interim Dean of Libraries (2010)**

**Responsible** for McDermott and Callier Libraries that employ over 65 librarians and support staff with a budget of more than \$7.0 million

**Accomplishments (Select):** Special collections- increased visibility inside and outside of university, including a high profile public symposium carried live on C-SPAN; Remodeled and created more student-friendly spaces, upgraded security features of the library- exit door alarms, parking options for late night staff, initiated evening guard program, and new security for outside doors; creation of group study rooms, beautification of library grounds and building, opening of food kiosk in basement; upgraded instruction rooms, implemented language software database, and negotiated new cleaning and climate control schedules;

### **Associate Provost (2008–10)**

**Responsible** for university scholarships, student grievances that reach the Provost's Office, community college relationships, involvement in the budget process, graduate student recruitment, the Collin Higher Education Center (CHEC) project; and other related duties

**Accomplishments (Select):** Led a team that involved all major stakeholders to implement a simpler more robust (LEAN) scholarship awarding process; worked collaboratively with other regional four-year universities to establish the CHEC and offer UT Dallas degree programs



### **Associate Provost for Enrollment Services (2006-08) - Chief Enrollment Officer**

**Responsible** for all university recruiting and admissions processing: supervised a staff of approximately 70 and an unrestricted budget of more than \$3.0 million

#### **General Overview of Enrollment Gains and Successes**

- Comet Connection: Designed, created, and implemented first and only state-wide four-year two-year partnership agreement (Signed by all private and public two-year colleges in Texas)
- Revamped, redefined, and recreated the entire recruitment process to project a more holistic image of UT Dallas while targeting key enrollment metrics
- Increased number of National Merit finalists in freshman class by 150% from 2006 to 2008
- Increased average SAT of incoming freshman class by 11 points
- Reduced application processing time and improved accuracy through the implementation of new business practices and processes
- Consistently increased enrollment yields at undergraduate and graduate levels

#### **Recruiting**

- Developed a new recruiting strategy utilizing a targeted approach. We developed an integrated strategic plan with timelines to direct prospective students through the application process to become an admitted and, finally, an enrolled student
- Created all new brochures and designs to portray UT Dallas in a way that was consistent and supportive of the president's strategic plan
- Redefined and expanded all our recruiting events to include all components of the university
- Combined freshman and transfer recruiting to create a more unified image of the university
- Created and implemented the Comet Connection- a program designed to move students seamlessly into a four-year university from the community college
- Expanded outreach programs to reach a more diverse student body
- Implemented a transfer scholarship program that was both a recruitment and financial aid program
- Improved customer service by redefining the role of the welcome center
- Designed and implemented a recruitment communication strategy
- Implemented a Client Relationship Management (CRM) system

#### **Processing and admissions**

- Aligned the internal practices of admissions to peer and aspirant peer institutions
- Streamlined processes and worked with the various schools to create procedures that are simple, functional, and efficient as UT Dallas moved into an enrollment growth phase
- Designed and implemented an electronic application processing system
- Implemented imaging and document management system (OnBase)
- Implemented electronic application fee processing software (VeriSign)
- Cooperative relationship building with the graduate faculty to revamp application processing

#### *School Administration*

#### **Program Head for Public Policy and Political Economy (2009-10)**

**Responsible** for doctoral admissions, funding, advising, curriculum development, scheduling, faculty evaluations, budget, and strategic planning; annual faculty evaluations; supervision of administrative assistant, faculty, and program budget. Programs in BA in Sociology, BA & BS in International Political Economy, MS in Applied Sociology, MS in International Political Economy, Masters in Public Policy, and PhD in Public Policy and Political Economy with 20 faculty and 12.5% of undergraduates, 19% of graduate students, and 15% of all students in EPPS

**Accomplishments (Select):** Streamlined processes for admissions, advising, and recruitment; created student feedback loop; program development; revised marketing materials and web content. Developed and implemented a small grants program for doctoral students adopted by the university

### **Associate Dean for Undergraduate Education in EPPS (2002-05)**

**Responsible** for undergraduate education for the school's six programs: criminology, economics, geography, political science, public administration, and sociology related to university policies and internal to the school. Supervised three advisors, internship/public relations director and a secretary and managed the budget

#### **Accomplishments (Select)**

- Increased undergraduate enrollment in the school of economic, political, and policy sciences 58% from fall 2002 to fall 2004, 54% from spring 2003 to spring 2004
- Received a grant from the Ewing Marion Kauffman Foundation of Kansas City to develop a program in social entrepreneurship
- Designed, created, and implemented a marketing plan and image (Join us as we shape the future)
- Created the chartered financial analysis® track, designed with the association for investment management research®, within the economics degree to develop a niche for the program. The CFA® track is the prototype for other universities and was one of the first in Texas
- Collaborated on university wide policies to alleviate growing pains: a new policy on rolling registration and drop policy to manage registration and advising
- Expanded community and business relations to increase the visibility of the school through the creation of a professional development office
- Instituted new programs and policies such as case management in the office of undergraduate advising to create a more student service-oriented system, to increase the effectiveness of advising, and to improve student retention

### **Program Head for Economics and Finance (2000-02)**

**Responsible** for all aspects of undergraduate education in economics served as Internship director- advised and supervised students, maintained company relationships, and developed and processed all paperwork, Faculty advisor for ODE (economics honor society), and Faculty advisor for the economics& finance student club

**Accomplishments (Select)** Developed external relationships with companies to acquire internship positions and implemented the charter financial analyst track within the undergraduate degree.

#### **Service and Committees**

##### **State-wide Service**

Texas Higher Education Coordinating Board: Undergraduate Education Advisory Committee, 2016-19

LEAP Texas Institutional Liaisons Meeting

Statewide Transfer Advisory Committee

Undergraduate Education Advisory Committee (Texas Higher Education Coordinating Board) Reviewer for URRS reports for Texas Higher Education Coordinating Board

##### **Austin College Service (2013-2018)**

Board of Trustees Academic Program and Educational Outcomes Committee

Board of Trustees Promotion and Tenure Committee

SACS Liaison

College Space Study Committee

Curriculum Committee (Chair)

Faculty Compensation Study Taskforce (Chair)

Faculty Review and Promotion Committee (Chair)

First Year Experience (Co-Chair)

Moody Visioning Taskforce (Chair)

Strategic Planning Committee

Served as Interim Executive Director of Institutional Research and Registrar

Served as Interim Principal Designated School Official for SEVIS

## **The University of Texas at Dallas Service (1996-2013)**

### **UT System committees:**

E-Advising

MyEdu

Attended various other UT System committees at request of Provost

Attended UT System student success workshops at request of Provost

### **University Committees**

Athletic Advisory Committee

Academic Council

Auxiliary Services Committee

Behavioral Assessment Intervention Team

Calendar Committee

Campus Enhancement Committee

Committee on Academic Integrity Scholarship

Committee on Committees

Committee on Educational Policy

Committee on Student Scholarships

Committee on the First Year Experience

Committee to hire VP for Communications

Committee to hire VP for Enrollment Management

Compliance Committee

Core Curriculum Committee

Council on Undergraduate Education

Faculty Mentoring Program- Faculty Mentor

Faculty Senate

Health Professional Advisory Committee

Honors Council Faculty

Housing Committee

Mentoring: Women and Minorities

Mid-year Probationary Review Committees-  
various

PeopleSoft Implementation- Steering Committee

President's Special Committee on Student  
Recruitment

SACS Committee

Select Committee on Tuition and Fees

Strategic Enrollment Management Committee

Student Advisory Committee

Student Auxiliary Services Committee

Student Life Awards Committee

Tenure Committees –various

### **School Committees**

Committee for Development Concentration/Committee for Industry and Business Concentration

Committee for Masters of Applied Economics/Committee for PhD in Economics

Committee for Promotion and Tenure- various

Committee of Theory Exam (Chair)

Committee on the Quality of Teaching (Chair)

Committee to design and develop BA & MA in International Political Economy

Program Committee for Political Economy and Public Policy

### **Publications (Select)**

#### **Books**

*Guns, Thugs, and Development in Colombia*, Jennifer S. Holmes, Sheila Amin Gutiérrez de Piñeres, and Kevin Curtin, The University of Texas Press, January 2009 (c2008).

*Export Dynamics and Economic Growth in Latin America: A Comparative Perspective*, Sheila Amin Gutiérrez de Piñeres and Michael Ferrantino, Ashgate Publishers, April 2000.

#### **Refereed Articles**

Designing a blended academic transition seminar for first-year university students, Wakefield, J.S., Knezek, G.A., & Pineres, S.A. : *International Journal on E-Learning*, 15:2, 483-508 (2016).

Violence and the state: Lessons from Colombia, Jennifer S. Holmes & Sheila Amin Gutiérrez de Piñeres: *Small Wars & Insurgencies*, 25:2, 372-403 (2014), [DOI: 10.1080/09592318.2013.857939](https://doi.org/10.1080/09592318.2013.857939)

Medellín's Biblioteca España: Progress in Unlikely Places, Jennifer S. Holmes and Sheila Amin Gutiérrez de Piñeres, *Stability: International Journal of Security and Development* 3(1):2, 2014 DOI: <http://dx.doi.org/10.5334/sta.cz>

Security and Economic Voting: Support for Incumbent Parties in Colombian Presidential Elections, Jennifer S. Holmes and Sheila Amin Gutiérrez de Piñeres, *Democratization*, 20/6 (October 2013): 1117-1143.

Party System Decline in Colombia: A Sub-national Examination of Presidential and Senate Elections from 1994 to 2006, Jennifer S. Holmes and Sheila Amin Gutiérrez de Piñeres, *Democracy and Security*, Volume 8, Issue 2 (2012): 175-190.

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