

Curriculum Vitae

Tito Guerrero, III

P.O. Box 3100

College Station, Texas 77841-3100



Present Position: Vice President and Associate Provost for Diversity and Professor of Education, Texas A&M University

Education:	Ed.D.	Harvard University (Administration, Planning, and Social Policy)	1977
	C.A.S.	Harvard University (Educational Administration)	1974
	M.Ed.	University of North Texas (Secondary and Health Education)	1971
	B.S.	Texas A&M University (Health Education and Biology)	1970

Awards: Harvard Alumni of Color Achievement Award, 2007
Selected Among the 100 Most Influential Hispanics in the United States by *Hispanic Business Magazine*, 2006
Honorary President, Binzhou University, Binzhou, Shandong Province, People's Republic of China, 2005
Omicron Delta Kappa Leadership Honor Society, 2003
Paul Harris Fellow, 2003
ExxonMobil LULAC President's Circle of Excellence Award, 2003
President's Citation, University of North Texas, 2002
Honorary President, Weifang University, Weifang, Shandong Province, People's Republic of China, 2001
Aspen Scholar, The Aspen Institute, 2000
Founder's Certificate of Merit, American G.I. Forum, 1995
Governor's Executive Development Program, 1994-1995
Academic Leadership Academy Fellowship, AASCU, 1992-1993
Kellogg National Leadership Fellowship, 1987-1990
Ford Foundation Graduate Fellowship, 1973-1977
National Science Foundation Fellowship, 1965
Educational Policy Fellowship, 1972-1973
Texas Lyceum Association, 1988-1994

Summary of Academic and Other Professional Experience:

- 2006 – Present Vice President and Associate Provost for Diversity and Professor of Education, Texas A&M University
- Established the University’s first campus-wide Council on Climate and Diversity
 - Obtained approval and initiated the implementation process for the University’s first Diversity Plan
 - Organized and directed the committee charged with development of the new diversity component for the New Student Conferences required of incoming freshman and transfer students
 - Collaborated with a number of colleagues in establishing *Stop Hate*, the University’s first central reporting mechanism for bringing acts of incivility and inappropriate behaviors and practices to the attention of the University
 - In association with the Office of the Dean of Faculties, implemented the *Deepening the Dialogue and Moving Forward* series of campus seminars
 - Participated in numerous events across the state of Texas designed to attract a diverse pool of talented students to the University
- 2001 – 2006 President, Stephen F. Austin State University
- Raised approximately \$40 million in gifts for the University during the first four years
 - Increased extramural fund expenditures for research by 43% from federal sources, by 55% from state and local sources, and by 36% from private sources
 - Secured funding for approximately \$200 million and oversaw over \$168 million in new campus construction
 - Increased graduate student enrollment by 27%, total Hispanic student enrollment by 20%, and total African American student enrollment by 9%
 - Increased the number of women in executive positions by 25%, the number of Hispanic faculty members by 100%, and the number of African American faculty members by 36%
 - Increased the number of new freshman and undergraduate transfer students by approximately 12% (the largest one-year increase in new students in the university’s recorded history)

- Increased the number of international students by over 30%, resulting in the largest enrollment of international students in the university's recorded history
- Entered into a collaborative relationship with six universities (Auburn University, California State University-Stanislaus, Mississippi State University, University of the Azores, University of Hawaii, and University of Rhode Island) to engage in joint research and service delivery projects with counterparts in the Azores
- Obtained funding from three poultry products commercial entities to build four state-of-the-art broiler houses that serve as learning laboratories for students in the Poultry Science program
- Established an Advising Center for Undeclared Majors, an Office of International Programs, the American English Language Institute (to provide intensive English language study opportunities for non-English speakers), a Center for Teaching Excellence, and an Office of Enrollment Management
- Entered into collaborative agreements with 11 school districts to support enrollments in graduate education programs and to meet the certification requirements of school districts where shortages exist
- Entered into a collaborative relationship with three area community colleges to encourage more students to pursue teaching careers
- Established a joint initiative with the City of Nacogdoches and the Nacogdoches Economic Development Corporation that resulted in a \$1.3 million federal budget earmark for the university's Science Research Center, a \$7.1 million federal budget earmark for the Forest Resources Institute, and \$1.3 million federal budget earmarks for the Centers for Pharmaceutical Crops and Biotechnology (altogether, a total exceeding \$15 million)
- Established an Employee Tuition Assistance Program to assist employees in their pursuit of higher education needs and objectives
- Signed a Memorandum of Agreement with the Autonomous University of Chihuahua and obtained a commitment from the Governor of the State of Chihuahua to fund 50 scholarships for five consecutive semesters for students to study at Stephen F. Austin State University
- Secured approval from the Texas Higher Education Coordinating Board to elevate academic departments to school status as follows: School of Nursing, School of Art, School of Music, and School of Theatre (still pending is the Department of Accounting)

- Raised standards for admission to undergraduate study resulting in freshman classes above the state average and at the national average on both the ACT and the SAT (resulted in an increased enrollment of minority students)
- Initiated a campus-wide review of salary inequities in order to begin the process of rectifying salary disparities in relation to appropriate comparison groups
- Completed a five-year strategic plan through a campus-wide collaborative process that incorporated an oversight mechanism for campus implementation

1997 –
2001

President,
University of Southern Colorado

- Stemmed six consecutive years of enrollment decline and produced three consecutive years of enrollment increases
- Achieved the highest freshman-to-sophomore retention rate in over a decade
- Set new records in private fundraising (\$23 million in four years) and extramural funding (\$15 million in the last year, which translated into a 19% increase for federal grant and contract activity and a 34% increase for private grant and contract activity)
- Established the Instructional Technology Center to provide faculty development opportunities and support for faculty members to integrate technology into the curriculum
- Initiated a number of pre-kindergarten through masters degree partnerships and distance education collaborations involving 17 school districts, 5 community and junior colleges, and 3 four-year institutions
- Reconfigured the teacher preparation program and positioned it for national accreditation
- Implemented a five-year strategic planning process
- Established an on-line student information query and registration system
- Initiated a process designed to achieve total compliance with Title IX within the Department of Athletics
- Began the process that ultimately culminated in a new name for the university (Colorado State University-Pueblo), increased admissions standards, and an expanded array of academic offerings

1991 – Provost and Vice President for Academic Affairs,
1997 Texas A&M University-Corpus Christi

- Led the transformation of an upper division school to a four-year, comprehensive, doctoral-granting university
- Implemented an innovative core curriculum that placed a premium on instruction presented in a personalized manner by a community of caring teacher-scholars
- Established the following academic programs: the Ed.D. in Educational Leadership; M.S. degrees in Environmental Science (Environmental Biology), in Mariculture, in Special Education, and in Mathematics; the Masters in Public Administration; the M.A. in English; B.S. degrees in Generic Nursing, in Health Sciences, in Environmental Science (Environmental Biology, Environmental Chemistry, and Environmental Geology), and in Geographic Information Science (Geomatics and Geographic Information Systems); and the B.A. in Music
- Developed proposals to offer the Ed.D. in School Guidance and Counseling, the Master of Fine Arts, the M.A. in History, the M.A. in Studio Art, the M.S. in Reading, the B.S. in Gerontological Services and Health, the B.S. in Control Systems Engineering Technology, and the B.S. in Mechanical Engineering Technology, which were approved shortly after I assumed the Presidency of the University of Southern Colorado—Still pending approval were the M.S. in Kinesiology and the M.S. in Educational Technology
- Started an Early Childhood Development Center which served children from three years of age to third grade in a dual-language (English and Spanish) environment and in partnership with the Corpus Christi Independent School District

1989 – Vice President for Student Affairs and Professor of Education,
1991 Texas A&M University-Corpus Christi

- Established the Personal Counseling Center
- Initiated a number of international faculty, staff, and student exchanges (involving personnel and institutions from Australia, Belarus, Canada, Mexico, Peru, Russia, Spain, and Zimbabwe)
- Streamlined recruitment, admissions, and financial aid procedures and consolidated those functions into a single physical location to achieve a one-stop experience for students

1987 – Kellogg National Leadership Fellow,
1990 Texas A&M University-Corpus Christi

Pursued a learning plan focusing on domestic and international examples of economic development and diversification programs and activities with emphasis on community building. Traveled to every continent in the world. Resulted in several scientific, cultural, and staff exchanges for the University.

1985 – Dean of Students and Professor of Education,
1989 Texas A&M University-Corpus Christi

1986 State Trainer, Texas Teacher Appraisal System, Texas Education Agency

Member of team that trained superintendents, principals, curriculum consultants, and other teacher supervisors within the area served by the Region II Education Service Center in the implementation of the Texas Teacher Appraisal System.

1980 – Associate Professor of Education,
1985 Texas A&M University-Corpus Christi

Taught graduate courses in Research Methods, Program Evaluation, and Psychometrics.

1979 – USAID Consultant, Oficina de Planificación Nacional y Política
1982 Económica (OFIPLAN), San José, Costa Rica

Taught courses in Achievement Motivation, Leadership Development, Research Methods, Statistics, and Program Evaluation (in Spanish) for government officials. Evaluated the OFIPLAN training program for increasing the achievement motivation of government employees.

1977 – Assistant Professor of Education and Director of the Planning and Evaluation
1980 Center, Texas A&M University-Corpus Christi

1973 – Director, Socioeconomic Systems, Automated Services, Inc.,
1976 Washington, D.C.

Directed national research studies conducted for the Centers for Disease Control; the Office of Child Development; and the Manpower Administration, Department of Labor. Responsible for project management, proposal writing, instrument development, research design, sampling, data collection, data analysis, reporting of outcomes, program planning and evaluation, and marketing.

1975 Instructor, Department of Health Education, Texas Woman's University

Taught a graduate course focusing on health problems in minority communities.

1972 – Associate Director, Educational Policy Fellows Program, Institute for
1973 Educational Leadership, The George Washington University

Responsible for Ohio and Illinois components of the Washington Internships in Education Program. Also responsible for intern recruitment and selection.

1971 – Director, Socioeconomic Systems, Automated Services, Inc.
1972 Washington, D.C.

1971 School-Community Liaison, J.P. Elder Middle School, Fort Worth
Independent School District

Responsible for counseling students with financial, academic, and comportment problems. Also responsible for promotion of community participation in school affairs.

Related Professional Experience:

Seminar/Special Faculty Member/Mentor:

American Humanics NextGen Leadership Program, 2008 – present

Kellogg MSI Leadership Fellows Program, 2003 – 2006

Harvard Seminar for New Presidents, Harvard University, 2000 – 2001

Graduate Faculty in Counseling and Personnel Service, University of Maryland,
College Park, 2000 – 2002

Dissertation Committee Faculty Member, University of Texas at Austin, 1990 –
1992

Editorial Board Member:

The Hispanic Outlook in Higher Education, 2000 – present
SAM Advanced Management Journal, 1994 – present
El Cuaderno, 1978 – 1979
Harvard Educational Review, 1974 – 1975
Journal of Instructional Psychology, 1973 – 1974

Manuscript Reviewer:

SAM Advanced Management Journal, 1994 – present
Journal of Teacher Education, 1994
Harvard Educational Review, 1974 – 1975

Field Proposal Reviewer:

Student Support Services Program, U.S. Department of Education, 1997
Eisenhower Mathematics and Science Education Grant Program, Missouri Coordinating Board for Higher Education, 1991
National Institute of Education, 1979 – 1982
Administration for Children, Youth, and Families, 1981
Bureau of Education for the Handicapped, 1980

Selection Committee Member:

The Next Generation Nonprofit Leaders Program, American Humanics, 2007
Temple-Inland Foundation Scholarship Committee, 2004 to 2006
ACE Fellows Program, American Council on Education, 2004 to 2006
Christa McAuliffe Award for Exemplary Programs in Teacher Education, American Association of State Colleges and Universities, 2002 to 2005
Fellowships for Minority Students Entering the Teaching Profession, Rockefeller Brothers Fund, New York, New York, 1996
Corpus Christi Caller-Times Distinguished South Texas Scholars, Corpus Christi, Texas, 1993 – 1997
Ruta Quetzal Scholarship for Retracing the Exploratory Routes of Christopher Columbus, Corpus Christi, Texas, 1991

Management Consultant:

Allegheny Conference on Community Development, 1990 – 1993
Pittsburgh Public Schools, 1990 – 1993
St. Louis Public Schools, 1984
McBer and Company, Boston, Massachusetts, 1979 – 1980

Research and Program Evaluation Consultant:

Costa Rican Government, 1979 – 1982
U.S. Agency for International Development, 1979 – 1982
Center for Research on Women, Wellesley College, 1983
U.S. Centers for Disease Control, 1974 – 1976
American Educational Research Association, 1981 – 1984
National Institute of Education, 1979 – 1982
Administration for Children, Youth, and Families, 1981
Bureau of Education for the Handicapped, 1980
Manpower Administration, Department of Labor, 1973 – 1974
Equal Employment Opportunity Commission, 1971 – 1972
University of Colorado, 1980
Texas A&M University, 1976
Driscoll Foundation Children's Hospital, 1978 – 1986
Nueces County and City of Corpus Christi, 1985 – 1986

Program Evaluator:

Florida Department of Education, 1975
Epiphany Episcopal School, Kingsville, Texas, 1983 – 1984
Coastal Bend Area Independent School Districts, 1981-1987

Trainer:

Research Project Funding, Research Methods, and Project Management
(Atlanta University, Atlanta, Georgia; Universidad Interamericana, San Germán, Puerto Rico; Norfolk State University, Norfolk, Virginia; Mills College, Oakland, California), 1980
Human Relations Seminars (Del Mar College, Corpus Christi, Texas),
with Walter D. McCoy and Toni Moynihan, 1978 – 1979
Local Grantee Use of the Head Start Program Information System (San Juan, Puerto Rico, conducted in Spanish; Little Rock, Arkansas; Baton Rouge, Louisiana; Danbury, Connecticut; Paterson, New Jersey; Portland, Maine; and Houston, Denton, Lubbock and Edinburg, Texas), 1975 – 1976

NCAA Peer Review Team Chair: Gardner-Webb University, 2005

Civic, Social, and Professional Involvements (Current):

Air University Board of Visitors, United States Air Force, Chair
Society for Advancement of Management, Director
National Association of Diversity Officers in Higher Education,
Charter Member

Civic, Social, and Professional Involvements (Previous):

American Association of State Colleges and Universities, Director
American Council on Education, Director
Hispanic Association of Colleges and Universities, Director
American Humanics, Inc., Director
Texas International Education Consortium, Director
Nacogdoches Economic Development Corporation, Vice Chair
East Texas GEAR UP Project, Director
Nacogdoches Rotary Club
Pueblo Economic Development Corporation, Director
Rocky Mountain Public Broadcasting Network, Director
El Pueblo Boys' and Girls' Ranch, Director
Latino/a Research and Policy Center, Advisory Council Member
AASCU Committee on Global Priorities and Responsibilities, Chair
Rotary Club of Pueblo No. 43
Board of Visitors, Allegheny Conference on Community Development
Texas A&M University System Agriculture Program, Campus Liaison
Kellogg Texas/Mexico Agricultural Development Initiative, Project Team
Chief Academic Officers of the Southern States, Treasurer
Council of Public University Chief Academic Officers, Chair-Elect
Education Service Center, Region II, Director
Coordinating Board University Formula Advisory Committee
South Texas Public Broadcasting System, Inc., Director
Rotary Club of Corpus Christi
Corpus Christi Human Relations Commission
Center for Citizen Initiatives, Director
Texas Lyceum Association, Director
Texas Plan Advisory Committee
Corpus Christi Outreach Center, Director
Texas Commerce Bank Citizens' Advisory Committee
Dropout Subcommittee, Corpus Christi Independent School District,
Co-chair
Project Phoenix, Co-founder

Corpus Christi Bay Drilling Committee, Commissioner
Xochil Day Care Center, Co-founder
Center for Hispanic Arts, Co-founder
Big Brothers/Big Sisters of Nueces County, Director
Mental Health Association, Director

International Travel:

Antarctica, Argentina, Australia, Azores, Bahamas, Belize, Brazil, Bulgaria, Canada, Canary Islands, Cayman Islands, China, Costa Rica, Egypt, El Salvador, England, Finland, France, Georgia, Germany, Guatemala, Honduras, Hong Kong, Ireland, Israel, Jamaica, Japan, Mexico, Nicaragua, Peru, Portugal, Puerto Rico, Qatar, Russia, Spain, Turkey, United Arab Emirates, Zambia, and Zimbabwe

Publications:

Educación Universitaria: Los Logros y Retos para Los Hispanos. In *Hispanos en Estados Unidos, Inmigrantes en España: ¿Amenaza o Nueva Civilización?*, Tomás Calvo Buezas (ed.), Madrid: Los Libros de la Catarata (2006): 243-255.

Educators Balance Keeping College Affordable with Paying Adequate Salaries. *The Hispanic Outlook in Higher Education*, Volume 14, Number 16 (2004): 52.

College Within Reach Despite Tuition Deregulation. *Houston Chronicle*, August 18, 2003: 19A.

The Changing Hispanic/Latino Population in Texas and the United States. In *Beyond Our Borders: Culture, Immigration, and Marginality in an Era of Globalization*, José Luis Alonso Ponga and Mitchell F. Rice, College Station: Texas A&M University (2003): 25-35.

Response: Pursuing a National Interest. In *The Continuing Significance of Racism: U.S. Colleges and Universities*, Joe R. Feagin, Washington: American Council on Education (2002): 47-50.

Social Organizations Play an Important Role in Retaining Latino Students. *The Hispanic Outlook in Higher Education*, Volume 13, Number 3 (2002): 92.

CSU-Pueblo Still Important Issue to This Region. *The Pueblo Chieftain*, April 1, 2001: 1G.

College Education Seen as Key to Becoming Success. *The Pueblo Chieftain*, June 4, 2000: 3G.

College Degree is Attainable and Reasonable. *The Pueblo Chieftain*, November 14, 1999: 1G and 4G.

USC Takes Its Mission Beyond 2000. *The Pueblo Chieftain*, January 3, 1999: 1G and 4G.

There Are Four Options for KTSC. *The Pueblo Chieftain*, March 15, 1998: 1G and 4G.

Texas Educational Opportunity Plan: 1990-92 Narrative Report. Corpus Christi: Texas A&M University-Corpus Christi, 1992.

Second Year Exit Report on the Pittsburgh Public Schools' 3M Program. Pittsburgh: Allegheny Conference on Community Development, 1992. (Co-authored with Beatrice Fennimore, Sheila Hyman, Carolyn Leonard, John Ogbu, Rudine Simms Bishop, Shalom Staub, and Jerome Taylor).

First Year Exit Report on the Pittsburgh Public Schools' Multiracial, Multiethnic, Multicultural Education Program. Pittsburgh: Allegheny Conference on Community Development, 1991. (Co-authored with Beatrice Fennimore, Anne T. Henderson, Sheila Hyman, Carolyn Leonard, John Ogbu, Rudine Simms Bishop, Shalom Staub, and Jerome Taylor).

Initial Report of the 3M Board of Visitors. Pittsburgh: Allegheny Conference on Community Development, 1991. (Co-authored with Rita Dunn, Carolyn Leonard, Shalom Staub, and Jerome Taylor).

Reflections of the Middle East. Moscow: University of Idaho, 1990. (Co-authored with Bobby W. Austin, Mary Bodmann-Olea, Josephine D. Davis, Richard M. Foster, Alfred J. Guillaume, Oran B. Hesterman, Mary Ellen Jukoski, Linda Kurtz, Virginia E. Mampre, W. Matthew McLoughlin, Alice A. Shrock, and George M. Simmons).

Texas Educational Opportunity Plan: 1989-90 Narrative Report. Corpus Christi: Texas A&M University-Corpus Christi, 1990.

An Evaluation of the Texas A&M University-Corpus Christi Summer Science Institutes. Corpus Christi: Texas A&M University-Corpus Christi, 1990.

An Institutional Plan in Response to the Texas Educational Opportunity Plan for Public Higher Education. Corpus Christi: Texas A&M University-Corpus Christi, 1989.

The Citizen's Role in Nuclear Disarmament. *Second World Conference of Mayors for Peace through Inter-city Solidarity: Abstracts, Hiroshima and Nagasaki (1989)*: 61-62.

KNFP Small Group in Antarctica. *Focus*, Volume 3, Number 2 (1989): 2-3. (Co-authored with Mary Bodmann-Olea, Esther Rothblum, and Regan Thomas).

A Regional Planning Model for Coordination of Vocational Education Course Offerings in a Five County Area. Corpus Christi: Texas A&M University-Corpus Christi, 1989.

Educators' Reactions to State Educational Reform. Corpus Christi: Texas A&M University-Corpus Christi and the Texas Coastal Bend Chapter of Phi Delta Kappa, 1988. (Co-authored with Ray Cross and Robert Bezdek).

Operation Intervention: The First Year. Corpus Christi: Texas A&M University-Corpus Christi, 1987. (Co-authored with Ronald M. Howard).

Final Report: The Youth Dropout Research Project, II-A Section 123. Corpus Christi: Texas A&M University-Corpus Christi, 1986. (Co-authored with Ronald M. Howard).

AERA Guidelines for Eliminating Race and Sex Bias in Educational Research and Evaluation. *Educational Researcher*, Volume 14, No. 6 (1985): 16-17. (Co-authored with Gwendolyn C. Baker, Patricia B. Campbell, Carol Anne Dwyer, Robert Murphy, and Charol Shakeshaft).

A Report on an Evaluation Conducted for the Robstown Independent School District: 1983-1984. Corpus Christi: Texas A&M University-Corpus Christi, 1984. (Co-authored with Arturo Medina).

A Study of Organization, Administration, Climate, and Enrollment Trends in the Epiphany Episcopal School. Corpus Christi: Texas A&M University-Corpus Christi, 1984. (Co-authored with Ray Cross).

Women's Experiences in the Business Environment. *Academy of Management, Southwest Division: 1983 Proceedings* (1983): 289-291. (Co-authored with Walter D. McCoy).

A Follow-up Evaluation of the NIE/MWP Research and Development Workshop Series. Corpus Christi: Texas A&M University-Corpus Christi, 1982.

Informe Sobre Una Evaluación del Programa de Educación Para la Motivación de Costa Rica. San José: Oficina de Planificación Nacional y Política Económica, 1982.

Educational Research Development and Evaluation: A Training Curriculum. Washington: National Institute of Education, 1981. (Co-authored with Gwendolyn C. Baker, Mary V. Brown, Patricia B. Campbell, Dean Chavers, Alice Chiang, Betty M. Morrison, Margaret Robinson, Elois Scott, and Rafael Valdivieso).

Ethnographic Research: The Use of Qualitative Methodologies to Define Research Contexts. *The Borderlands Journal*, 4 (1981): 309-333.

A Consideration of Alternative Measurement Strategies for the Indirect Assessment of Behavior. Cambridge: Harvard University, 1977.

Report of Pilot Testing: Head Start Information System. Washington: Automated Services, Inc., 1976. (Co-authored with Jarvis S. Phillips, Gary S. Persinger, and Bernard Glassman).

Development of an Instrument to Monitor Changes in the Knowledge, Attitudes and Behavior of Students Exposed to Venereal Disease Education. Cambridge: Harvard University, 1976. (Unpublished Qualifying Paper).

Survey of VD Education in the Nation's Schools: 1973-74 School Year. Washington: Automated Services, Inc., 1974. (Co-authored with Jarvis S. Phillips and Gary S. Persinger).

Survey of Public Employment Program Terminations. Washington: Automated Services, Inc., 1974. (Co-authored with Jarvis S. Phillips, William D. Chappelle, and Gary S. Persinger).

Complaint Statistical and Reporting System Manual. Washington: Automated Services, Inc., 1972. (Co-authored with Jarvis S. Phillips and Robert E. Durkin).

Presentations:

Creating a Culture of Inclusiveness and Equity in Higher Education, 2006-07 ACE Fellow Program Closing Seminar, Washington, D.C., June 4, 2007 (with Bobby Fong, Yolanda Moses, Jerry Sue Thornton, and David Ward).

La Educación: Tu Llave Para un Próspero Futuro, ELL Award Ceremony, Bryan Independent School District, Bryan, Texas, May 10, 2007.

Advocating for Students: A Key Component of Educational Leadership, Spring Initiation Ceremony, Mu Chi Chapter of Kappa Delta Pi, College Station, Texas, April 22, 2007.

Charting the Course to Academic Excellence and Equity in Texas Through Multicultural Learning Communities, 6th Annual Meeting of the Texas Chapter of the National Association for Multicultural Education, Bryan, Texas, April 20, 2007.

Diversity: The New Tradition, 7th Annual Texas A&M University Symposium, Texas A&M University, College Station, Texas, January 25, 2007 (with Karamo Brown, Paula McCann Harris, and Joe Feagin).

Diversity: A Key Ingredient of Excellence, Keynote Presentation, Texas A&M University at Galveston Faculty and Staff Symposium, Galveston, Texas, January 5, 2007.

Are We There, Yet? Commencement Ceremony, Tarleton State University, Stephenville, Texas, December 16, 2006.

Turning Dreams into Reality, First Annual Conference of AVID (Advancement Via Individual Determination), Texas A&M University, College Station, Texas, October 21, 2006.

Pursuing a Higher Education in Order to Increase the Array of Choices in Life, Commencement Ceremony, Karnes City High School, Karnes City, Texas, June 2, 2006.

The Challenges of Higher Education in a Geographically Diverse State, Quarterly Meeting of the Texas Lyceum Association, Texarkana, Texas, January 21, 2006.

Facilitating Meaningful Human Connections in Higher Education Settings, Keynote Address at the Annual Conference of the National Association for Campus Activities Central Region, Tulsa, Oklahoma, November 11, 2005.

Reaching New Heights Together, Keynote Address at the Annual Awards Luncheon of The East Texas Hispanic Business Forum, Tyler, Texas, September 16, 2005.

Preparing Students for the Changing Global Economic Environment, Ningbo University, Ningbo, Zhejiang Province, People's Republic of China, July 8, 2005.

The Role of Cross-Cultural Competence in the Emerging World Economy, Xi'an University of Science and Technology, Xi'an, Shaanxi Province, People's Republic of China, July 5, 2005.

Strengthening Collaborative Relationships Between Universities in China and the United States in the Twenty-First Century, Weifang University, Weifang, Shandong Province, People's Republic of China, July 3, 2005.

Helping Undergraduate Students Achieve Academic Success, Binzhou University, Binzhou, Shandong Province, People's Republic of China, July 2, 2005.

Pursuit of a Successful Collaborative Research Agenda Focusing on Crop Refinement, Quality Control, and Delivery to the Consumer, Tianjin Academy of Agricultural Sciences, Tianjin, People's Republic of China, July 1, 2005.

Collaboration in the Natural Sciences Within a Context that is Sensitive to Language and Cultural Differences, Nankai University, College of Life Sciences and College of Chinese Studies, Tianjin, People's Republic of China, June 30, 2005.

Working Together on Forestry Research Areas of Mutual Interest and Concern, Chinese Academy of Forestry, Beijing, People's Republic of China, June 29, 2005.

Opportunities for International Collaboration in Higher Education, Presidential Convocation, Northeast Forestry University, Harbin, Heilongjiang Province, People's Republic of China, June 28, 2005.

Alocución Inaugural, Seminario Internacional, *Hispanos en U.S.A./Inmigrantes en España: ¿Amenaza o Nueva Civilización?*, Cáceres, España, 9 de junio de 2005.

Alocución Inaugural, Simposio Internacional, *Hispanos en U.S.A./Inmigrantes en España: ¿Amenaza o Nueva Civilización?*, Madrid, España, 6 de junio de 2005.

Challenges for Higher Education, Kellogg Leadership Forum '05, Los Angeles, California, February 19, 2005 (with Betty J. Overton-Adkins).

The Future Workforce: Building Intellectual and Technical Capital, Keynote Luncheon Presentation, 2005 National Conference of Minority Public Administrators, Corpus Christi, Texas, February 10, 2005.

Thoughts on Leadership, Meeting of Grassroots: A Series of Conversations on Leadership in a Diverse Community, Sam Houston State University, Huntsville, Texas, November 17, 2004.

On Leadership and Change: Defining Effective Latino Leadership Roles, Meeting of the Kellogg MSI Leadership Fellows Program, Washington, D.C., August 4, 2004 (with Tomás Arciniega and Raymund Paredes).

Mission and Vision within the HSI Context: Reflections on the Presidency and Latino Higher Education Leadership, Meeting of the Kellogg MSI Leadership Fellows Program, Washington, D.C., August 3, 2004 (with Tomás Arciniega).

Inventing Your Future by Investing and Believing in Yourself, Commencement Ceremony, Christ Episcopal School, Nacogdoches, Texas, May 21, 2004.

On the Value of a High Quality Higher Education, Presentation to Personnel of Lockheed Martin, Lufkin, Texas, May 12, 2004.

What It Means to be an HSI, Seventeenth Annual Conference of the Hispanic Association of Colleges and Universities, Garden Grove, California, October 21, 2003 (with Tomás Arciniega, Ricardo Fernández, and Manuel Pacheco).

The Challenge of Latino Leadership, Meeting of the HACU Latino Higher Education Leadership Institute, Garden Grove, California, October 18, 2003.

Enlace Universidad-Gobierno, Red de Investigación y Asesoría Sobre Gestión Municipal, Universidad Veracruzana, Xalapa, Veracruz, México, 6 de octubre de 2003.

Critical Issues in Higher Education Policy: Key Challenges, Meeting of the Kellogg MSI Leadership Fellows Program, Washington, D.C., August 8, 2003 (with Ana M. “Cha” Guzmán and Manuel Pacheco).

Student Success, Access, and Retention: Policy and Program Issues, Meeting of the Kellogg MSI Leadership Fellows Program, Washington, D.C., August 8, 2003 (with Ana M. “Cha” Guzmán and Roberto Haro).

How Best to Prepare for Success at a College or University, Keynote Address, Annual Induction Banquet of the National Hispanic Honor Society, Wichita Falls, Texas, August 2, 2003.

Meeting the Needs of Bilingual and Migrant Students and Their Families, Region VII Education Service Center Workshop for Bilingual and Migrant Education Teachers, Longview, Texas, June 9, 2003.

Components of Effective Educational Leadership, Quarterly Meeting of the Texas Lyceum Association, Nacogdoches, Texas, May 3, 2003 (with Nancy Dickey and Mike Moses).

Why I Support Affirmative Action, It’s Time to Talk Forum on Race XV, Forum on Race in Higher Education, University of Washington, Seattle, Washington, April 4, 2003.

Partnerships: The Future of Education, Keynote Address, 10th Annual Tech Prep Texas and High Schools That Work State Conference, Houston, Texas, March 19, 2003.

Traits of Leadership: Service Above Self, Rotary Youth Leadership Awards Retreat, Piney Woods Conservation Center, Sam Rayburn Reservoir, Texas, January 11, 2003.

Expanding the Possibilities: The University's Role in Regional Development, Summit on Regionalism II: A Conference of the Deep East Texas Council of Governments, the East Texas Council of Governments, and the South East Texas Regional Planning Commission, Nacogdoches, Texas, October 22, 2002.

Latino Scholars and Administrators in the Academy, Standardized Expectations or Unexpected Standards?: A Conference on Professional Advancement and the Dilemma for Latino Leaders in the Academy, American Council on Education, Tempe, Arizona, September 27, 2002 (with Tomás D. Morales and Rachel F. Morán).

High Expectations Promote High Levels of Academic Performance, Keynote Address, Annual Inservice Meeting, Mount Pleasant Independent School District, Mount Pleasant, Texas, August 14, 2002.

Collaboration in the Preparation and Utilization of Tomorrow's Leaders, Annual Meeting of the National Organization of Professional Hispanic NRCS Employees, Fort Worth, Texas, June 26, 2002.

The Changing Hispanic/Latino Population in Texas and in the United States, Beyond Our Borders Conference: Language, Culture, Education and Marginality in an Era of Globalization, Universidad de Valladolid, Valladolid, Spain, May 21, 2002.

Creating Your Magic Wand for Life Through Continued Learning, Commencement Ceremony, Panola College, Carthage, Texas, May 17, 2002.

On Lightening and Enriching the Lives of Our Fellow Citizens, Commencement Ceremony, Coastal Bend College, Beeville, Texas, May 14, 2002.

Taking Control of Your Destiny, Commencement Ceremony, Angelina College, Lufkin, Texas, May 10, 2002.

Getting to the Promised Land, First Annual NAACP March Celebrating Rev. Dr. Martin Luther King Day, Nacogdoches, Texas, January 21, 2002.

A Day in the Life of a College or University President, Harvard Seminar for New Presidents, Cambridge, Massachusetts, July 21, 2001 (with Kathleen Schatzberg, Stephen Sweeny, and Peggy Williams).

The Pursuit of Collaboration Between Ethnic Minority Communities, Second Annual Awards Dinner of the Su Casa Hispanic Center, Highland Heights, Kentucky, May 17, 2001.

Managing a University in the Internet Age, Annual Meeting of the Society for Advancement of Management, Las Vegas, Nevada, March 19, 2001.

A Day On . . . Not a Day Off . . . Remember, Celebrate, and Act, Annual March of the Pueblo Dr. Martin Luther King, Jr. Holiday Commission and Cultural Center, Pueblo, Colorado, January 13, 2001.

Social and Political Changes and Their Impact on Higher Education in Russia and the Balkans, Eleventh Annual Conference of the Alliance of Universities for Democracy, Sofia, Bulgaria, November 8, 2000 (with Lyubov Bugaeva, Jurg Gerber, and Milan Prodanovic).

A Day in the Life of a College President, Harvard Seminar for New Presidents, Cambridge, Massachusetts, July 22, 2000 (with Stephen Sweeny, Barbara Viniar, and Peggy Williams).

Education in a Global Perspective, Presidents' Colloquium, Universidad Regional del Norte, Juárez, Chihuahua, May 22, 2000 (with Daniel García Coello and John Counts).

Vision for the Campus of 2010, Meeting of the National Association of College and University Food Services, Richmond, Virginia, April 16, 2000 (with Gerald Gaither, George Keller, John Gresock, Jane O'Brien, and Rodney Rose).

Engaging Postsecondary Colleagues in the Work of K-16 Reform, Plenary Session of the Annual Education Trust Conference, Washington, D.C., November 12, 1999 (with Nevin Brown, Josephine Davis, and Russell Edgerton).

Minorities in Liberal Learning, Meeting of the Associated Colleges of the Midwest, Colorado Springs, Colorado, March 28, 1999.

Knocking at the College Door: How Will the Changing Demographics Affect HACU Member Institutions? Annual Meeting of the Hispanic Association of Colleges and Universities, San Diego, California, September 29, 1998 (with Robin Etter Zúñiga and Augustine Gallego).

Incorporating the Use of Standards in Higher Education, Education Trust Meeting, Queenstown, Maryland, June 23, 1998.

Serving the Needs of Our Children, Keynote Address, First Annual La Promesa Conference, Breckenridge, Colorado, June 20, 1998.

Managing a University: A President's Perspective, Annual Meeting of the Society for Advancement of Management, Washington, D.C., April 4, 1998.

Achieving Cultural Competence, Keynote Address, Sixth Annual Banquet, MINDS (Minorities Interested in the Need to Develop Scholastics) of Pueblo School District 70, Pueblo, Colorado, February 14, 1998.

Engagement in the Educational Process, Keynote Address, Annual Parent Night of the School District 60 Title I Program, Pueblo, Colorado, January 20, 1998.

College Leaders Speak Out on Standards-Based Efforts at the Postsecondary Level, Plenary Session of the Annual Education Trust Conference, Washington, D.C., November 21, 1997 (with Donald N. Langenberg and Ronald J. Henry).

The Status of Latinos in Higher Education, Annual Convention of the National Conference of Community Leadership Councils, Pueblo, Colorado, October 11, 1997.

Enhancing Minority Student Access to Higher Education: Pipeline Programs and the Promise of Technology, Annual Meeting of the American Association for Higher Education, Washington, D.C., March 16, 1997 (with Sonny Barrera, Virginia G. González, Clara Wu, and Alfredo G. de los Santos Jr.).

Diversification of Faculty and Staff: A Legitimate Educational Goal, Winter Meeting of the Academic Affairs Resource Center, American Association of Colleges and Universities, San Antonio, Texas, January 22, 1996.

Education, Hard Work, and a Commitment to Good Citizenship, Keynote Address, 1995 Permanent Honor Roll Banquet, Foy H. Moody High School Science and Health Center, Corpus Christi, Texas, May 4, 1995.

The Provost in the Modern Land-Grant University: Roles and Responsibilities, Utah State University, Logan, Utah, April 3, 1995.

Maintaining a Sense of Community During Periods of Rapid Growth, Annual Meeting of the American Association for Higher Education, Washington, D.C., March 22, 1995.

Tenure: Issues, Challenges, and Opportunities, 20th Annual Conference of the Texas Association of Chicanos in Higher Education, San Antonio, Texas, June 16, 1994.

The Promise of the South Texas or Border Initiatives, Keynote Address, 14th Annual Spring Conference of the Texas Association of College Admission Counselors, Corpus Christi, Texas, April 25, 1994.

University Leadership in Turbulent Times, California Chicano/Latino Intersegmental Convocation, San Francisco, California, March 14, 1994.

Team Building Strategies for School Improvement, Allegheny Policy Council for Youth and Workforce Development, Pittsburgh, Pennsylvania, February 3, 1994.

Education: Business' First Priority, 53rd Annual Banquet, Corpus Christi Hispanic Chamber of Commerce, Corpus Christi, Texas, June 9, 1993.

Diversity and Decision Making: The Crux of Leadership, Kellogg National Fellowship Program Transition Seminar for Group XI, Princeton, New Jersey, May 24, 1993.

Collaborative Leadership and School Restructuring, Allegheny Policy Council for Youth and Workforce Development, Pittsburgh, Pennsylvania, May 19, 1993.

Campus Downsizing: Can It Be Done Effectively? Concluding Session of the Academic Leadership Academy, American Association of State Colleges and Universities, Albuquerque, New Mexico, March 26, 1993.

Go for the Goal, Adopt-a-School Kickoff, Corpus Christi Independent School District, Corpus Christi, Texas, September 11, 1992.

Leadership as a Collaborative Effort: A Critique, Annual Meeting of the American Association for Higher Education, Chicago, Illinois, April 6, 1992.

School Choice: A National Option? Congressional Hispanic Caucus Hearing, Brownsville, Texas, February 28, 1992.

Bridging the Gap Between the Public Schools and Universities, Meeting of the Texas Coastal Bend Chapter of Phi Delta Kappa, Corpus Christi, Texas, February 26, 1992.

Aiming High, Graduation Ceremony of West Oso High School, West Oso Independent School District, Corpus Christi, Texas, May 31, 1991.

Conducting Personnel Evaluations, Meeting of the Bay Area Association of Youth Education Centers, Corpus Christi, Texas, October 26, 1989.

The Importance of an Education, Graduation Ceremony of Premont High School, Premont Independent School District, Premont, Texas, June 3, 1989.

Issues Associated with Criterion Referenced Testing, Education Service Center, Region II, Corpus Christi, Texas, March 9, 1989.

Economic Development Activities in Corpus Christi, Texas, Quarterly Meeting of the Texas Lyceum Association, Fort Worth, Texas, January 28, 1989.

Using Criterion Referenced Testing to Assess Mastery of the Essential Elements, Alice Independent School District, Alice, Texas, November 1, 1988.

Career Ladders, Expectancy Theory, and Opportunistic Behavior, Annual Meeting of the American Educational Research Association, New Orleans, Louisiana, April 9, 1988 (with Ray Cross and Robert Bezdek).

Bureaucratic Control and Principal Role, Annual Meeting of the American Educational Research Association, New Orleans, Louisiana, April 9, 1988 (with Ray Cross and Robert Bezdek).

The Effects of House Bill 1010, Regional Meeting of the Jobs Training Partnership Act Programs, Corpus Christi, Texas, March 23, 1988.

Responses to the Dropout Problem, Joint Special Interim Committee on High School Dropouts, McAllen, Texas, February 24, 1988.

Improving Classroom Instruction Through the Use of the Texas Teacher Appraisal System, Brooks County Independent School District, Falfurrias, Texas, August 26, 1987 (with Ronald M. Howard).

Elements of Effective Teaching Strategies, Pharr-San Juan-Alamo Independent School District, Pharr, Texas, February 27 & 28, 1987.

The Dropout Problem Among Hispanics, Joint Regional Meeting of the Texas Association of School Boards and the Texas Association of School Administrators, Rockport, Texas, November 19, 1986.

Using the Texas Teacher Appraisal System, Taft Independent School District, Taft, Texas, August 27, 1986.

Indicators and Criteria of the Texas Teacher Appraisal System, Brooks County Independent School District, Falfurrias, Texas, August 26, 1986.

Using Test Results to Guide Instruction, Brooks County Independent School District, Falfurrias, Texas, August 28, 1985.

Hispanics: A Part of American Excellence, District Office Meeting of Internal Revenue Service, Corpus Christi, Texas, September 13, 1984.

Development, Administration, Technical Analysis, and Interpretation of Tests, West Oso Independent School District, Corpus Christi, Texas, February 10, 1984.

Evaluation of the Gulf Coast Council of La Raza Health Program, Fall Conference of Programs for Pregnant Teenagers Funded by the Mott Foundation, Corpus Christi, Texas, November 18, 1983.

Increased Achievement Through High Expectations and Human Skills, Robstown Independent School District, Robstown, Texas, August 17, 1983.

Contemporary Latin America, Corpus Christi Independent School District, Corpus Christi, Texas, August 26, 1982 (with Patrick Carroll).

Surveying the Status of Educational Researchers: Implications, Annual Meeting of the American Educational Research Association, New York, New York, March 22, 1982.

The Use and Interpretation of Standardized Tests, Meeting of the Texas Migrant Parent Advisory Committee, Austin, Texas, January 29, 1982 (with David Hinojosa).

Research Strategies for the Honors Student, Corpus Christi Independent School District, November 25, 1981.

Developing Educational Leadership: The Effects on Participants, Annual Meeting of the American Educational Research Association, Los Angeles, California, April 16, 1981.

Preparing Children to Take Standardized Tests, Education Service Center, Region II, Corpus Christi, Texas, April 19, 1980.

Pre-session Workshop: Pilot Test of a Research Methods Seminar Curriculum, Annual Meeting of the American Educational Research Association, Boston, Massachusetts, April 5 & 6, 1980.

Some Thoughts on Accountability in Higher Education, U.S.O.E. Conference on the Education of Hispanics, San Antonio, Texas, February 15, 1980.

Grant Proposal Preparation and the Location of Research Monies, Annual Meeting of the Volunteer Services State Council, Texas Mental Health-Mental Retardation, Corpus Christi, Texas, September 22, 1979.

Ethnic, Socioeconomic, Mobility, and Other Issues Involved in the Development of Accountability Systems, Annual Meeting of the Southwest Educational Research Association, Houston, Texas, February 2, 1979 (with Nels C. Sorensen).

Interpreting Bakke, State LULAC Meeting, San Antonio, Texas, July 15, 1978 (with Fred Cervantes and Arturo Medina).