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## **EDUCATION:**

University of Texas at Arlington, Ph.D. in Business – Major Field Accounting, Minor Fields Information

Systems and Research Methods Dissertation: The Effects of Alternative Screen Layouts and Feedback Types on Occasional User Productivity and Satisfaction in a General Ledger (1993)

Texas Woman's University, M.B.A. (1984)

Texas Woman's University, B.S. Business-Accounting (1981)

## **CERTIFICATION:**

Certified Public Accountant (1984)

## **EXPERIENCE:**

Sam Houston State University –  
President (September 2010 to Present)

Responsibilities: Oversight of the 12<sup>th</sup> largest public university in Texas with over 21,000 students. Carnegie Foundation classified as a doctoral/research and community engaged university.

- Received largest gift in university history
- Enhanced university foundation role
- Improved legislative relations
- Negotiated land transfer from TDCJ
- Updated branding, marketing and visioning processes
- Implemented strategic planning process tied to resource allocation
- Focused on growth in STEM and graduate education
- Emphasized growth in distance learning
- Targeted administrative services and academic programs for all three student populations (traditional and non-traditional undergraduate, and graduate)
- Enhanced campus relationships Montgomery and North Harris Counties

#### Vice President for Finance and Operations (April 2009 to August 2010)

Responsibilities: Oversight of the offices of Budget and Operations including budget, institutional research and assessment, dining services, postal services, press, vending; Controller's including investments, student financial services, payroll, accounts payable and travel; Human resources:

Information resources; Public safety and parking; Physical plant; and Procurement and Business services including property, central stores.

Accomplishments:

- Led efforts to rework the legacy information system to improve service to students
- Negotiated agreement with City of Montgomery and a citizen group to use some of the cabins from Fernland and cover the costs of bringing the Sam Houston cabin to the museum site
- Reorganized the accounting and finance function to develop a Controller's office
- Worked with City of Huntsville to get the Raven's Nest Golf Course improved for drainage issues
- Co-sponsor of the critical ERP Project
- Developed new process for determining small projects with the academic units • Restructured budget as much as possible with the legacy system

#### National University – President (2007-2009)

Responsibilities: Oversight of the second largest private, not for profit university in CA.; Part of National University System, the other affiliate organizations are not universities.

Accomplishments:

- Developed model for strategic enrollment management
- Restructured development and alumni efforts
- Instituted enterprise risk management process
- Facilitated program accreditation efforts
- Promoted the analysis of online education efforts, related to academic quality and services to students
- Worked with faculty governance to perform a thorough update to faculty policies
- Emphasized retention efforts – incremental change 15% annualized
- Revamped community college recruiting

#### Southern Methodist University –

##### Vice President for Business and Finance (2005-07)

Responsibilities: Budget and financial operations for \$350 million; human resources, approximately 1200 staff and 600 faculty; information technology services including administrative and academic computing; real estate office including commercial, retail and residential properties; campus risk management- EH&S, police, insurance, emergency planning; campus planning and plant operations – 4 million square feet and \$40+ million in capital projects; and auxiliary operations – dining services, parking, printing, bookstore.

Accomplishments:

- Served on SMU Investment Committee (Endowment)

- Coordinated the actions of the Board Finance Committee
- Supervised two bond issues including an upgraded bond rating by one of the rating agencies
- Updated Business and Finance strategic plan
- Implemented campus IT security initiative
- Worked with VP for Development and External Affairs on strategies to implement the next capital campaign – analyzing funding and determining personnel and space needs
- Instituted space planning as integral part of campus planning
- Enhanced emergency operations - active plan
- Reviewed software proposals for (1) centralized scheduling and (2) documentation of accreditation, emphasis on assessment processes

University of Colorado at Denver (and Health Sciences Center) – Vice Chancellor for Administration and Finance (2002-05)

Responsibilities: The comprehensive and health science campuses were consolidated under one administrative structure in 2004. After the consolidation I oversaw a budget of over \$700 million with funded research of \$300 million; human resources; institutional research, computing services; campus risk management including police; auxiliary operations including parking, printing and bookstore. Prior to the consolidation I oversaw all of the above and the areas of real estate and facilities; student financial services; sponsored programs; and accounting.

Accomplishments:

- Consolidated the administrative structures across the two campuses in six months, this endeavor was accomplished in a collegial, highly communicative manner. The external advisory board of business leaders was impressed with the speed (good even in a for-profit setting, but exceptional in a higher education setting) and the cohesiveness of the effort.
- Developed new budget structure and facilitated implementation of new budget model
- Aligned business and foundation partners for first campus residence halls
- Analyzed capital campaign funding models with CU System and Foundation
- Led work group developing incentive compensation structure for faculty
- Worked with academic units to determine cash vs. state funded programs
- Began approval process to purchase two downtown Denver buildings (completed 2007)
- Worked closely with the Provost and Deans to determine the financial impact of changes to academic programs
- Developed administration and finance strategic plan
- Served on System-wide investment advisory group
- Aligned technology resources to improve new web launch
- Worked with campus leaders group to develop a handbook for promoting diverse searches
- Promoted the use of imaging technology to improve student services (Registrar, Admissions, Bursar and Financial Aid)

YMCA of Metropolitan Denver –  
Vice President Finance and Administration (2000-02)

Responsibilities: Oversaw technology, human resources, budgeting, accounting including grants and contracts, purchasing, investments, property and risk management functions

Accomplishments:

- Drafted Corporate policies and procedures
- Updated budget process
- Worked with VP Development on annual fund campaign
- Restructured property management
- Completed refinancing of bonds through the Colorado Educational and Cultural Facility Authority
- Developed Board of Trustees, Finance and Investment Committee
- Resolved technology infrastructure issues

Texas Woman's University – (1986-2000)

*Administrative*

Vice President for Academic and Information Services (2000)

Responsibilities: Oversaw all technology functions including network, telecommunications, software and hardware maintenance, support and training, distance education and media services; Supervised Institutional Research; Directed student services- Student Records, Scheduling and Registration.

Accomplishments:

- Participated in strategic planning
- Drafted University policies including distance education policy and cost model
- Handled student complaints related to student and administrative services
- Maintained academic financial services (Budget, employment, grants and contracts)
- Handled several components of State Student Financial Aid audit
- Key participant in the development of Business Continuity Plan required by the State of Texas Associate Vice President for Finance & Administration and University Controller (1997-2000)

Responsibilities: Oversaw all external (Federal and State) and internal financial and tax reporting for TWU (GASB reporting) and the TWU Foundation (FASB reporting)

Accomplishments:

- Established and ensured compliance with fiscal policies and procedures
- Controlled all cash management, purchasing, and disbursement functions (Payables, travel and payroll)
- Guided all investment, endowment and bond activities and related reporting
- Reviewed facility and fixed asset project funding and accounting, including inventory accounting
- Implemented a bottom-up budgeting approach
- Developed format used to analyze departmental costs
- Restructured accounting information system for improved management reporting
- Redesigned and automated accounting processes
- Automated accounts payable through progressive use of imaging technology
- Designed imaging for records management/retention
- Participated in strategic planning and reporting
- Improved employee morale and efficiency by reorganization of controller's office

Special Assistant to the Vice President for Finance and Administration (1996-97)

Responsibilities: Performed specialized projects for the Vice President without supervisor responsibilities to facilitate improvement across functions Accomplishments:

- Performed auxiliary departmental analysis
- Evaluated accounting information system
- Analyzed and redefined budgeting process
- Involved with and special reports for Texas Legislative process

### *Teaching*

Associate Professor of Accounting and MIS (1995-2000)

Assistant Professor of Accounting and MIS (1989-2005) - Tenured (1993)

Lecturer – Accounting and MIS (1986-89)

Dana L Gibson, CPA

Personal Consulting Business (1984-1995)

Responsibilities and Accomplishments: Performed system consulting including analysis, design and installation of accounting systems; supervised employees and contractors on system projects; provided financial planning and preparation; presented financial data to various groups; and performed not for profit audits including Single Audit Act.

Numed, Inc. –

Director of Financial Operations (1982-83)

Responsibilities and Accomplishments: Oversaw all finance and administrative functions for a health organization serving smaller communities in Texas; performed hospital contract negotiations and evaluations; supervised human resource; and coordinated property maintenance functions.

### **AWARDS AND SPECIAL ASSIGNMENTS:**

“2015 Texas Most Powerful and Influential Women” by the National Diversity Council

American Academic Leadership Institute – Presenter Top Ten Administrative Items for Provosts to President Workshop (2010-2014)

American Academic Leadership Institute – Consultant to the Board (2009-2010)

TWU Distinguished Alumna (2009)

San Diego Connect (Bio and Clean Tech Regional Group) – Judge Most Innovative Product Award (2008)

ACE Roundtable on Shifting Demographics – Participant (2008)

Kyoto Laureate Award Host Committee (2007 and 2008)

SMU Administrator of the Year – awarded by the student body (2006)

Texas Diversity Council Conferences - Panelist (2006 and 2007)

State of Texas Comptroller's Task Force – Invited member to work on “GASB Project” which redefined financial reporting in the State (1999-2000)

Awarded “International Award for the Innovative Use of Imaging Technology in Higher Education” (1999)

Awarded “Notable Contribution to Information Systems Literature” by the American Accounting Association for 1996 publication: “The Effect of Socio-Economic Background on Computer Anxiety and Performance: Evidence from Three Experiments” with James E. Hunton (1998)

American Council on Education Fellows Program – Finalist (1998)

Texas Higher Education Coordinating Board - Internship awarded based upon Faculty Senate participation and recommendation. This internship involved campus master plans, higher education financing, student loans and grant programs, distance education and academic programs evaluation. (1996)

North American Free Trade (NAFTA) and Higher Education – Representative to State group selected by University President (1996)

American Association of Higher Education – Representative to Quality and Assessment Conference, selected to Chair University Institutional Effectiveness Task Force (1994-96)

SACS Financial Resources Report Committee – one of four members that developed the financial portion of the SACS reaccreditation report (1992)

## **BOARD PARTICIPATION:**

SACSCOC – Member of Board – Current

Woodforest Bank – Member of Board – Current

American Association of State Colleges and Universities – Member of Board – Current

American Academic Leadership Institute – Chair of Board – Current

Academic Search, Inc. – Member of Board - Current

Huntsville Memorial Hospital – Member of Board (2009 - 2014)

Voices for Children – Member of Board (2007-08)

Fidelity, Inc. – Member Customer Board – Not for Profit (2005-07)

Denver Downtown Partnership – Higher Education Member (2003-05)

CASA of Denton County – Member of Board (1996-2000)

## **PUBLICATIONS/PAPERS:**

“Collective User Participation: A Catalyst for Group Cohesion and Perceived Respect” with James E. Hunton and Vicky Arnold. Published in International Journal of Accounting Information Systems, 2001, Vol. 2, Issue 1, p. 1-17.

“Soliciting User-Input During the Development of an Accounting Information System: Investigating the Efficacy of Group Discussion” with James E. Hunton. Published in Accounting, Organizations and Society, October 1999, Vol. 24, p. 597(2).

“The Impact of Cross-Functional Team Participation on Voluntary Use of an Accounting Information Retrieval System” with James E. Hunton. Presented AIS Research Symposium Feb. 1998. Published in Advances in AIS, 1998, Vol. 6, p. 3-32.

“Comments: An Experimental Analysis of Multimedia Annual Reports on Non-expert Report Users” Presented at Accounting Information Systems Research Symposium Feb. 1997; Published in Advances in AIS, 1997, Vol. 5, p. 137-143

“The Effect of Socio-Economic Background on Computer Anxiety and Performance: Evidence from Three Experiments” with James E. Hunton. Presented at Accounting Information Systems Research Symposium Feb. 1996; Published in Advances in AIS, 1996, Vol. 4, p. 11-45

“Database Model for Users of an Information System within a Health Care Provider's Environment” with P. Wilson. Presented at INFORMS October 30, 1995

“The Effects of Alternative Screen Layouts and Feedback types on Occasional User Productivity and Satisfaction in a General Ledger Environment”

Presented at Accounting Information Systems Research Symposium, Feb. 1994; published in Journal of Information Systems Fall 1994

## **RELATED ACADEMIC EXPERIENCE:**

Associate Editor for Advances in Accounting Behavioral Research (1996-2000)

Reviewer for the Accounting Forum (1996-98)

Knowledgewell, Inc. - Faculty Expert consultant for Principles of Accounting software development project (1996-97)

Reviewer for the Journal of Information Systems (1995-97)

Coordinator - Southwest Region of American Accounting Association: Gender Issues Section Paper Presentations (1995-96)

C.O.L.O.R.S. Mentor–Minority student mentoring program (1995-96)

Faculty Senate Delegate, elected Speaker Pro Tem (1993-95)