RÉSUMÉ
MARY ELAINE MILLER

EXPERIENCE

University of California, Merced, 2006 to present
Vice Chancellor for Administration

The Vice Chancellor for Administration is the campus officer responsible for the financial, budgetary and physical facilities planning and construction, and management of the campus and is the budget officer for the campus, working with the Chancellor, Executive Vice Chancellor for Academic Affairs and other cabinet members. The Vice Chancellor represents the University for all budget, business and financial matters with the University Office of the President and in Sacramento, the state capital. Directly supervises the following areas: administrative operations; budget office; controller and office of business and financial services; capital planning; contracts/real estate; environmental manage/environmental health and safety; facilities; human resources; physical planning, design and construction; police and public safety. The Vice Chancellor for Administration also serves on the Board of the University Community Land Company, which will create a full multiple use community adjacent to the campus to serve up to 30,000 residents in the community.

Texas A&M University, 1986 - 2006
Associate Vice President for Finance and Administration, restructured to Associate Vice President for Administration, 1995 - 2006.

Highlights of accomplishments:
Direct supervision of the following departments, representing over 2000 employees and over $100 million annual budgets: Aviation Services, Children's Center, Faculty Club, Food Services, Human Resources, Physical Plant, Parking Traffic and Transportation Services, and University Police.

- Led the development of the University's recently-completed comprehensive 50-year Campus Master Plan.
- Created the University's Child Care Center. Oversaw design and construction of the Center building. Raises tens of thousands of dollars each year as donations for tuition subsidy for low-income families.
- Supervised one of the largest and most flexible campus food operations in the country - $26 million annual budget.

- As manager over Physical Plant, expend between $4 and $6 million per year to reduce the deferred maintenance backlog. Currently embarking on a $45 million campus renovation program to accommodate an influx of new faculty.
- Worked with utilities division to achieve natural gas purchase contract and gas transportation contract, saving the university millions of dollars.
- Chaired a campus energy conservation committee, resulting in multiple cost-avoidance initiatives.
- Chaired the Campus Access Task Force, resulting in a plan for improved

vehicular, transit, and pedestrian flow.

- Implemented an annual College Planning Fair to assist predominantly low-income families with preparing their children for college.
- Established a Division Employee Advisory Committee.
- Established a Student Advisory Board for the division.
- Served on the President's Vision 2020 Advisory Council.
- Represents the university on several town/gown initiatives, including the Intergovernmental Council.
- Serves as Acting Vice President in absence of Vice President.

University Co-Facilitator, Continuous Improvement Program, 1992-1998.

- Initiated and led the University's C.I. (TQM) efforts, leading to significantly improved processes and customer satisfaction. Counseled and worked with divisions of Academic Affairs, Administration, Student Services and Finance.
- Sat on Quality Council with President and Vice Presidents.

Assistant Vice President for Finance and Administration, 1988-1995.

- Direct supervision of Human Resources Department, Parking, Traffic and Transportation Services, Environmental Health and Safety, the Faculty Club, and Operations Analysis.
- Served as "user coordinator" overseeing design and construction of the university's first three parking garages.
- Chaired a campus-wide Paper Flow Study.
- Chaired the Quality of Work Life Study for the University, an element of the SACS 10-year self-study, with the long-range goal of improving worklife for all faculty and staff.
- Served as student liaison for Division.
- Mentored minority interns in division.
- Served as Acting Vice President in absence of Vice President, overseeing the Fiscal and Purchasing Departments, as well as others.

Interim Director, Texas A&M University Press, 1993-1995.

- While continuing as Assistant Vice President, was assigned to temporary leadership position at the floundering University Press for 18 months, during which time the productivity and teamwork of the Press improved dramatically and several important manuscripts were acquired.
- Worked with staff to develop a strategic plan, including publication goals.
- New book series were begun, including a Mexico/Texas Borderlands Series.

Interim Executive Director, Human Resources Department, 1990-1992.

- While continuing as Assistant Vice President, assumed temporary leadership of Human Resources to transform department. During this period, many new programs were implemented, training and staff development offerings were expanded, an employee newsletter was first published, a new policy and procedures manual was developed, and greater emphasis was placed on customer service. Many of the Quality of Work Life initiatives were begun.
- Created an Employee Assistance Program and a Health Promotion Program for all faculty and staff.

Director, Budget Planning and Analysis, 1987-1988 and Senior Management Analyst, Operations Analysis, 1986-1987. Supervised the team that conducted operational reviews of several University departments and functions.

Kraus-Miller and Associates, Management Consultant, 1980-1986. Areas of expertise included organizational analysis, Organization Development, staff training, management development, strategic and operations planning.

Michigan Department of Social Services

Director of Planning, 1976-1979. Developed, implemented, refined and evaluated a statewide, formal strategic and annual planning process for a 14,000-employee agency.

Director, Agency Effectiveness Project, 1975-1977. Was Principal Investigator for a $500,000 federal demonstration project grant to demonstrate the effectiveness of management development and Organization Development programs in county offices of a state agency. Worked with consultants to design and deliver programs.

EDUCATION

Bachelor of Arts, Psychology, Loyola University
Continued university study in psychology and pre-medicine, Michigan State University
Numerous courses and programs in management, business, and Organization Development.

PROFESSIONAL MEMBERSHIPS

NACUBO (National Association of College and University Business Officers)
TASSCUBO (Texas Association)
SCUP (Society for College and University Planning)

COMMUNITY SERVICE

Board Member, Bryan Business Council, 2003 - present
University Representative, Intergovernmental Council, 2001 - present
Board Member, Scott & White Health Plan, 2001 - present
President, Brazos Valley United Way Board of Directors, 2000
Board Member, Brazos Valley United Way, 1996-2001
Community Advisory Committee, Bryan/College Station Junior League, 1999-2000
Founding Chair, Brazos Valley HealthSmart Coalition
Nominating Committee, Brazos Valley Arts Council
Board of Directors, League of Women Voters
Girl Scout Leader
Volunteer, St. Joseph Hospital and Sherwood Nursing Home
Co-host, "Parent Talk," a KAMU radio call-in show, 1985-1987

HONORS

Texas A&M University Student Government Administrator of the Year, 1994
TAPSS Outstanding Administrator Award, 1997
Governor's Executive Development Program, 1998
Fish Camp Namesake, 1999

Women's Week Administrator Award, 1999
Student Government Outstanding Administrator Award, 1999
Executive of the Year Award, 2003
"You're the Tops" Distinguished Women Award, 2005

RELEVANT PUBLICATIONS AND MAJOR REPORTS

Agency Effectiveness Demonstration Project Report, Project SHARE, Washington, D.C., 1978.

Evaluating Models for Management Development in a State Agency, ASTD Research Report, 1978.

Texas A&M University Paper Flow Study, 1991

Texas A&M University Quality of Work Life Study, 1993

Texas A&M University Campus Access Plan, 1999

Texas A&M University Campus Master Plan, 2004

PERSONAL

Married; three grown children

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