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## Leadership Philosophy

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Leadership is a continuous improvement cycle. In the higher education landscape, effective leadership starts with the end in mind, student and community success. Then leaders cultivate a culture in which equity-minded, data-informed, inquiry-based, and work-life balanced individuals collaborate to achieve the end, while enjoying the means.

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## Work Experience

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**PIMA COMMUNITY COLLEGE: MULTI-CAMPUS, HISPANIC SERVING INSTITUTION, PIMA COUNTY, AZ**

### **PROVOST AND EXECUTIVE VICE CHANCELLOR – ACTING**

**08/23 – 08/24**

- Build and maintain strong working relationships with all instructional staff.
- Collaborate with Student Affairs, Workforce Development & Innovation, Registrar's Office, Public Relations, Financial Aid, Strategy, Analytics, and Research (STAR), Finance, Information Technology, and other units.
- Provide oversight and ensure execution of Strategic Plan institutional goals, Chancellor's and Provost's Goals and Initiatives.
- Identify, develop, and refine academic action plans; monitors key metrics; and assists in the decision-making for academic functions.
- Work collaboratively with the executive leadership team and the instructional leaders of the five campuses in the leadership, planning, vision, and management in advancing a comprehensive academic affairs program and instructional strategic objectives to meet the needs of a diverse student body and community.
- Promote excellence in all aspects of academic programming; facilitates curriculum development and assessment of learning outcomes; proposes more efficient academic-related institutional operations; provides leadership in the development, enhancement, and review of academic policies and programs.
- Ensure academic programs comply with the governing rules and regulations and accreditation guidelines; and oversees the allocation and management of resources for academic affairs and faculty positions.
- Assist the Chancellor in communicating and garnering levels of support, by serving as an advocate for the mission and goals of PCC among its various constituencies.
- Formulate and strategize, along with the other appropriate administrators and areas of the College, the educational policy of the College. This includes development of new policies and major revisions of academic procedures.
- Leads a transparent and forward-looking budgeting process for Academic Affairs that projects clear outcomes for expenditures and evaluates achievements in the context of cost effectiveness.
- Attends meetings of the Governing Board serving as the primary liaison on Academic Affairs.
- Develops existing programs, analyzes outcomes, recommending present and future needs, and devising new academic programs to enhance the College's educational mission.
- Recommends full-time appointments to the faculty to the Chancellor after appropriate consultation with the academic Deans and departments.
- Supervises the preparation of budget requests and administers or delegates administration of the approved academic and faculty development budgets for the area.

**DEAN OF COLLEGE READINESS AND STUDENT SUCCESS****03/15 – 07/23, 08/24 - CURRENT**

- Position title change from Dean of Developmental Education to current title, 01/20, to include supervision of the Learning Centers, Testing Centers, FYE Courses, and Academic Coaches
- Provide leadership, guidance, and motivation to ensure departments design, develop, deliver, and evaluate a comprehensive array of instructional and academic support programs and services in support of the college mission.
- Research, implement, and continuously improve programs, including personnel and resources, designed to provide a high quality, student centered, equity-minded learning environment.
- Assist in the preparation, approval, and implementation of departmental and division budgets.
- Partner with Institutional Research to support an evidence-based decision-making model.
- Collaborate with college administration and staff to create and implement student success initiatives targeting early engagement.
- Assist with developmental education curriculum redesign.
- Facilitate professional learning experiences focused on best practices.

**ADJUNCT MATHEMATICS FACULTY****03/15 – 07/21**

- Teach in person and online developmental and credit mathematics courses.
- Provide students with engagement opportunities outside of classroom hours.

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**LEE COLLEGE: SINGLE CAMPUS, HISPANIC SERVING INSTITUTION, BAYTOWN, TX****DEAN OF ACADEMIC STUDIES****02/11 – 02/15**

- Support student engagement activities: Phi Theta Kappa, Honors, Service Learning, Debate Team, Undergraduate Research, Intercollegiate Athletics, International Club
- Establish, monitor, maintain, and assess instructional programs in accordance with the Texas Higher Education Coordinating Board policies and the Southern Association of Colleges and Schools Commission on Colleges regional accrediting body.
- Analyze data to effectively plan strategies that meet institutional goals for programs, staffing, class scheduling, facility utilization, fiscal management, and student persistence.
- Serve as a liaison between the college and public schools, postsecondary institutions, community organizations, and governmental agencies.
- Determine staffing requirements; manage and evaluate faculty and staff.
- Formulate, recommend and oversee the annual operating budgets for the division and corresponding departments.
- Facilitate adjunct faculty, international education, and faculty professional development committees.
- Serve on the President's Cabinet.
- Projects included: Working with faculty to create a new core curriculum, partnering with nine local school districts to create state mandated college preparatory courses, implementation of non-course-based alternatives for developmental education, and preparing Weekend College.

**CENTRAL ARIZONA COLLEGE: MULTI-CAMPUS, RURAL, HISPANIC SERVING INSTITUTION, PINAL COUNTY, AZ****District Chair of Sports & Fitness****08/07 – 01/11**

- Provide leadership to the faculty and staff across the district.
- Curriculum development, maintenance and state-wide articulation.
- Strategic and annual planning, alignment, assessment and evaluation.
- Planning and management of department budget and facility needs.
- Engage in community activities that support active lifestyles
- Lead program review, including the hiring, mentoring, and evaluation of faculty.

**Athletic Director****08/07 – 01/11**

- Support the student athlete experience in the classroom, on campus, and in competition.
- Provide leadership to the coaches and staff, and advocate for student-athletes.
- Represent the college's interests at local, state and national meetings.
- Plan and provide oversight of the implementation of the athletic budget.
- As Vaquero Foundation liaison, participate in the planning and implementation of fundraising activities designed to support the college's athletic programs.
- Lead program review, including the hiring, mentoring, and evaluation of coaches.
- Coordinate maintenance and continuous improvement of facilities.

**District Chair of Mathematics****08/06 – 07/07**

- Provide leadership to the faculty and staff across the district.
- Curriculum development, maintenance and state-wide articulation.
- Strategic and annual program planning, alignment, assessment and evaluation.
- Planning and management of department budget and facility needs.
- Oversee administration of faculty and student concerns.

**Chair of Science and Mathematics****08/05 – 07/06**

- Provide leadership to the faculty and staff on the Signal Peak Campus.
- Curriculum development, maintenance and state-wide articulation.
- Strategic and annual program planning, alignment, assessment and evaluation.
- Planning and management of department budget and facility needs.
- Oversee administration of faculty and student concerns.

**Mathematics Faculty****08/01 – 01/11**

- Teach a minimum of 15 credits each semester in developmental and/or credit mathematics.
- Provide students with engagement opportunities outside of classroom hours.
- Assist with curriculum development and maintenance.
- Collaborate with colleagues to provide the annual the county-wide Math Contest.

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**K-12 TEACHING EXPERIENCES****Mathematics Teacher – Corona Del Sol High School, Tempe, AZ** **08/96 – 07/00**

- Teach five high school courses, ranging from Pre-Algebra to Precalculus.
- Participate in professional development activities.
- Engage students outside of the classroom as an extra-curricular mentor.

**Mathematics Teacher – Mesquite Junior High School, Gilbert, AZ** **08/94 – 07/96**

- Teach six junior high school courses, ranging from basic arithmetic to Pre-Algebra.
- Participate in professional development activities.
- Engage students outside of the classroom as an extra-curricular mentor.

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**Community College Experiences**

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**LEADERSHIP IN NUMEROUS COLLEGE AND PROFESSIONAL ACTIVITIES AND INITIATIVES**

- Accreditation
  - Higher Learning Commission Notice Report and Assurance Argument
  - SACSCOC Interim Report and Compliance Recertification
- Athletics
  - Provide leadership for intercollegiate athletic
  - Dissertation topic: Intercollegiate Athletics and Title IX, Gender Equity
- Baccalaureate Implementation
  - Creation and implementation of initial baccalaureate options
  - Partnering with external stakeholders
- Community Partnerships
  - Pinal County, AZ – Open Space & Trails Advisory Commission
  - Baytown, TX - Cradle to Career Partnership with United Way
  - Pima County, AZ – Southern Arizona Leadership Council
- Developmental Education
  - Design and implement effective placement policies
  - Increase student success through holistic support
  - Provide professional learning opportunities for faculty and staff
- Guided Pathways
  - Effective use of disaggregated data to include Equity considerations
  - Mapping program pathways and learning outcomes alignment
  - Onboarding and prerequisite coordination and collaboration
- High School Partnerships
  - Design partnerships to support a college going culture
  - Partner with local school district to operate an early college

- Leadership Roles (National Organization for Student Success, External Organization)
  - AZ-NOSS President
  - NOSS Administrative and Leadership Network Co-Chair
  - NOSS Leadership and Learning Academy Planning & Implementation Committee
- Program Assessment and Redesign
  - Course and program assessment of student learning outcomes
  - Developmental pathways for quantitative literacy and statistics
  - General Education redesign
- Student Engagement
  - Pre-matriculation, on-boarding, and first semester experiences
  - Co-curricular activities: Honors, Debate, PTK, Productions
  - High Impact Practices: First Year Experience, Service Learning, Undergraduate Research, Learning Communities, Intensive Writing
- Transfer Partnerships
  - Curriculum alignment and organization
  - Co-enrollment and reverse transfer partnerships

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### **Higher Education Teaching Experience**

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- Pima Community College, 2015 – 2021, Online and Face to Face, Brightspace Desire to Learn
  - Professional Development included a mandatory Online teaching course (TE125) and optional Quality Matters course.
  - Developmental and gateway mathematics courses
- Lee College, 2014, Online, Blackboard
  - Smarter Measure tool research and implementation
  - Developmental mathematics course
- Central Arizona College, 2000 – 2013, Online and Face to Face, Blackboard
  - Developmental and gateway mathematics courses

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### **Doctoral Committees**

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- *Grounded Theory and Connectivism Exploration of Instructors' Experiences: An Exploratory Case Study of technology use by professors in Developmental Mathematics courses in teaching Generation Z students at a four-year university in Northeast Louisiana*, Shonice Saint-Jean, Grambling State University, Doctor of Developmental and Higher Education Studies, Active
- *The Exploration of Goal Setting Behaviors Among Freshman Learners in Developmental Math in Online Classes at Historically Black Colleges and Universities*, Delana Saint-Jean, Grambling State University, Doctor of Developmental and Higher Education Studies, Active
- *From Formerly Incarcerated to College Graduate: One Student's Journey*, Sylvia Loustaunau Romero, Doctor of Educational Leadership, Northern Arizona University, December 2023
- *An Examination of Attributes for Success to Explain Failures in Community College Elementary Algebra*, Carmen Frances Salvo, Doctor of Educational Leadership, Northern Arizona University, November 2020