



Dr. Rey Rivera

Dr. Rey Rivera brings over 29 years of experience in higher education to his role as president of Estrella Mountain Community College (EMCC). Appointed president on July 1, 2019, his career is a testament to his unwavering support for the community college mission of accessibility and opportunity. As a first-generation college graduate, Dr. Rivera is deeply committed to EMCC's mission of offering transformative,

inclusive learning experiences that empower students to reach their potential, enhance their lives, and positively impact their communities. He is also a strong advocate for EMCC's faculty and staff, recognizing and supporting their dedication to creating the best learning and working environments in Arizona.

Over the past two years, Dr. Rivera led a collaborative effort among faculty, staff, and administrators to develop a new shared governance model for EMCC. This model aims to offer employees meaningful data, input, and transparency in the college's decision-making process. It was implemented in the fall of 2025, and its key components were used to establish a system-wide structure across Maricopa. Passionate about partnerships, Dr. Rivera collaborated with Microsoft and Glendale Community College to launch the Microsoft Datacenter Academy program, one of only thirteen globally. Additionally, EMCC collaborated with Intel and Chandler-Gilbert Community College to create the nation's first Intel-designed AI and machine learning associate's degree program, earning the AZ Governor's Innovator of the Year - Academia award in 2022. These initiatives equip local communities with digital skills and career pathways in the growing IT sector.

In terms of community, state, and national connections, Dr. Rivera co-founded the Arizona Hispanic Serving Institution (HSI) Consortium with Dr. Marla Franco of the University of Arizona. The consortium aims to unite HSIs across the state, facilitate the exchange of evidence-based practices, support student transitions to universities or the workforce, and foster collaboration on funding and partnerships. He is also deeply engaged in community leadership, serving on the boards of WESTMARC, Abrazo Health-West Campus, the Maricopa County Community College Foundation, Sun Health, and the National Community College Hispanic Council. Additionally, Dr. Rivera plays a key role in EMCC's Reaffirmation of Accreditation as part of the Higher Learning Commission's Peer Reviewer Corps.

Prior to his presidency, Dr. Rivera served as EMCC's Vice President of Academic Affairs. His 15-year tenure as a full-time mathematics faculty member also included two terms as Faculty Senate President. Throughout his career, he held leadership positions such as Division Chairperson of Science and Mathematics, Principal Investigator for two National Science Foundation grants, and Interim Dean of Occupational Education. In 2019, he was honored as an Aspen Presidential Fellow and received the Victoria Foundation Distinguished Leadership Award for his outstanding contributions to advancing access and success for underrepresented students in higher education.

A native of San Antonio, Texas, Dr. Rivera holds an Ed.D. in higher and post-secondary education from Arizona State University, a Master of Science in mathematics from Purdue University, and a Bachelor of Science in mathematics from The University of Texas at Austin. Outside of his professional and academic accomplishments, Dr. Rivera remains committed to his wellness journey, which includes his passion for running, hiking, and golfing. He also values time spent with his two children, Andres and Iliana, as well as his two dogs, Kylo and Obi.

January 16, 2025

Dear College of Southern Nevada Search Committee Members:

It is with great interest that I submit this letter, resume, and list of professional references, as the requested materials in my application for the presidency of College of Southern Nevada (CSN). I feel confident that my application materials will highlight how my education, training, and leadership experiences align with the qualifications and duties presented in the position profile.

When I entered The University of Texas as a first-generation Latinx freshman, I had little direction or knowledge required to navigate the complex enrollment and financial aid processes of higher education. Luckily, I was accepted to a summer bridge program for underrepresented mathematics students that provided a clear pathway to degree completion through continuous intrusive advisement and a peer and faculty mentor support system. The program's combination of student and academic support allowed me to stay on track, attain the financial aid necessary to stay in college, and complete my degree in a timely manner. Thus, my educational experiences reflect College of Southern Nevada's efforts to cultivate a sense of belonging among its students and to enhance their retention and success through equitable transfer and workforce pathways.

The world of the community college continues to change. New pressures such as the recent global pandemic and enhanced technology such as artificial intelligence applications have brought greater emphasis on increasing the completion and transfer rates of students, particularly those traditionally underserved by higher education. Additionally, post-pandemic, colleges are managing limited resources and identifying new revenue streams aligned to the college's mission while fostering a culture of learning and care that can adapt to the changing needs of students and the community.

Qualifications: Educational, Teaching, and Leadership Experience

My educational background consists of a Bachelor of Science degree in Mathematics from The University of Texas at Austin, a Master of Science degree in Mathematics from Purdue University, and a Doctoral degree in Higher and Postsecondary Education (educational leadership) from Arizona State University. My education provides a solid foundation to serve the diverse populations of students, faculty, and staff at a Hispanic Serving Institution (HSI) such as the College of Southern Nevada. My career in higher education began as a mathematics faculty teaching at Estrella Mountain Community College (EMCC) an HSI serving a majority underrepresented and underserved student population. For over fifteen years, I created a positive validating classroom environment that maximized student success and retention. Even as president, I continue teaching on a part-time basis to remain connected to students and faculty in my role as an administrative leader.

As my attached resume indicates, I have held increasingly responsible community college leadership positions over my twenty-eight years in higher education. As a faculty leader I served as Faculty Senate President, Division Chairperson, and Principal Investigator for two National Science Foundation grants. Additionally, I have over thirteen years of administrative leadership experience as an Interim Dean of Occupational Education and Vice President of Academic Affairs (VPAA) at two HSI community colleges within the Maricopa County Community College District (MCCCD) - South Mountain Community College (SMCC) located in south Phoenix and Estrella Mountain Community College. Currently, I serve as the president of EMCC.

As president, I have broad administrative responsibility for facilitating the delivery of innovative, high-quality instruction, establishing and evaluating student enrollment and success initiatives, ensuring the financial stability and infrastructure required to enhance student learning, building innovative industry and community-based partnerships, and supporting the well-being of the students and employees of EMCC. Additionally, I have over two decades of experience working at a college and district level within the MCCC, a multi-campus community college district serving over 150,000 students in Phoenix and its surrounding communities.

Leadership Philosophy

Estrella Mountain Community College has committed to the learning philosophy that strives to have all decisions centered on student success by asking two basic questions: “How does this action impact student learning?” and “How do we know?” My leadership philosophy derived from EMCC’s learning philosophy and from my experiences as a faculty and administrative leader. Student success can be sustained in a validating leadership environment. Dr. Laura Rendon defines validation in a classroom environment as a process that affirms, supports, enables, and reinforces a student’s capacity to fully develop academically and socially within the higher education institution. It is important to validate students’ educational or career goals by creating positive learning environments in the classroom and through experiential learning opportunities outside the classroom.

Similarly, when I had the opportunity to pursue administrative leadership positions, I did so to create positive student-centered leadership environments that fostered collaboration, innovation, accountability, and employee empowerment for student success. An effective leader identifies and utilizes the strengths of the faculty and staff to define problems, data to inform the working parameters of an issue, and flexible decision-making to support the creativity and innovation of solutions. Thus, I strive to support positive, equitable, and validating leadership environments for our students, employees, and the diverse communities that we serve. Significant examples of my integrity, innovation, and leadership performance will be provided in my response to the position profile as follows.

Inclusive Leadership: Equity and Inclusion, Shared Governance, and Integrity

As a champion of equity and inclusion, I co-founded the Arizona Hispanic-Serving Institution Consortium in 2021. This state-wide consortium consists of Hispanic Serving Institutions (HSIs) community colleges and universities to strengthen the individual and collective capacity of Arizona HSIs to intentionally support conditions necessary for Latinx student success in Arizona. The Consortium is funded and supported by the Helios Educational Foundation and was awarded a \$100,000 start-up grant to positively move the needle on K-12 student matriculation to higher educational degree attainment. As a result of the consortium, EMCC hosted the inaugural AZ HSI Summit in October 2022. This annual conference allows faculty, staff, administrators, students, and community partners to showcase and exchange evidence-based practices that are effectively and intentionally supporting Latinx students and to create opportunities for networking and community building across AZ HSIs and Emerging HSIs. Additionally, I supported the creation of EMCC’s Diversity, Equity, and Inclusion Team (DEIT) to address issues of diversity, equity, inclusion, and engagement on campus by considering the contributions and viewpoints of others, providing an inclusive and safe campus, and committing to the intercultural learning and awareness that will make everyone feel a part of the EMCC community. The DEIT is part of the shared governance structure of the college.

Regarding shared governance, in the fall of 2023, I initiated two cross-functional teams to create new institutional values and strengthen EMCC’s shared governance framework. The first team engaged both the college and external community in developing and defining core institutional values: student-centeredness, learning, integrity, well-being, and equity and inclusion. These values served as the foundation for crafting a

new vision and mission for the college, which was completed in the spring of 2024. The second team focused on creating guiding principles to engage stakeholders in discussions about the college's governance structures and processes, ultimately supporting the new shared governance model that was launched in the fall of 2024. This work is critical to reinforcing EMCC's commitment to transparency, inclusion, and collaboration in decision-making that affects students, staff, and the broader community. For example, three years ago, I worked closely with the Faculty Senate, Division Chairpersons, and Learning Division staff to reorganize the college's Learning Division. Faculty Senate leadership and Deans of Instruction developed and reviewed organizational models in collaboration with the affected staff, ensuring broad input. This year-long process led to a new organizational structure designed to better support students' degree and certificate pathways, foster greater divisional collaboration, and address the needs of both internal and external stakeholders.

Finally, all members of the college are held to high standards of accountability and integrity. I practice inclusive leadership and decision-making by meeting consistently with Faculty Senate Leadership and Staff Representation to allow for college-wide feedback on issues impacting student learning and provide the mechanism for continuous improvement and consistent accountability at all levels of leadership within the college.

Dynamic Leadership: Strategic Partnerships, Innovations, and Communication

Community colleges have traditionally focused on maximizing student access and providing flexible options for students, however, as the national data shows, this focus does not always translate into higher retention and completion rates. CSN is at the vanguard of this transformation experience and will require a president experienced with student-centered leadership, innovative problem solving, and strategic partnerships. For example, two years ago I supported placing embedded advisors in our local feeder high schools to increase outreach and make EMCC top of mind for pathways to higher educational degree/certificate attainment. This increased our dual enrollment (DE) student population by 1000 students thereby doubling our existing enrollment in DE courses. Considering that nearly 30% of our DE students enroll at EMCC upon graduating high school, this critical partnership with our local high schools is increasing the college-going rate in our service area and providing a positive enrollment trend for the college post-pandemic. Partnerships are also critical to addressing regional workforce needs.

Industry partnerships bring real-world relevance to community college programs, ensuring that students acquire the skills and knowledge needed to succeed in today's dynamic job market. By collaborating closely with local businesses and industries, community colleges can align their curriculum with industry demands, offer relevant internships and apprenticeships, and provide students with valuable hands-on experiences. Additionally, Education Forward Arizona's Achieve60AZ plan, a state-wide initiative whose goal is to ensure 60% of Arizonans have a certificate or college degree by 2030, states that over 67% of jobs in Arizona will require some type of higher education degree or certificate.

To this end, EMCC created several industry partnerships through collaborations with external local and national business leaders and elected officials. For example, I led and supported a great team of EMCC employees in partnership with Microsoft and Glendale Community College to create one of thirteen Data Center Academies in the world. The Datacenter Academy program helps build digital skills and provides career pathways in the growing information technology sector for the residents of the West Valley of Phoenix. Additionally, I supported a team of EMCC employees as they worked with Intel Corporation and Chandler-Gilbert Community College to create the first Intel-designed artificial intelligence (AI) and machine learning associate degree and certificate of completion program in the country. This special partnership earned Innovator of the Year - Academia award at the 2022 AZ Governor's Celebration of Innovation Awards in November. Finally, Arizona Senator Mark Kelly has visited EMCC to tour our semiconductor quick-start lab in partnership with the Taiwan Semiconductor Manufacturing Company (TSMC). TSMC chose the Phoenix area

for its newest manufacturing facility and has partnered with EMCC for the Semiconductor Technician Quick Start boot camp. The boot camp is an intense, 10-day credit program designed to prepare students for entry-level technician jobs in semiconductor manufacturing facilities. Senator Kelly repeatedly touts EMCC's partnership as an example to boost domestic microchip manufacturing.

Accreditation and transfer pathways are important elements for student success and degree completion. Being accredited two-year college is an important designation for EMCC as it allows students to seamlessly transfer credits to a four-year institution with the ability to apply for and receive federal financial aid. Thus, as VPAA I served as one of the EMCC Tri-Chairs for Reaccreditation and as a Higher Learning Commission (HLC) Peer Reviewer to support the college's 10-year reaccreditation effort in the fall of 2021.

I am also honored to serve on several local boards that are crucial for strengthening EMCC's partnerships with businesses and nonprofits in the region, thereby increasing student experiential learning opportunities and ensuring alignment with the workforce development needs of western Maricopa County. I currently serve on the board of directors for the Western Maricopa Coalition (WestMarc), Abrazo Health West Campus, Sun Health Services, the Maricopa Community Colleges Foundation, and the Arizona Hispanic-Serving Institutions (HSI) Consortium Advisory Board. Additionally, I serve on the board of the National Community College Hispanic Council and the American Association of Community Colleges' Commission on Diversity, Equity, and Inclusion.

Finally, internal and external partnerships are built on a foundation of strong communication. The examples stated above are built on effective communication that fosters transparency, trust, and collaboration among faculty, staff, students, and external stakeholders. By maintaining open lines of communication, I ensure that everyone is informed and engaged in the decision-making process, promoting a sense of ownership and shared responsibility. Additionally, it enables the articulation of the college vision, mission, and strategic goals to external partners enabling and building strong relationships for the betterment of EMCC's students and community.

Strategic Planning, Budget, Alternative Funding Streams, and Advocacy

According to internal data reports, College of Southern Nevada is encountering similar enrollment declines as other educational systems and colleges across the nation while contending with stagnant or decreases in state funding. Amidst these circumstances, institutions are tasked with the imperative to enhance student persistence and completion rates. The next president of the College of Southern Nevada must maintain and expand the CSN strategic goals, enhance the college budget and revenue streams, and maintain fiscal stability through sound and equitable fiscal management. My experience in doing so comes from working at colleges that have experienced enrollment decline (SMCC) and growth (EMCC).

At SMCC, enrollment declined steadily over six years, leading to a reduction of more than \$1 million in the permanent budget. As VPAA, I helped lead a collaborative process where staff and faculty identified and prioritized budget cuts and position reductions. Despite the challenging nature of these discussions, the process was transparent, fair, and equitable, ensuring that vital student services were maintained in a fiscally responsible way.

In contrast, EMCC has experienced rapid growth over the past decade, though staffing remains insufficient in many areas. After a 20% enrollment decline during the pandemic, EMCC has nearly regained its 2019 enrollment levels. As president, I guided the implementation of a new strategic plan focused on student completion, access, and making EMCC a great place to work. Using the 4DX framework, we made notable progress toward our completion goals. For example, our fall-to-spring retention rate increased from 79% to 83% within a year. Nearly 53 divisions set retention-related sub-goals, with 74% of these goals met or in

progress. Additionally, EMCC manages its \$46.5 million budget through a rigorous program review process, ensuring alignment with retention goals and the strategic plan. As a result, EMCC will receive nearly \$13 million in new funds starting FY 2026 to support enrollment growth, retention goals, and address past funding inequities.

Pursuing alternative revenue sources has never been more important for a president. I passionately believe in open access to a community college education and have experience both leading and supporting the pursuit of additional revenue streams. At SMCC, I oversaw Foundations Relations and Development and collaboratively worked to support the SMCC STARS Campaign which raised over \$100,000 for student scholarships. At EMCC, I worked with our foundation director to secure \$500,000 matching funds from the Helios Education Foundation, over \$100,000 in scholarships and equipment donations from Microsoft for EMCC's Microsoft Data Center Academy, and secured a \$2.5 million Title V grant. Additionally, EMCC has continually surpassed our yearly fundraising goal over the last four years obtaining an all-time high of \$450,000 for academic year 23-24.

Given the central role College of Southern Nevada plays in Clark County, I will continue to work tirelessly for the college by partnering with local community leaders, representatives from business and industry, local and state government officials, nonprofit organizations, and K-12 schools to bring vitally needed resources to the college.

College of Southern Nevada – 21st Century Premier Community College

College of Southern Nevada seeks to be a premier community college by being a catalyst for personal transformation, economic growth, and cultural prosperity. This is evident as the college is a vital component of the Southern Nevada community where industry partners, community relations, and alumni are essential in assisting CSN continue its journey of excellence at a local, state, and national level. As demonstrated above, I bring the skills, experiences, and enthusiasm required of a successful candidate for the CSN presidency. It is important to lead in a collaborative, transparent, and ethical manner while being a champion of student success and an advocate for CSN's interests at the local, state, and national level.

On a personal note, I consider myself fortunate and blessed as I reflect on my educational and professional journey. My childhood consisted of living in an impoverished, single-parent household with food, housing, and monetary insecurities. My mother encouraged me to pursue my education as she hoped it would provide a pathway to a better life. It is the same hope that I see in our students despite all the educational and personal obstacles they face on a daily basis. Serving CSN's diverse student body and community are the primary reasons why I am a mathematics faculty and community college administrator. It would be an honor and privilege to serve as the next president of College of Southern Nevada. I am eager to work alongside the exceptional faculty, staff, and students at CSN to shape the future of higher education and make a lasting impact on the community. Thank you for considering my application, and I look forward to the opportunity to contribute my passion, expertise, and leadership to the continued growth and success of College of Southern Nevada.

Sincerely,



Rey Rivera, Ed.D.

Rey Rivera, Ed.D.

EDUCATION

- 2007 **Arizona State University**
Doctor of Education in Higher and Postsecondary Education
- Dissertation: *Latino Community College Transfer Students in Engineering: Transition Experiences and Academic Success at a Large Research University.*
- 1996 **Purdue University**
Master of Science in Mathematics
- 1994 **The University of Texas at Austin**
Bachelor of Science in Mathematics

PROFESSIONAL EXPERIENCE

- 07/2019 – Present** **President**
Estrella Mountain Community College, Avondale, AZ.

Estrella Mountain Community College (EMCC) is one of ten community colleges within the Maricopa County Community College District (MCCCD). EMCC provides educational opportunities and workforce training to the burgeoning western metropolitan Phoenix population of more than 400,000 residents since 1992. Located in one of the fastest growing regions of the country, the college’s service area population is expected to grow to more than 1.3 million people by 2030. EMCC enrolls over 18,000 students annually (5528 FTSE) in credit, noncredit, and skill center programs. EMCC serves and reflects the diversity of its surrounding communities: 70% of students are under the age of 25, 75% of students are underrepresented minorities, and 65% of students are first generation. EMCC is a federally-designated Hispanic Serving Institution. In addition to the main campus located on Dysart and Thomas in Avondale, the college operates an offsite center in Buckeye, AZ with Western Maricopa Educational Center (WestMec) - Southwest Campus. EMCC has an annual operating budget of \$46.5 million dollars with over 300 full-time employees of which 100 are full-time faculty.

Responsibilities

Responsible for a budget totaling \$46.5 million. Directly supervise and evaluate three Vice Presidents, a Dean of institutional research and effectiveness, a Foundation Director, an Executive Assistant, and an administrative assistant. Indirectly oversee over 350 full-time staff including over 100 full-time faculty. Provide leadership and support for all areas of the college utilizing a data driven and continuous improvement process via a strategic plan that utilizes wildly important goals (WIGs), leading and lagging indicators, accountability metrics, and continuous improvement cycles. My role as a servant leader is to facilitate and mesh employee innovation and creativity generated by college projects into productivity for student success. I believe in creating and fostering validating leadership environments that develop employee collaboration and empowerment.

Key Accomplishments:

- **Revisioning of EMCC Strategic Plan with a 4DX Framework** – Worked with Senior and Employee Leadership to streamline the EMCC Strategic Plan and focus on three goals: increase graduation rate, maintain enrollment growth, and make EMCC a great place to work through a 4DX framework.
- **Redesigned EMCC’s Shared Governance Structure** – Provided key leadership in the development and implementation of EMCC’s new Shared Governance model. The model utilizes a broad communication stream and online management system to keep faculty, staff and administration actively involved in the planning, development, and implementation of college initiatives.
- **Enhancement of Workforce Development** – Through meetings with key municipalities and local industries, aligned college resources and personnel to support West Valley economic development in technology, health care, and manufacturing. Examples include:
 - **Microsoft Data Center Academy** – Led and supported a great team of EMCC employees in partnership with Glendale Community College and Microsoft to create one of 13 Data Center Academies in the world. The Datacenter Academy program helps build digital skills and provides career pathways in the growing information technology sector for the residents of the West Valley of Phoenix.
 - **Avondale EDGE-EMCC Scholarship**– partnership between the city of Avondale, EMCC, and the Maricopa Community Colleges Foundation to provide \$430,000 over three years for EMCC students pursuing nursing or culinary career pathways.
 - **AI and Machine Learning Partnership with Intel** – Worked in partnership with Intel and Chandler-Gilbert Community College to create the first Intel-designed artificial intelligence (AI) and machine learning associate degree and certificate of completion program in the country. This special partnership earned Innovator of the Year - Academia award at the 2022 AZ Governor’s Celebration of Innovation Awards in November.
- **Higher Learning Commission (HLC) College Reaffirmation of Reaccreditation** – As a peer reviewer for HLC, it was honor to provide leadership and support to the writing and evidence teams supporting EMCC’s 10-year reaccreditation effort assuring that EMCC is complying with HLC accreditation criteria.

- **AZ Hispanic Serving Institute (HSI) Summit** – As a co-founder of the AZ HSI Consortium, provided leadership and support to the planning team for the inaugural AZ HSI Summit in October 2022. This annual conference allows faculty, staff, administrators, students, and community partners to (1) showcase and exchange evidence-based practices that are effectively and intentionally supporting Latinx students and building capacity among faculty & staff to teach and lead at HSIs and to (2) create opportunities for networking and community building across AZ HSIs and Emerging HSIs.

06/2016 – 06/2019

Vice President of Learning (Academic Affairs)

Estrella Mountain Community College, Avondale, AZ.

Responsibilities:

Responsible for a budget totaling \$17.8 million. Report to the President. Supervise and evaluate 3 Deans, 8 administrators, 100 full-time faculty, and 34 professional staff. I provide leadership and support for all academic areas of the college utilizing a data driven and continuous improvement process via assessment of student learning outcomes, program review and strategic planning. This includes oversight of developmental education, transfer education, workforce development, career and technical education, learning support, and extended campuses.

Accomplishments:

- **EMCC Reaccreditation Effort** – Tri-Chair for EMCC’s Reaccreditation effort. I am one of three individuals providing leadership and support for organizing the gap analysis, evidence gathering, and writing for the EMCC assurance argument. This document addresses the Higher Learning Commission’s (HLC) five criterion for accreditation in preparation for EMCC’s reaccreditation visit in fall 2021.
- **Learning Division Reorganization.** Collaboratively worked with Faculty Senate Leadership and Division Chairpersons to reorganize several academic areas to efficiently meet the needs of the internal/external stakeholders of the college. This included reorganizing the reporting structure of Academic Affairs, redesigning the Center for Teaching and Learning (CTL) to provide additional professional development opportunities for all modalities of teaching, restructuring the Honors and Phi Theta Kappa programs to enhance student experiences and leverage college resources, and creation of a STEM Center of Excellence to provide centralized services for students pursuing STEM degrees or careers.
- **HLC Persistence and Completion.** EMCC is participating in the Persistence and Completion(P&C) Academy as part of its required quality initiative for reaccreditation by the Higher Learning Commission(HLC). I serve as Co-Chair of the EMCC P&C Task Force along with the Vice President of Student Affairs. This joint effort between the Academic Affairs and Student Affairs Divisions is dedicated to increasing the student graduation rate by 10% over the next five years. Through the hard work of our faculty and staff, EMCC is experiencing increased enrollment through our retention efforts, increased success in developmental education courses, and a 5% increase in the graduation rates (from 14% to 19%) over the past three years

- **Title V Implementation.** I serve as the Co-PI for EMCC's \$2.5 million Title V grant, which is focused on increasing the retention and persistence of students enrolled in developmental education classes. Part of the grant provides a matching endowment for student scholarships. To date we have raised over \$160,000 for student scholarships.
- **EMCC Makerspace.** In the fall 2016 semester, EMCC opened an academic makerspace that engages students and the community in Project Based Learning (PBL) activities in Science, Technology, Engineering, Art and Mathematics (STEAM) disciplines. Funded by a Round IV U.S. Department of Labor grant (AZ RAMP UP), the STEAM makerspace affords engineering students opportunities to serve their communities by designing and refining prosthetics for children, offering alternatives to expensive medical prosthetics.
- **MCCCD Meet and Confer.** I served as the Vice President of Academic Affairs representative to the MCCCD Meet and Confer Team. The team consists of faculty and administrative representatives who research, write, and recommend policy to include in the Residential Faculty Policy Manual that contains the rights and responsibilities of all residential faculty in the district.
- **Joint MCCCD - ASU MAPP Committee.** Joint MCCCD and Arizona State University (ASU) committee to increase the number of students enrolled in the Maricopa-to-ASU Pathways Program (MAPP). This program provides guaranteed admission to ASU degree programs, ensures courses transfer to an ASU degree, and access to ASU transfer specialists as well as online tools that provide information about degree progress. Since 60% of ASU students have MCCCD credits, the MAPP program is a vital transfer option for our students.

05/2012 – 05/2016

Vice President of Learning (Academic Affairs)

South Mountain Community College, Phoenix, AZ.

South Mountain Community College (SMCC) is one of ten community colleges within the Maricopa County Community College District (MCCCD). SMCC was created in April 1978 to provide higher education opportunities for the communities in southern Maricopa County. SMCC serves over 10,000 students annually (2778 FTSE) and reflects the diversity of its surrounding communities: 59% of students are under the age of 25, 70% of students are underrepresented minorities, and 70% of students require at least one Developmental course in Mathematics, English or Reading. SMCC is a federally-designated Minority- and Hispanic-Serving Institution. In addition to the main campus located on 24th Street in south Phoenix, the college operates two offsite centers in Guadalupe and Laveen. SMCC has an annual operating budget of \$42.2 million dollars with 217 full-time employees of which 65 are full-time faculty.

Responsibilities:

Report to the President. Supervise and evaluate 9 administrators, 65 full-time faculty, and 13 professional staff. Responsible for a budget totaling \$12.6 million. Provide leadership over all academic areas of the college utilizing a data driven and continuous improvement process via assessment of student learning outcomes, program review and strategic planning. Areas include developmental education, transfer education, workforce development, community and occupational education, Early College (ACE, Dual Enrollment, Hoops of Learning), and learning support (Library, Learning Resource and Writing Centers).

Accomplishments:

- **HLC accreditation and assessment efforts.** Coordinated the creation and goals of four faculty-owned and driven teams in preparation for SMCC's 2019-2020 accreditation visit. The teams are: Assessment (iTeachSmart), Assurance, Quality Initiative and e-Learning.
- **Learning Division Reorganization.** Led the reorganization of the academic areas to efficiently meet the needs of the internal/external stakeholders of the college. The reorganization resulted in the creation of a Dean of Academic Innovation position to provide leadership in the key areas of Career and Technical Education (CTE), e-Learning, community partnerships and workforce development.
- **Foundations Academy (Developmental Education).** Co-Chair of the SMCC Foundations Academy. The Foundations Academy is driven by key values of innovation in delivery models and curricular offerings, a commitment to cross-disciplinary collaboration, and an agreement to provide consistency and support for students in developmental education courses. As a result of Foundation Academy efforts, student success in college-level Math upon completion of Developmental Mathematics courses is up 19.7 percent and success in college-level English upon completion of Developmental English is up 14.9 percent. Additionally, the Foundations Academy has received both local and national recognition as a finalist for the MCCC Innovations of the Year Award and one of ten colleges nominated for the 2015 Bellwether Award.
- **SMCC Learning Resource/Writing Center Tracking System.** Supported and assisted in the design and implementation of an in-house tracking and data collection and reporting system, which is far more dynamic than any external product, cost free, and scalable. The system was the 2014 SMCC Innovation of the Year and has already been adopted by local sister colleges.
- **Educational LEAN Project.** Project champion of the Educational Lean Project focused on the redesign of the SMCC course scheduling process. The course scheduling redesign project utilized a cross-functional team that focused on establishing a guaranteed schedule for students by restructuring the academic course scheduling process to reflect student degree/certificate completion projections and maximize room utilization.
- **Development of a Shared Governance Model.** Provided key leadership in the development and implementation of SMCC's new Shared Governance model. The model utilizes a broad communication stream and online proposal system to keep faculty, staff and administration actively involved in the planning, development and implementation of college initiatives.

- **Gila River Indian Community (GRIC) Partnership.** Primary lead on this presidential initiative to establish a comprehensive partnership with the GRIC. This program moves homogeneous cohorts of Native American students through credit-bearing, transferable course work aimed at certifying them to become K - 12 teachers and teacher's aides within their own community by infusing existing curriculum with traditions and concepts innate to indigenous culture.
- **Maricopa Priorities.** Co-Chair of Instructional Taskforce. In FY 2013-14, the MCCCDC began a process of self-assessment, assessment, and prioritization of all programs and services. This process - known as Maricopa Priorities - will allow MCCCDC, and SMCC respectively, to realign resources (funds, people, and space) to meet the educational and programmatic needs of our students and community stakeholders.
- **STARS Campaign.** I assisted in the development and implementation of a SMCC-created scholarship called STARS (Students Achieving Radiant Success) is well past its annual goal of raising \$100,000 of which 100 percent go toward student tuition and fees for SMCC students. Since its inception nearly 30 years ago, STARS has raised nearly a million dollars, all of which goes directly to students (no administrative fees). The donations are the sole contribution of SMCC faculty and staff.

10/2010 – 12/2011

Interim Dean of Occupational Education

Estrella Mountain Community College, Avondale, AZ

Responsibilities:

Worked directly with the occupational program division chairs and faculty to develop and administer educational programs/services. Served as a college representative in working with the community to meet student needs. Reported to the Vice President of Occupational Education. Supervised and evaluated 19 full-time faculty and 2 professional staff.

Accomplishments:

- **Ottawa University Partnership.** Created of a 3 + 1 + 1 partnership with Ottawa University to allow a seamless transition for students seeking an MBA.
- **Lead Research Consultant, EMCC Center for Teaching and Learning (CTL).** Responsible for organizing and interviewing employee groups across the college in order to obtain employee input on the long-term direction of the CTL. Submission of research, findings, and recommendations to EMCC Senior Leadership.

1996 – 2012**Mathematics Faculty**

Estrella Mountain Community College, Avondale, AZ

Responsibilities:

Taught a minimum of 30 hours of mathematics courses annually; assessed and evaluated student performance in the classroom; participated in professional development activities; participated in college leadership roles and committee assignments; and created a positive, validating classroom environment that maximizes student success and retention in mathematics courses at a Hispanic Serving Institution (HSI).

Accomplishments:

- **Principal Investigator, Emerging Scholars Program.** Program sponsored by the National Science Foundation (NSF) to increase the number of underrepresented students pursuing degrees in Science, Technology, Engineering, and Mathematics (STEM) by providing scholarships and faculty mentors to program participants. Responsibilities include oversight of a grant budget of \$500, 000, creation/organization of grant processes/activities, and the creation and submission of annual progress reports to the NSF.
- **President, Faculty Senate** (two terms). Represented and advised EMCC faculty on issues of college governance, budget, staffing, and mediation. Served as the college representative to the Maricopa Faculty Executive Council – a district-wide faculty governance council.
- **Division Chair, Division of Science and Mathematics.** Represented the Division of Science and Mathematics faculty on issues of college governance, budget, staffing, and mediation. Supervised 12 science and Mathematics faculty, two lab technicians, and an administrative assistant. Additional responsibilities included faculty (i.e. residential and adjunct) and staff evaluations and oversight of a \$75,000 lab fee and supply budget.
- **Principal Investigator, Computer Science, Engineering, and Mathematics Scholarship Grant (CSEMS).** Program sponsored by the NSF to increase the number of traditional and underrepresented students pursuing degrees in STEM by providing scholarships and faculty mentors to program participants. Responsibilities included oversight of a grant budget of \$500, 000, creation/organization of grant processes/activities, and the creation and submission of annual progress reports to the NSF.

1995 -1996**Adjunct Mathematics Faculty**

Ivy Tech State College, Lafayette, IN

1995 -1996**Instructor**

Purdue University, Lafayette, IN

SYNERGISTIC ACTIVITIES

External Boards, Work Teams, and Accreditation Service

- 2023 – present **Member, American Association of Community Colleges (AACC) Commission on Diversity, Equity, and Inclusion.** This commission focuses on ways that colleges can embed the principles of the AACC/ACCT Joint Statement of Commitment to Diversity, Inclusion and Excellence into the institutional culture and support diversity in the recruitment and hiring of leaders
- 2023 – present **Member, National Community College Hispanic Council (NCCHC) Board of Directors.** The central purpose of the NCCHC is to prepare future Hispanic leaders for America’s community and technical colleges. Since 1985, in partnership with the American Association of Community Colleges (AACC), NCCHC has been working to advance the number of Hispanics in leadership positions in community colleges across the United States.
- 2021 – present **Co-Founder and Co-Chair, Arizona Hispanic Serving Institution (AZ HSI) Consortium.** Co-Founder and Co-Chair of this state-wide consortium of HSI community colleges and universities to strengthen the individual and collective capacity of Arizona HSIs to intentionally support conditions necessary for Latinx student success in Arizona. Established in 2021 with Co-Founder and Co-Chair Dr. Marla Franco, Associate Vice Provost of the University of Arizona, with support from the Helios Foundation.
- 2021 – present **Member, Maricopa Community Colleges Foundation Board of Directors.** The MCCF makes a positive impact on Maricopa Community College students’ lives by organizing and utilizing donations to provide access to high-quality education, covering basic needs, innovative programs, and new technologies. Additionally, the foundation works with several local, regional and national organizations to strategically design opportunities for students to fill high demand jobs in the workforce. These partnerships demonstrate the vital role partners play to strengthen Arizona’s economy and change lives through education.
- 2016 – present **Member, Higher Learning Commission (HLC), Peer Review Corps.** HLC maintains a Peer Corps of approximately 1,600 faculty, administrators and staff who are currently employed by or recently retired from colleges and universities in the United States. The peer reviewers play an incredibly important role in all stages of the accreditation process. They are responsible for assuring that an institution is complying with the accreditation criteria as well as for helping an institution advance within the context of its own mission.

- 2020 – present **Member, Abrazo Health-West Campus Board of Directors.** The Board serves provides guidance and approval of policy development, physician hires, and construction of new facilities to serve the growing needs of the West Valley of Phoenix.

- 2019 – present **Member, WestMarc Board of Directors.** The Western Maricopa Coalition (WESTMARC) is a public/private partnership of the 15 communities, the business community, and the educational sector in the West Valley.

- 2019 – 2021 **Member, Southwest Valley Chamber Board of Directors.** The Board of Directors is the individual members elected by the Chamber members to be the policy making body of the Chamber of Commerce. It is a representative-at-large reflection of the entire business community, which encompasses the cities of Avondale, Goodyear, Litchfield Park, and Tolleson.

- 2016 – 2019 **Member, WestMarc’s Educational and Workforce Development Team.** The Education and Workforce Development Committee addresses issues affecting the quality of education in the West Valley at all levels (K-12 and higher education). The committee also focuses on creating the workforce needed for the future of the West Valley.

Committee Service

Maricopa County Community College District (MCCCD)

- 2023 – Present **Co-Chair and Member of the Workforce Development Council.** The council is responsible for the budgeting of system-wide workforce initiatives.

- 2019 – present **Chancellor’s Executive Council.** The council membership consists of the Presidents of all ten Maricopa colleges across the MCCCD. The Council provides visionary and strategic direction for all MCCCD initiatives and policies.

- 2019 – present **Advisory Budget Council.** The council membership consists of the Presidents of all ten Maricopa colleges across the MCCCD. The Council provides visionary and strategic direction for all MCCCD initiatives and policies.

- 2019 – present **Co-Chair and Member of President’s Council.** The council membership consists of the Presidents of all ten Maricopa colleges across the MCCCD. The Council provides visionary and strategic direction for all MCCCD initiatives and policies.

- 2014 – 2019 **Co-Chair and Member of VPAA Council.** The council membership consists of all the vice-presidential academic officers across the MCCCD. The VPAA Council provides visionary and strategic direction for all MCCCD academic initiatives and policies.

2016 – 2018 **Member, MCCCCD Meet and Confer.** I currently serve as the Vice President of Academic Affairs representative to the MCCCCD Meet and Confer Team. The team consists of faculty and administrative representatives who research, write, and recommend policy to include in the Residential Faculty Policy Manual that contains the rights and responsibilities of all residential faculty in the district.

2014 - 2016 **Co-Chair, HLC Faculty Qualifications Task Force.** The task force is charged with communicating, coordinating and developing the implementation of HLC new faculty hiring qualifications. The task force is comprised of a cross-functional team of faculty, Vice Presidents of Academic Affairs and MCCCCD HR staff.

Committee Service

Estrella Mountain Community College (EMCC)

2019 – present **Chair, President’s Cabinet.** The Executive Team consists of the president, vice presidents, deans, and other key personnel who meet bi-weekly to address college-wide issues both strategic and timely at the highest level.

2019 – present **Chair, Leadership Council.** The Leadership Council represents all levels of campus leadership, including the President, Vice Presidents, Deans, all Division Chairpersons/Directors, Student Leadership Representative, and Representatives of all employee groups. The cross-functional team structure allows for campus-wide participation, creates opportunities to address campus-wide needs and priorities, and provides a forum to bring about consensus.

2016 – 2019 **Chair, Learning Team.** The Learning Team is a collaborative group of Deans of Instruction, Division Chairpersons, and Faculty Senate Leadership. The Learning Team reviews, develops, and recommends guidelines and procedures related to instruction, academics and other areas under its domain in order to create a college climate that promotes student success.

2016 – 2019 **Chair, Developmental Education Committee.** Comprised of faculty, student affairs, and college support staff driven by key values of innovation in delivery models and curricular offerings, a commitment to cross-disciplinary collaboration, and an agreement to provide consistency and support for students in developmental education courses.

- 2016 – 2019 **Co-Chair, HLC Persistence and Completion (P&C) Committee.** I serve as a Co-Chair the EMCC P&C Task Force along with the Vice President of Student Affairs. This joint effort between the Academic Affairs and Student Affairs Divisions is dedicated to increasing the student graduation rate by 10% over the next five years.
- 2016 – 2019 **Member, FRACTL.** This is the advisory group to the Center of Teaching and Learning. The committee also oversees the professional development grants for the college.
- 2016 – present **Member, Student Academic Achievement Committee (SAAC).** This committee provides planning, implementation, and coordination of all assessment activity at the college.
- 2016 – present **Member, Leadership Council.** Leadership Council represents all levels of College leadership, including the President, the Vice Presidents, the Deans, all Division Chairs and Directors, a student leadership representative, and representatives of all employee groups. This cross-functional structure allows for college-wide participation, creates opportunities to address institution-wide needs and priorities and provides a forum to bring about consensus.
- 2016 – 2019 **Member, Academic Issues Team (AIT).** Sub-groups of Leadership Council is the Academic Issues Team (AIT). The purpose of AIT is to make recommendations and decisions that pertain to instructional and faculty issues. Discussions for new educational programs and courses are initiated, developed and implemented through College and District processes and procedures from AIT.
- 2016 - 2018 **Member, EMCC Budget Development Steering Team (BDST).** The EMCC BDST is responsible for the evaluation of college-wide proposals (i.e. divisional and other college units) involving capital, noncapital, and personnel requests using a rubric tied to the college strategic goals.
- 2009 – 2012 **Member, Developmental Education Professional Learning Community (PLC).** The Developmental Education PLC is responsible for researching best practices in literature and reviewing exemplary practices at community colleges comparable to EMCC. The committee produced a final report outlining its findings and recommendations to the senior leadership of EMCC.
- 2007 – 2010 **Member, EMCC Faculty Staffing Committee.** This committee evaluates and ranks faculty staffing requests from all divisions of the college. The recommendations of the committee are sent to the college president for final approval.

- Spring 2007 **Co-Chair, EMCC Presidential Search Committee.** Responsible for the selection of the search committee members, process of interviewing presidential candidates, and campus site visits by finalists.
- 2000 - 2001 **Member, EMCC National Science Foundation Symposium Steering Committee.** The steering team was responsible for organizing a national symposium on best practices to improve the baccalaureate pipeline for traditionally underrepresented students in STEM.
- 1996 – 2001 **Advisor,** M.E.Ch.A student organization.

AWARDS, HONORS, AND PROFESSIONAL DEVELOPMENT

- 2022 Innovator of the Year - Academia award. EMCC worked in partnership with Intel and Chandler-Gilbert Community College to create the first Intel-designed artificial intelligence (AI) and machine learning associate degree and certificate of completion program in the country. This special partnership earned Innovator of the Year - Academia award at the 2022 AZ Governor's Celebration of Innovation Awards.
- 2022 Education Partner of the Year. EMCC was awarded the Southwest Valley Chamber of Commerce's Education partner of the year award.
- 2019 The Pete C. Garcia Victoria Foundation Distinguished Leadership Award. This award is sponsored by the Victoria Foundation and is given to higher educational leaders for their outstanding contribution and commitment to advancing the access and success of underrepresented students in higher education.
- 2019 Aspen Presidential Fellowship for Community College Excellence. The Aspen Presidential Fellows are chosen because of their capacity to be an exceptional community college president with the drive and ability to transform their institutions to empower more students to achieve success in community college, in four-year universities after transfer, and in the workplace.
- 2015 Bellwether Finalist - Instructional Programs & Services. SMCC's Foundations Academy was nominated as a program whose design and successful implementation supported teaching and learning in the community college.
- 2014 League for Innovation's Executive Leadership Institute (ELI). The ELI provides the opportunity for potential community college presidents, or those in transition, to analyze their abilities, reflect on their interests, refine their skills, and engage in leadership discussions with an unparalleled faculty of community college leaders.
- 2014 Higher Learning Commission (HLC) Peer Reviewer Training. The HLC Peer Reviewer Training is designed to allow participants to execute peer evaluation successfully while on an Open Pathways site visit. The program prepares individuals to review an institution's Assurance Argument, identify evidence, write solid evidentiary statements, and work successfully with other reviewers to complete the deadlines of a site visit.
- 2011 Maricopa County Community College District (MCCCD) Leadership Advancement Program. The MCCCD Leadership Advancement Program is an internal program intended to develop current employees to improve effectiveness within their current position while preparing them to be more competitive for roles at the senior leadership level.

- 2010 National Community College Hispanic Council (NCCHC) Leadership Fellow. The NCCHC Leadership Fellows Program prepares and supports future community college leaders. The program provides participants with leadership development experiences and opportunities to continue their personal and professional growth.
- 2010 Outstanding Employee Recognition Award. This award is sponsored by the Maricopa Community Colleges Foundation and is given to employees for their outstanding contribution and commitment to advancing the mission of the Maricopa Community Colleges.
- 2010 Diversity Advisory Council Award of Excellence. This award is given to employees for their efforts in supporting diversity and inclusion within the Maricopa Community Colleges.
- 2010 Valle del Sol's Profiles of Success Employee Spotlight Award. This award is given to individuals who demonstrate exceptional leadership in the workplace and/or community.
- 2005 National Institute for Staff and Organizational Development (NISOD) Excellence Award. This national award is given to community college faculty, staff, or administrators who are nominated by their home institutions for demonstrating innovative or significant commitment to their college mission and goals.

ARTICLES, PRESENTATIONS, AND COLLABORATIONS

"Being a 'home-grown' leader." *Community College Journal, Feb/March 2024.* American Association of Community Colleges.

"Why Together? Empowering our Collective Future: Listening and Learning from our Affiliate Councils." American Association of Community Colleges (AACC) Tri-Council Pre-Conference. AACC 2024 Annual Leadership Conference.

"AI and Machine Learning: Degree Pathways and Partnerships." American Association of Community Colleges (AACC). 2023 Annual Leadership Conference.

Host and master of ceremonies for the inaugural AZ HSI Summit sponsored by the Helios Education Foundation. AZ HSI Consortium Summit. Avondale, AZ. October, 2022

"Community College Regionalization – Innovating Partnerships and Resources for Student Success." National Community College Hispanic Council (NCCHC) 2022 Annual Leadership Symposium. Denver, CO. September, 2022.

“Meeting Arizona’s Workforce Needs: The Role of Community Colleges” – Panelist for the 7th Annual Arizona CEO Summit. Marana, AZ. September, 2022

“City of Avondale Business Summit “ – Panelist discussing the regional economic impact of community colleges in the West Valley of Phoenix. Avondale, AZ. 2021

“Going to the Dark Side: Faculty Transitioning to Administrative Leadership.” 2015 League of Innovation Innovations Conference, Boston, MA. March 2015.

“From Rhetoric to Reality: Innovating for Success at a Hispanic and Minority Serving Institution.” Bellwether Finalist - Community College Futures Assembly, Orlando, FL. January 2015.

“From Rhetoric to Reality: Implementing Best Practices in Developmental Education at an HSI.” National Community College Hispanic Council (NCCHC) 2014 Annual Leadership Symposium, Scottsdale, AZ. September 2014.

“After the Academy: Establishing a Culture of Assessment.” Higher Learning Commission’s 2014 Annual Conference, Chicago, IL. April 2014.

“In-Sourcing for Student Success: How an In-House Data Tracking System is Changing Student Success.” Maricopa County Community College District’s 2013 Student Success Conference, Phoenix, AZ. November, 2013.

“Professional Development and the Learning College Journey.” League for Innovation in the Community College - Learning College Summit 2011, Phoenix, AZ, June 2011.

“25th Annual Hispanic Convocation”. Maricopa County Community College District, Phoenix, AZ. May 2011 and May 2012.

Master of Ceremonies jointly with:

Luvia Rivera – Mathematics Faculty, EMCC

“The Future Pathway to the Engineering Baccalaureate: Latinas/os, HSI Community Colleges, and the University.” National Institute for Staff & Organizational Development (NISOD), Austin, TX. May 2007.

“HACU – NSF HSI STEM Education Study.” Hispanic Association of Colleges and Universities (HACU), 17th Annual Conference, Anaheim, CA. October, 2003.

“NASA Center for Success in Math and Science: Leading Students to Success in Science, Technology, Engineering and Mathematics.” Hispanic Association of Colleges and Universities (HACU), 16th Annual Conference, Denver, CO. October 2002.

“Implementing Best Practices and Establishing Model Alliances: Empowering historically underrepresented groups through the Sciences, Technology, Engineering, and Mathematics Pipeline to Participate in America’s Prosperity.” National Institute for Staff & Organizational Development (NISOD), Austin, TX. May 2002.

“Blueprint to a Successful Community College Retention Program at a Hispanic Serving Institution (HSI) in Science, Mathematics, Engineering, and Technology (SMET).” League for Innovation, Innovations 2002 Conference, Boston, MA. February 2002.