

## *Lisa Armour*

### **Executive and Professional Positions in Higher Education**

- Maricopa County Community College District, Tempe, Arizona – a system serving over 140,000 students per academic year across 10 individually accredited colleges in the Phoenix metro area

Executive Vice Chancellor and Provost  
December 2023 to December 2025

- Santa Fe College, Gainesville, Florida – an Aspen Prize-winning community college serving over 18,000 students per academic year across multiple campuses and instructional centers in urban/rural Alachua County and rural Bradford County

Vice President for Institutional Effectiveness and Strategic Planning  
(a division formerly known as Assessment, Research, and Technology),  
November 2011 to November 2023

Provost and Vice President for Academic Affairs (Interim),  
June 2021 to July 2023

Associate Provost and Vice President for Academic Affairs,  
May 2011 to November 2011

- Valencia College, Orlando, Florida – the inaugural Aspen Prize-winning community college serving over 60,000 students per academic year across multiple campuses in urban Orange and urban/rural Osceola County

Dean of Mathematics,  
May 2005 to May 2011

Professor of Mathematics,  
August 1989 to May 2005

### **Selected Outcomes, Accomplishments, and Service at Maricopa County Community College District**

- Served as the District’s second highest-ranking executive and Chief Academic Officer; Led Academic Affairs and Student Affairs across the District’s ten independently accredited colleges
- Led the District’s comprehensive system of shared governance; collaborated with stakeholders, including the Faculty Executive Council, to achieve robust solutions through interest-based negotiation
- Provided executive sponsorship and strategic leadership for Maricopa’s Vice Presidents for Student Affairs Council, Vice Presidents for Academic Affairs Council, Faculty Executive Council, and Adjunct Faculty Employee Group

- Co-designed, in collaboration with stakeholders, and worked collaboratively to implement, a new system of shared governance for the District
- Chaired two of Maricopa's four functionally based Shared Governance Councils: The Shared Governance Council for Student Access, Success, and Experiences; the Shared Governance Council for Teaching, Learning, and Classrooms
- Represented the District with education partners, business and industry leaders, elected officials, philanthropists, and philanthropic organizations
- Led development of a design for District-wide replication of the national Accelerated Study in Associate Programs (ASAP) model, in collaboration with Arnold Ventures and the City University of New York (CUNY) Replication Team
- Led a cross-District Strikeforce to unify business processes across the ten colleges, resulting in selection of new technology tools to revolutionize the student/staff experience of Admissions, Customer Relationship Management, and Advisement/case management
- Led creation of the first articulation agreement for students in another Arizona community college to transfer seamlessly into a Maricopa bachelor's degree; Leveraged resulting new processes to develop a supported pathway for other community colleges seeking similar opportunities for their students
- Led creation of the first District-Level Academic Master Plan
- Provided strategic direction for creation of the District's first Systemwide Strategic Enrollment Management Plan
- Provided strategic direction for design of Maricopa's version of the new Arizona General Education Curriculum (AGEC) and redesign of the General Education Committee
- Co-chaired, with a faculty leader, the Committee on Academic Freedom

### **Selected Outcomes, Accomplishments, and Service at Santa Fe College**

- Served as the college's Chief Academic Officer as Provost and Vice President for Academic Affairs
- Led and directed strategic planning; ensured engagement of external and internal stakeholders; ensured translation of strategic goals into actions; created two strategic plans through collegewide collaboration
- Initiated, designed, and facilitated external stakeholder charrettes to inform strategic planning, including sessions for
  - Local and state elected officials
  - Chamber of Commerce and business leaders
  - Employers in priority regional business sectors

- Education leaders from local school districts as well as transfer universities
- Nonprofit leaders from agencies serving students
- Led and directed the collegewide, integrated program of planning and assessment to ensure the excellence and continuous improvement of academic programs, student support services, and operations; created and led institutional effectiveness processes
- Led successful reaffirmations of accreditation through the Southern Association of Colleges and Schools Commission on Colleges (2013 and 2023); provided strategic direction for creation and execution of associated multi-year Quality Enhancement Plans
  - Navigating the College Experience (NCE), an initiative to integrate developmental advising, an early alert system, and academic progress reporting
  - Equity-Minded Education: Uniting for Student Success, an initiative to advance comprehensive professional learning for faculty through a Center for Teaching and Learning Excellence; Led design and implementation of the Center for Teaching and Learning Excellence
- Led institutional efforts to earn the Aspen Prize for Community College Excellence
  - Santa Fe College was the winner of the 2015 Aspen Prize, which included an \$800,000 cash award.
- Provided strategic direction for Information Technology Service, in collaboration with the Chief Information Officer (a direct report)
- Sponsored creation of an online in-house degree planning tool, using Guided Pathways principles, to support students in timely completion
- Sponsored creation of MyStatus, an online in-house interface to step students through application, enrollment, and acquisition of financial aid
- Commissioned extensive classroom renovations to feature state-of-the-art technology to support high impact instruction, including HyFlex instruction and active learning
- Oversaw massive upgrade of technology infrastructure and transition to in-house WiFi, resulting in improved performance for users and cost savings for the College
- Commissioned design of an IT salary schedule to provide structured incentives for professional growth aligned with evolving industry standards
- Provided strategic direction for Institutional Research, in collaboration with the Director of Institutional Research (a direct report); championed and guided data-informed decision-making
- Designed and led new institutional effectiveness processes based on outcomes-based planning and assessment, featuring
  - Collaboration with faculty to create and assess program-level student learning outcomes for transfer-oriented degrees, workforce-oriented degrees, and certificates

- Collaboration with leaders and managers across the College’s functional areas to create and assess operational outcomes for all administrative units
- Use of templates, rubrics, and an online database to guide creation of high quality planning unit and academic program reviews
- Created and fostered wide use of key performance indicators for student retention, progression, and success
- Designed and facilitated data circles (analogous to reading circles) to engage academic departments and other teams in examining disaggregated student success data and closing equity gaps
- Designed and executed research plans to assess the impact of a variety of institutional and Florida College System initiatives
- Led creation of in-house and adoption of external professional development programs to promote the use of research-based practices to increase student engagement, persistence, and achievement
- Designed and facilitated reading circles for Carol Dweck’s Mindset (Santa Fe College, Newberry High School, Hawthorne Middle/High School, Howard Bishop Middle School, Loften High School), Claude Steele’s Whistling Vivaldi (Santa Fe College), and Ken Bain’s What the Best College Teachers Do (Santa Fe College)
- Led development of the Learning Commons, focused conceptually on providing just-in-time support for student learning
  - a home for centralized student success services including corequisite instruction, tutoring across key disciplines and courses, academic coaching, and execution of individualized learning plans aligned with students’ pathways
  - Funded by complementary Gates Foundation and U.S. Department of Education Title III grants totaling approximately \$2,000,000
- Led acquisition of multiple grants, including those resulting in library remodeling, expanded apprenticeship programs, academic programs incorporating entrepreneurship skills and mindsets, and blending of career preparation with adult education programs
- Expanded Continuing Education, Customized Training, Career and Technical Education, and College for Kids (summer enrichment for youth) beyond SF’s main campus to educational centers across the service region
- Created new formalized pathways and support for SF students transferring into university programs in animal sciences, design and construction, engineering, public health, and more
- Led creation of the Associate in Science in Nursing Evening and Weekend program (ANEW), which made this high-value academic program accessible to new cohorts of students
- Created two-generation educational programs focused on achievement of social and economic mobility

- While parents engaged in earning industry-recognized credentials, their children experienced a program of educational enrichments to boost academic success
- Partners included the public school district, local businesses, philanthropists, and social service agencies
- Led creation of a STEM-focused charter high school, in partnership with Alachua County Public Schools
- Served on the Executive Committee, responsible for coordinating work across divisions and for addressing matters of policy, procedure, governance, and budgeting
- Served on the Coordinating Council, responsible for collaboration among executives, managers, and leaders of the College’s governing bodies
- Co-chaired the Resource and Planning Council, responsible for alignment of the annual budget with the strategic plan
- Sponsored design and implementation of a collegewide tutor training program, nationally certified through the College Reading and Learning Association (CRLA)
- Sponsored collegewide adoption of student success software (EAB Navigate) to enable advisors, faculty, and staff to collaborate effectively and efficiently
- Sponsored redesign of student-facing communication to feature clear calls to action; created a standing, cross-functional Messaging Work Group

### **Selected Outcomes, Accomplishments, and Service at Valencia College**

- Responsibilities as Dean of Mathematics: Assessed and ensured the quality of the College’s academic program; scheduled classes to maximize learning opportunities for students; led, managed, hired, developed, and evaluated faculty and staff (approximately twenty-five full time faculty, sixty to eighty adjunct faculty, and twenty learning support experts); resolved student and staff concerns; aligned talents and resources to execute the College’s strategic plan; developed and administered the Department of Mathematics budget
- Led the Valencia College team collaborating with the Carnegie Foundation for the Advancement of Teaching to promote the Scholarship of Teaching and Learning (SoTL) through a national community of practice (initially assumed this leadership role as a faculty member; continued as Dean)
- Designed and taught the Valencia Teaching and Learning Academy’s course on the Scholarship of Teaching and Learning, required of all candidates for continuing contract, annually 2005 through 2023
- Co-designed and led tracks for Valencia’s “Destinations” in-house summer faculty development programs

- Led Valencia College’s team within the national Carnegie Foundation “collaboratory” to design and implement Statway, an accelerated mathematics pathway to and through College Statistics
- Led instructional redesign of Beginning Algebra, to feature weekly hands-on activities and student reflections on learning gains
- Designed, staffed, and administered schedules of classes to enable student choice as well as timely progression through the mathematics sequence
- Chaired and served on Individualized Learning Plan panels for pre-tenured faculty, offering them formative and summative assessment on their mastery of the “Essential Competencies of a Valencia Educator”
- Taught a variety of courses including Beginning Algebra, Intermediate Algebra, College Algebra, Trigonometry, Calculus I, Calculus II, Calculus III, Differential Equations, Logic and Proof, Statistics, Probability and Statistics for Engineers
- Designed Honors courses in Linear Algebra and Logic and Proof
- Received the Student Choice Award for excellent instruction
- Selected as Distinguished Professor for the Valencia Foundation’s Endowed Chairs for Instructional Leadership Program, Lockheed Martin Chair in Mathematics
- Received the National Institute for Staff and Organizational Development Excellence Award
- Led and served on the College Learning Council, the governing council for matters of curriculum, teaching, and learning
- Led and served on the Instructional Affairs Committee
- While serving as a mathematics professor, elected to lead the college-wide Faculty Association, the governing council providing the official voice of the faculty
  - Collaborated with other learning leaders to establish Valencia’s Teaching and Learning Academy
  - Co-created and facilitated collegewide Tenure Summits to design an induction and tenure process featuring professional development through the Teaching and Learning Academy
- Served on the College Planning Council, the governing council for collaborative strategic planning and linking of the annual budget to the strategic plan
- Served on the College Operations Council, the governing council for oversight of operational systems, facilities planning, and technology planning
- Served on the College Data Team; served on the “Achieve the Dream” (AtD) Data Team, in support of a Lumina Foundation Grant to close achievement gaps and improve student outcomes

- Served on the Foundations of Excellence Steering Committee to improve first-year students' experience of the College, persistence, and success

## Education

- Ph.D. University of Central Florida, Industrial Engineering
- M.S. University of Florida, Mathematics
- B.A. Rollins College, Mathematics

## Dissertation

### Collaborative Academic Scheduling as a Case Study in Holistic Production Planning

A Decision Support System prototype was designed and implemented for scheduling classes collaboratively within an academic discipline.

## Publications, Invited Presentations, Consultations

- Maricopa Leadership Institute, "The Role of Public Academic Institutions Within Our Society," May 2025, presenter.
- League for Innovations Conference, "Saying 'No' to Invest 'Yes' in What Counts," March 2025, presenter.
- Maricopa Leadership Institute, "Vision-Based Leadership: Achieving Excellence in Education for a Better World," June 2024, presenter.
- League for Innovations Conference, "Maximizing the Team," March 2023, presenter.
- League for Innovations Conference, "Institutional Innovation Utilizing Unrestricted Gifts," March 2023, presenter.
- League for Innovation in the Community College Innovation Showcase, "Creation of a STEM-Focused Charter High School at Santa Fe College," May 2022, author.
- League for Innovation in the Community College iStream Project Highlight, "ACB Excel: Achieve, Conquer, Believe," August 2021, author.
- Gates Foundation Frontier Set Convening, "Increasing Informed Action through Data Circles," 2020, presenter.
- Aspen Presidential Fellowship Alumni Learning Day: Advancing Equity, "Academic Readiness and Developmental Education," 2020, presenter.
- Frontier Set Equity Institute (produced through a partnership between the Gates Foundation and the Aspen Institute College Excellence Program), "Developing Equitable Systems of Student Support," 2019, presenter.
- Colorado Mountain College, "Student Success Through Times of Change" and "Disruption: Catalyst or Chaos," 2019, presenter.
- Florida College System Council of Instructional Affairs, "Effective Teaching Practices to Improve Student Success," 2019, panelist.
- Florida College System Council of Student Affairs, "Student Affairs Best Practices from Our Aspen Prize Winners," 2019, panelist.
- Aspen Presidential Fellows Day of Shared Professional Development, 2019, designer and facilitator.

- Dodge City (Kansas) Community College Trustee Retreat for strategic planning and accreditation, 2018, presenter and consultant.
- “Using Institutional Effectiveness Processes to Inspire Strategic Action,” The Community College Conference on Learning Assessment, 2017, presenter.
- Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), 2016, External evaluator/ Reaffirmation Committee member.
- Florida College System Workshop for Preparation of Applications for the 2017 Aspen Prize for Community College Excellence, 2016, designer and facilitator.
- “Culture and Strategy: The Road to Student Completion and the Aspen Prize,” 96<sup>th</sup> American Association for Community Colleges (AACCC) Annual Convention, 2016, presenter.
- Virginia Community College System Chancellor’s Retreat for Senior Leaders, 2015, panelist.
- “Crossing Borders but Arriving Home: Faculty Assessment of General Education,” Innovations Conference, The League for Innovation in the Community College, 2015, presenter.
- “Action Research: The Gold Standard for Assessing Student Learning,” The Community College Conference on Learning Assessment, 2013 and 2015, presenter.
- “Action Research and the Scholarship of Teaching and Learning,” The Teaching and Learning Academy, Valencia College, annually 2005 through 2023, presenter and consultant.
- “Assessing Course-wide Redesign of Instruction in Mathematics,” State Assessment Meeting, Florida, 2011, presenter.
- Pine Manor College Mathematics, Massachusetts, 2006, external evaluator.
- “Assessing for Talent Development,” Middlesex Carnegie Institute: A Focus on the Scholarship of Teaching and Learning, Middlesex Community College, Massachusetts, 2005, presenter.
- “Leadership for Assessment Initiatives,” Special Meeting of the Academic Council, Middlesex Carnegie Retreat, Middlesex Community College, Massachusetts, 2005, presenter and roundtable facilitator.

### **Leadership, Management, and Professional Training**

- Aspen Presidential Fellowship for Community College Excellence, The Aspen Institute and the Stanford University Graduate School of Education, 2016-2017 (inaugural cohort)
- Professional development convenings for Aspen Presidential Fellowship Alumni, ongoing
- Society for College and University Planning (SCUP) Institutes, 2012, 2013, 2016, and 2023
- Racial Equity Leadership Series, University of Southern California/Aspen Institute, 2021
- Cohort program: Strategic Use of CV-19 Stimulus Funding, Gates Foundation/rpk GROUP, 2021
- Studies in Advanced Labor Relations, Cornell University, 2021
- Racial Equity Institute Groundwater Training and workshops, 2019
- Innovation Engineering, Eureka! Ranch Innovation Engineering Institute in partnership with The League for Innovation in the Community College, 2019
- Executive Leadership Institute, The League for Innovation in the Community College, 2018
- Service Blueprinting certification, Arizona State University, 2015

- Summer Institute on General Education and Assessment, Association of American Colleges & Universities (AAC&U), Santa Fe College team leader, 2013
- Leadership Gainesville 2012-13, a community leadership program for professionals in Gainesville and Alachua County
- Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Institutional Effectiveness Evaluator Training, 2012
- National Summer Institute on Learning Communities, Washington Center for Improving the Quality of Undergraduate Education, The Evergreen State College, June 2010
- Leadership Orlando 2007, a community leadership program for professionals in Central Florida
- The Chair Academy, Worldwide Leadership Development for College and University Leaders, May 2005 through May 2006
- Digital Professor Certification courses at Valencia College, including Building Online Learning Communities, Engaging the Online Learner, Universal Design for Learning, Developing Interactive Web Based Courses, Multimedia Tools for Online Courses, Authentic Learning and Online Assessment
- Faculty Certification courses at Valencia College, including Teaching in the Learning College, The Learning Equation

### Community Service and Leadership

- Phoenix, Arizona
  - Alliance Executive Committee of the Western Interstate Commission for Higher Education (WICHE), Arizona Representative
  - League for Innovation in the Community College, League Representative
  - Greater Phoenix Chamber of Commerce, Board of Directors
- Gainesville, Florida
  - Greater Gainesville Chamber Economic Development Committee
  - Blue Ribbon Advisory Committee on Economic Competitiveness, City of Gainesville
  - League for Innovation in the Community College, League Representative
  - United Way of North Central Florida, Board of Directors
  - Alachua County Heart Walk, Executive Board
  - Community Partnership School at Howard Bishop Middle School (a collective impact project of the Children’s Home Society of Florida, Alachua County School District, Santa Fe College, University of Florida, and the Alachua County Health Department), Leadership Cabinet, November
  - Boys & Girls Club of Alachua County, Florida, Board of Directors
  - Historic Haile Homestead, Docent
- Orlando, Florida
  - The Gardens at DePugh Nursing Center, Board of Directors, Winter Park, Florida
  - Valencia College West Campus “Season of Giving” a celebratory event and silent auction to benefit students through the Valencia Foundation, Chair