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EDUCATIONAL PHILOSOPHY

The administration must be sensitive to the needs of the students, faculty, and staff. We must support the policies of our governing board and provide an active role and assist with setting the direction of the institution. A clear vision is needed for the future goal setting for the college. A deep commitment is required for professional development and growth of the faculty. Support of EEO programs is also required. The administrators should have a sense of humor, compassion, and do the best job they can, always striving for excellence. Administrators are responsible for shaping the culture of the college to be congruent with tradition. This is not done by manipulating people but by reminding them what kind of institution they are part of and by showing them by example how to play responsible roles. The practice of administration involves sharing authority, not abdicating it.

EDUCATION

- 1977 Doctor of Education, Curriculum and Instruction & Education Administration
University of Houston - Houston, Texas
- 1973 Master of Education, Curriculum and Instruction
University of Houston – Houston, Texas
- 1972 Bachelor of Science in Education, Instruction Industrial Technology Education
University of Houston – Houston, Texas
- 1971 Associate of Applied Science, Engineering Drafting Technology
San Jacinto College - Pasadena, Texas

Related Executive Leadership Training, Symposiums, and Institutes

- 2002 Association of Community College Trustees, ACCT Executive Leadership Institute
- 2002 League for Innovation, Executive Leadership Institute, ELI
- 2002 Management Action Program Graduate, MAP
- 2002 The National Community College Hispanic Council, NCCHC Leadership Symposiums
- 1991 American Association of Community Colleges PADI Fellow, Professional Administrators
Development Institute
- 1990 Kellogg Fellow to the League for Innovation in the Community College

American Institute of Architects, A.I.A.

- Architectural Intern Development Program, IDP
- 1985 Successfully completed and qualified to take Texas State Architectural Registration
Examination

ADMINISTRATIVE EXPERIENCE

January 2002 to August 2004 – Executive Assistant to the President

Phoenix College
1202 W. Thomas Road
Phoenix, Arizona 85013

- Reported directly to the College President. Administered president's budget, fund raising, strategic planning, implemented policy, responded to community relation issues, keeping Governing Board members, Local Legislature and Community Constituencies informed of the college's progress on a regular basis.
- 2003-04 United Way fund raising director. Led the college's 2002-03 fund raising campaign to a 69 % increase over the 2001 campaign. 2003-04 campaign was equally successful.
- At the college level, working closely with the three vice presidents and faculty leadership, we serve the community. The critical elements I operated from are as follows:

Accountability – Understood and accepted the responsibility.

Authority – Understood the parameters of my authority and how to use it skillfully and effectively.

Motivator – Ability to stir or stimulate people to desired action.

Spokesperson – Consistently promoted and articulated goals or described tasks to be completed. Also, representing the college to the external community articulated concepts, ideas, projects and goals and how they will impact on the community.

Organizer – Ability to pull together resources, funds, and objectives to achieve a desired goal. Example: Getting the semester started and ending the school year by putting together a commencement exercise.

Evaluator – Provided constructive analysis of performance with the ability to make objective changes when necessary. This extends from evaluating people to evaluating projects or evaluating institutional effectiveness.

Visionary – Assisted in setting the tone and creating the climate of the school. The vision has to be passed on and shared by most of the college.

- Worked closely with the three vice presidents; Instruction, Student Development Services and Administrative Services. Held Bi-monthly meetings with Deans, as a group and individually.

- The President's Executive Team establishes and maintains the positive climate on campus. This group includes the three vice presidents, faculty leadership, and director of institutional effectiveness. This is a forum to enhance the effective communication linkages needed in decision-making and problem solving.
- Employee Group Presidents – Meeting regularly with employee group presidents reinforces the communication lines.
- Title V – Meeting with the Coordinator, on a regular basis, provides a time to review the progress of the Title V project with updates on various community contracts and issues.
- External Community – Met with various groups and organizations to allow a two-way communicative exchange to better understand the varied needs. Part of that external community are the State Legislature representatives who make decisions concerning funding. Meeting with Phoenix College's legislative representatives was critical during the short legislature session.
- Phoenix College Leadership Council – A critical part of our strategic planning efforts is the PC Leadership Council. Review of our college vision, mission and goal statement is part of the Council's charge as well as looking at institutional effectiveness and student outcomes and enrollment management strategies. The council consists of the President's Executive Team members along with other selected members of the Phoenix College community, including faculty leaders.

Campus Master Planning Coordinator

- This project included a feasibility study, environmental scan, needs assessment and finally an outcomes assessment allowing us to design new campus facilities and infrastructure. The Master Plan continues to take Phoenix College into the twenty-first century and was part of a \$952 million district wide successful capital bond election passed in November, 2004.
- Responsible for administration, management, facilitating and coordinating of entire campus master planning process.
- Worked closely with campus and district administration, governing board members, local community groups, District Planning Office, architects, engineers, consultants, department chairs and all campus user groups, including student focus groups.
- (NOTE: in January 2005 all Deans titles were changed to Vice President)

April 1997 to July 1998 – Senior Associate Dean of Instruction

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- Served as Acting Dean of Instruction whenever Dean of Instruction was off campus or out of town.
- Responsible for developing an annual budget of \$15 million for instructional programs of a \$38 million college budget including recommendations regarding staffing needs in cooperation with Vice President of Instruction and Vice President of Administrative Services as well as administered Vice President of Instruction's operational budgets.
- Developed collaborative agreement with area school districts affording dual/concurrent enrollment opportunities contributing to significant FTSE growth for the college.
- Chaired, implemented and supervised curriculum policies for regulations and procedures.
- Coordinated curriculum planning and development to include 12 academic and 11 occupational departments and certificate programs from a total of 23 instructional departments and 4 service departments of 160 full-time faculty and 454 adjunct faculty; curriculum development of 75 new classes created, 38 courses modified and 47 courses deleted. Led departments in creation of 12 new programs, modification of 28 programs and the deletion of 5 programs. Phoenix College, the oldest and third largest of the Maricopa County Community Colleges, is located in the central city with a highly diverse student population of approximately 12,000 per semester, in addition to coordinating the development of new degree and certificate programs, grants and contracts.
- Recommended the appointment of instructional faculty and staff as well as projected future staffing needs. Participated in the President's Executive Group in developing a campus Master Plan and long-range objectives. Aided in the development of departmental action plans related to college objectives.
- Supervised preparation of marketing programs for publications pertaining to the academic and occupational programs.
- Supervised Curriculum Design office.
- Developed committees to foster improvement of instruction and staff development to assure maintenance of quality throughout the curriculum. And coordinated programs with Institutional Effectiveness office and Department Chairs.
- Assisted in interpreting college programs to the general public.
- Maintained performance evaluations of assigned faculty.
- Administered all educational programs/services in an assigned area of the college within existing policies and regulations. Design, implement, market, and assess college-wide programs. Maintained quality relationships with administrators, faculty, staff, the public, local and national organizations and governments.
- Carried out other duties as assigned by the President.

July 1996 to April 1997 – Associate Dean of Instruction

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- Responsibilities included administering the curriculum which applies to the academic, occupational, evening, week-end, summer, and non-credit programs of the college.
- Provided assistance to the Vice President of Instruction in all areas related to the administration and management of the college instructional program. Work contacts included students, faculty, administrators, staff, feeder high schools, business and industry and the public.

May 1990 to June 1992 – Executive Assistant to the President

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- Reported directly to the college president. Administered president's budget, fund raising, strategic planning, implemented policy, responded to community relation issues, keeping Governing Board members, Local Legislature and Community Constituencies informed of the college's progress on a regular basis.

Campus Master Planning Coordinator

- This project included a feasibility study, environmental scan, needs assessment and finally an outcomes assessment allowing us to design new campus facilities and infrastructure. The Master Plan was successful in its entirety and was part of a \$385 million district wide successful capital bond election passed in November, 1994.
- Responsible for administration, management, facilitating and coordinating of entire campus master planning process.
- Worked closely with campus and district administration, governing board members, local community groups, District Planning Office, architects, engineers, consultants, department chairs and all campus user groups, including student focus groups.

EXTERNAL ADMINISTRATIVE EXPERIENCE

1978 to 1985 – Executive Vice President and Principal Partner

Dickens, Mireles, Patel & Associates, Inc.,
Architects, Planners, Construction Managers
Houston, Texas.

Responsibilities and experiences included the following:

- Administration.
- Office Manager.
- Project Manager.
- Marketing and professional services.
- Public relations/developing client relationship.
- Payroll administration, billing and collection.
- Fee setting and project plan development.
- Client/contract negotiations and preparation.
- Construction management and project budgeting.
- Monitored contract compliance.
- Revised and approved preparation of design specifications and submittals.
- Prepared and reviewed project's Certificates of Payment.
- Developed project plan and secured commitments from each project team member, including consultants and client, for their respective responsibilities to the plan.
- Addressed and resolved problems and/or conflicts among project team, including consultants.
- Served as facilitator, moderator, arbitrator, when conflicts arose between contractors, subcontractors, clients, consultants and project's governing bodies.
- Represented firm to client and client to firm.
- Identified project purpose, scope of work, tasks, budget and quality levels.
- Implemented structure to carry out project plan.
- Identified, assigned and trained staff. Recruited and hired new staff, as necessary.
- Coordinated project staff, client and consultants to ensure effective communication between all parties. Interfaced with project designer and client to ensure conformity with project plan.
- Assessed overall staff performance of past and present efforts.
- Assessed project team performance and project plan for future improvements.
- Determined if client's and firm's objectives were met.
- Represented client and project to financial institutions for project funding.
- Worked closely with private, local, state and federal committees to establish project plans and programs.
- Made formal presentations and presented formal proposals to same.
- Orchestrated Master Planning, Feasibility Studies, Design Research, Design Development and Production Work (Drafting).
- Managed all related disciplines to project's development.

TEACHING EXPERIENCE

August 2004 to present – Chairman, Department of Industrial Technology

Phoenix College is the oldest community college in Arizona, established in 1920, and the third largest of the Maricopa County Community Colleges. The campus is located on 54 acres in the central city with a highly diverse student population of approximately 12,000 per semester. A yearly budget exceeds \$38 million, in addition to 160 full-time faculty, the campus employs 454 part-time faculty and 300 support staff.

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- Administered six individual career programs: Architectural Drafting Technology, Building Safety and Construction Technology, Civil Engineering Technology. Computer Aided Drafting, General Technology and Welding Technology.
- Established Industrial Advisory Committees representing each career program.
- Developed university transfer programs related to programs offered.
- Developed operational budget for new department.
- Developed curriculum for each area represented.
- Interviewed and hired 22 adjunct instructors for evening programs.
- Purchased new computers and design software for existing computer lab.
- Hired all computer lab technicians for computer labs.
- Developed an effective marketing plan to promote new department program offerings.
- Visited feeder high schools to present new department programs and actively recruit students.
- Attended feeder schools career festivals.
- Conducted program evaluations of all five career programs within department.
- Committee representative on Assessment, College Desktop program, Chaired-Reassigned Time, Dual Enrollment and Admission and Standards.

July 1998 to December 2001 – Chairman, Department of Industrial Technology

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- Hired and supervised 22 adjunct instructors.
- After first 36 months, beginning in 1998, as Chairman, I led the newly developed department to over 63 % increase in FTSE enrollment.
- Visited feeder high schools to present new department programs and actively recruit students also attended feeder schools career festivals.
- Conducted program evaluations of all five career programs within department.
- Committee representative on Assessment, College Desktop program, Chaired-Reassigned Time, Dual Enrollment and Admission and Standards.

August 1987 to May 1990 – Instructor, Science and Technology Department

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- Provided instructional classroom services in the disciplines of architectural drafting and computer aided design.

Program Director

- Coordinated and scheduled day and evening occupational education classes in architectural drafting, computer aided drafting, civil engineering, general technology, building inspection, automotive and body repair and auto upholstery.
- Hired and evaluated all part-time instructors under my supervision.
- Worked closely with Department Chair in managing budget for all programs.

August 1986 to May 1987 – Assistant Professor

Bowling Green State University
Bowling Green, Ohio

- Provided instructional classroom services in architecture and construction management. Also received and worked on research grants which were later presented at national conferences.

CURRICULUM DEVELOPMENT

- Revised and updated all department degree and certificate programs (7).
- All curriculum submittals presented over 24 month period approved and implemented in Fall 2000 catalog. Developed and implemented new architectural drafting degree program accompanied with certificate of completion in Architectural Drafting and Certificate of Completion in Computer Aided Drafting. Approved by District Drafting Curriculum Council, 1989. This program has been approved and accepted district-wide. It replaced the college's former Construction Drafting Degree Program.
- Established 2 + 2 program with Arizona State University's College of Architecture in the discipline of Housing and Urban Development.

PROFESSIONAL/COMMUNITY SERVICE

- 2002-2005, Member, National Community College Hispanic Council, NCCHC.
- 2002-2005, Member, American Association of Chicanos in Higher Education, AACHE.
- 2002-2004, Member, Assessment Committee
- 2002-2004, Member, President's Executive Team.
- 2001 to present, member of Phoenix College Strategic Planning Council.
- 1998, President, Phoenix College MAT (Management, Administrative and Technological) Association.
- 1996-1999, Three years committee member of Arizona State University, Del E. Webb School of Construction Recognition Banquet
- 1996-1998, Member, Board of Directors, Phoenix Chapter of Junior Achievement. 1996. Actively taught third and fourth grade Junior Achievement classes at local elementary school.
- 1996-1998, Former member of Arizona Regional Transit Authority Planning Committee.
- 1995-1996, Zone Senator, PC Faculty Association.
- 1994-1995, Member, Doctoral dissertation committee, Northern Arizona University, Flagstaff, Arizona.
- 1993-1994, President, Pinnacle Peak Crossing Homeowners Association.
- 1992-1998, Former Member, Admissions and Standards Committee.
- 1992-1994, Former Member, Staffing Committee.
- 1990-2004, Active participant, AACC (American Association of Community Colleges).
- 1990-1992, Former Member, Classrooms of the Future Committee.
- 1990-1994, Architectural Review Committee member of the Pinnacle Peak Crossing Homeowners Association.

PRESENTATIONS

- "Using Technology to Reach an Underrepresented Student Population" League for Innovation, Information Technology Conference, Minneapolis, Minnesota
- "Ethics and Executive Leadership," League for Innovation and the W.K. Kellogg Foundation.
- "Character Development in the Schools," Apple Educational Conference on Teacher Education, Bowling Green State University - Bowling Green, Ohio.
- "Computers in Architecture with Auto-Architect," Phoenix A.I.A. Office

RECOGNITION

- 2001-2002, Caucus Chair. Elected by department chairs.
- 2001, recipient, Maricopa Employee Recognition for Teaching Excellence and Leadership, Spring Award provides \$1,000 scholarship given in my name.
- 1995, nominee, Phoenix College Distinguished Teaching Award.
- 1990, inductee, Phi Theta Kappa National Honor Society, Hall of Honor as Outstanding Advisor.
- 1988, Recipient, Phoenix College's Association for Women's Active Return to Education (A.W.A.R.E.) Award.
- 1988, recipient, Phoenix College's Native American Club Letter of Appreciation for efforts generated in the educational assisting of Native American students at Phoenix College.
- 1986, recipient, Fred C. Stone Endowment Gift. \$10,000 received for departmental faculty (design) and research development. Design faculty developed criteria for new scholarship (design majors) named in honor of Mr. Fred C. Stone, \$5,000. Bowling Green State University - Bowling Green, Ohio.
- 1977, recipient, Brown & Root Teaching Excellence Award, \$2,500. Received as a department. San Jacinto College - Pasadena, Texas.
- 1977, recipient, Pullman Kellogg Company Teaching Excellence Award, \$500. Received as a department. San Jacinto College - Pasadena, Texas.
- 1977, recipient, Outstanding Young Men of America Award. Second recipient of this award to that date in the history of San Jacinto College.
- 1977, nominee, Mini Stevens Piper Award in Teaching Excellence, San Jacinto College - Pasadena, Texas.
- 1976, recipient, Brown & Root Teaching Excellence Award, \$2,500. Received as a department. San Jacinto College - Pasadena, Texas.
- 1972, recipient, Ford Foundation Scholarship.
- 1971, recipient, Ford Foundation Scholarship.

MILITARY

- 1967-1969, Honorably Discharged, United States Army Staff Sergeant, E-6.
- Drill Sergeant - Fort Polk, Louisiana.
- Combat Infantry Platoon Sergeant in Vietnam, received the following Medals/Awards:

Bronze Star Medal for leadership actions as a combat infantry platoon sergeant in ground operations against hostile forces in the Republic of Vietnam from November 1968 to September 1969.

Combat Infantryman's Badge
National Defense Service Medal

Vietnam Service Medal
Vietnam Campaign Medal