

LISA MILLORA

SUMMARY OF QUALIFICATIONS

- Seventeen years as a higher education professional with several years of intensive study and research in the field of higher education and organizational change
- Passionate about the intersection of higher education, public good, equity, and a diverse democracy
- Creative and innovative thinker, trusted advisor to university leaders, skilled diplomat in complex organizational cultures, and accomplished project manager
- Experience with strategic planning and implementation, communications, and cultivation of external relations

EDUCATION

UNIVERSITY OF CALIFORNIA, LOS ANGELES – Los Angeles, CA

Doctor of Philosophy in Education (Emphasis: Higher Education and Organizational Change)

Dissertation: *Institutional Diversity in the U.S.: A Study of How a Historically Black College, a Women's College, and a Christian College Contribute to the Social, Political, and Economic Fabric of a Diverse Democracy*

Committee: Robert A. Rhoads (Chair); Mitchell J. Chang, Richard L. Wagoner, Raymond Rocco

Master of Arts in Education (Emphasis: Higher Education and Organizational Change)

BOSTON COLLEGE – Chestnut Hill, MA

Master of Arts in Higher Education Administration

Bachelor of Arts in Political Science

HIGHER EDUCATION LEADERSHIP

SANTA CLARA UNIVERSITY – Santa Clara, CA

Jul. 2001-Aug. 2007; Dec. 2012-Dec. 2018

Contractor, Office of the Provost

Apr. 2018-Dec. 2018

- Continued to support the work of the Provost as requested.

Senior Assistant Provost for Strategic Initiatives and Provost's Office Relations,
Office of the Provost

May 2015-Apr. 2018

- Led strategic planning and implementation efforts to advance the university's strategic agenda and top priorities, including projects related to STEM, innovation, and entrepreneurship. Developed strategy documents, funding proposals, research briefs, and special reports for a variety of audiences including President's Cabinet, Trustees, advisory board members, and the faculty and staff community.
- Collaborated with University Relations to develop messaging platforms in support of marketing, communication, and fundraising goals.
- Cultivated relationships and championed the university's work to external stakeholders, including alumni, industry leaders, and non-profit leaders.
- Served as chair of various strategic planning committees: STEM Academic Planning Team (2016-18), STEM Facility Design Subcommittee (2016-18), STEM Vision Implementation Committee (2015-16), On-campus

Business Acceleration (2015-16), Advancement of Theological Studies, Education, and Ministry (2015-16), and STEM Steering Committee (2014-15).

- Advised the Provost and other university leaders. Represented the Provost as needed.
- Managed Provost's Office staff to ensure efficient, high-functioning, and high-quality operations, communication, administrative and clerical support, and customer service.
- Staffed the Presidential Commission on Diversity and Inclusion. Provided thought leadership and project management for the campus climate study. Conceptualized the scope of work needed, including a qualitative campus climate assessment, organizational and policy study, market study of employers and parent needs, and case studies of other campuses. Recruited, hired, and supervised the work of a consultant to carry out the research. Authored final report from the commission.

Assistant Provost for Academic Affairs, Office of the Provost Sept. 2013-May 2015

- Collaborated with other offices in the Provost's organization to develop communications strategies. Served on the university's Website Redesign Task Force and led the Provost's organization through the redesign process.
- Developed content about strategic planning, academic programs, faculty affairs, and STEM visioning and programming for various university communication platforms.
- Authored unit-level strategic plans, including a strategy for the School of Law that articulated market niche relative to local competitors, along with strategies to leverage the School's value proposition to stabilize enrollment. Developed related timelines, presentation materials, and audience-specific content for Trustees, administrators, and faculty and staff. Authored similar strategy document for the Department of Athletics.
- Co-chaired the STEM Steering Committee, charged with leading the visioning and programming processes for the university's future STEM complex; incentivizing faculty and staff from different schools to collaborate; and developing an institutional understanding of the unique niche that the university can fill by focusing on cross-disciplinary collaboration in STEM education for undergraduates.
- Worked cross-functionally with university stakeholders to elaborate the university's strategic plan by developing clear descriptions of plan elements, rationales, metrics, and financial resource requirements. Led campus-wide processes to gather input from key stakeholders about the integrated educational plan.

Provost's Fellow, Office of the Provost Dec. 2012-Sept. 2013

- Managed and staffed six advisory committees composed of campus leaders to develop recommendations for the university's updated strategic plan. Identified and provided resources for committees, including an "Institutional Research 101" workshop. Served as a liaison between the Provost and committees.
- Drafted committee reports and developed derivative materials for broad consultation with campus groups and leadership, including the Planning Action Council and the President's Staff.
- Staffed a committee charged with reimagining an educational vision statement for the university. Managed the process for gathering input from the university community about the elaborated educational vision statement. Disseminated the feedback to relevant parties.

Assistant Dean for Student Life, Office of Student Life Aug. 2003-Aug. 2007

- Drafted policies on academic integrity, medical leave, and sexual violence.
- Managed all aspects of student welfare cases including disordered eating, psychological emergencies, suicidal ideation, faculty concerns about students' behaviors, and accommodations and resources for student victims of harassment and assault.
- Advised senior administrators and faculty on student health, safety, and welfare trends.
- Trained, educated, and advised student leaders, staff, and faculty on a variety of issues including university policies, diversity, academic integrity, crisis management, social norms and pressures, violence prevention, sexual assault, eating disorders, and alcohol.
- Served as a liaison to the Office of Multicultural Learning and developed programs to train faculty and staff on better supporting students of color. Developed pilot to support student victims of bias-motivated incidents.

- Served as case manager and hearing officer for sexual misconduct and assault cases. Trained and advised residence life staff, peer judicial boards, University Discipline Council, and Sexual Misconduct Boards on the university's judicial process, the student conduct code, and the Family Educational Rights and Privacy Act.
- Secured a \$185K grant from the U.S. Department of Justice to support a vision and strategic plan to reduce violent crimes against women on campus.
- Co-founded and co-organized "Out There," the first national conference for faculty and student affairs professionals working on lesbian, gay, bisexual, and transgendered issues on Catholic campuses that drew over 150 participants from 40 institutions.

Assistant Director, Center for Student Leadership Jul. 2001-Jul. 2003
(concurrent with Orientation Coordinator role in the Drahnann Advising and Learning Resources Center)

- Taught courses for the Emerging Leaders Program with course objectives of developing students' leadership skills and competencies and understanding the individual's potential for affecting social change. Worked with students to examine social justice issues encountered during service projects.
- Taught Student Reflection Leaders Program course on how students can facilitate conversations around reflective engagement. Facilitated discussions on issues of Jesuit education, student development, social justice, faith, and globalization.

Orientation Coordinator, Drahnann Advising and Learning Resources Center Jul. 2001-Jul. 2003
(concurrent with Assistant Director role in the Center for Student Leadership)

- Managed all aspects of programming for Freshmen, Transfer, and Parent Orientation Programs, focusing on improving services to commuter and transfer students.
- Recruited, selected, trained, and supervised 20 Orientation Leaders and 4 office staff on academic requirements, student services, social norms and pressures, and facilitation skills.

HIGHER EDUCATION RESEARCH AND POLICY EXPERIENCE

WHITE HOUSE INITIATIVE ON HISTORICALLY – Washington, D.C. Feb. 2012-Dec. 2012
 BLACK COLLEGES AND UNIVERSITIES (WHIHBCUs)

Intern / Independent Contractor

- Researched and authored reports on topics such as capacity building at minority-serving community colleges and concerns of lesbian, gay, bisexual, transgendered students at HBCUs.
- Revised and developed survey questions for the 2012 WHIHBCU annual conference and town hall involving senior leadership from the majority of HBCUs. Analyzed and authored a report and needs assessment, based on data collected from the conference participants.
- Provided general support to the WHIHBCU by attending briefings, critiquing and revising strategy plans and other initiatives, and developing other written materials as needed.

INSTITUTE FOR HIGHER EDUCATION POLICY – Washington, D.C. Jul. 2011-Sept. 2011

Policy Intern

- Researched historical and current perspectives on the role of student learning outcomes in the accountability and transparency movement.
- Developed brief for policymakers and institutional leaders about the assessment of student learning outcomes.

UNIVERSITY OF CALIFORNIA, LOS ANGELES – Los Angeles, CA Oct. 2007-Jun. 2012
Research Analyst, Higher Education Research Institute May 2008-Jun. 2011

- Performed descriptive and multivariate analyses on the religious and spiritual beliefs and college students and faculty. Databases included national data from 14,527 college students over a three-year period, a single time point database including responses from 112,000 college students, and a single time point database including responses from 65,000 faculty.

- Conducted semi-structured interviews with 10 students and 15 faculty from institutions across the country. Analyzed qualitative data with other members of the research team and produced report about faculty attitudes and views about spirituality in the academy.
- Presented findings from the seven-year study through papers and workshops at national meetings for the Association for the Study of Higher Education, National Association of Student Personnel Administrators, and Expanding the Circle: Creating an Inclusive Environment for LGBTQ Students and Studies.
- Provided research support to Alexander W. Astin, Helen S. Astin, and Jennifer A. Lindholm for book manuscript detailing findings of a seven-year study (published in October 2010).
- Co-authored a guidebook for higher education professionals on promising practices for facilitating spiritual development among college students.

Research Analyst, Center for Educational Assessment Oct. 2007-Jun. 2008

- Conducted preliminary analyses on segments of the 2007 UCLA Senior Survey, the 2005-2007 lectures and seminars for Frontiers in Human Aging, laboratory courses, and the Biomedical Research Minor.
- Helped develop pre/post and longitudinal evaluation instruments measuring student outcomes for curricula in Microbiology, Immunology, and the Molecular Genetics and Biomedical Research Minor.
- Coordinated the collection of individual program reports and assisted in writing annual reports for Howard Hughes Medical Institute. Assisted with development of long-term assessment of curricula.

OFFICE OF SENATOR EDWARD M. KENNEDY – Boston, MA Feb. 1999-May 1999

Congressional Intern in Health and Human Services

- Assisted staff in listening to and responding to constituent concerns received by phone and by letter.

TEACHING EXPERIENCE

AMERICAN UNIVERSITY – Washington, D.C.

Instructor / Adjunct Faculty Oct. 2012-Dec. 2012

Seminar: Best Practices in Higher Education Administration

- Developed curriculum for visiting researchers from Poland to provide an overview of U.S. higher education administration. Engaged guest speakers from universities, government organizations, and other non-profits.
- Course topics included higher education organization and shared governance, university leadership, academic culture and faculty development, curriculum development, financial management and financial aid, student advising, enrollment management, university branding, student recruitment, staffing, alumni and continuing education, strategy planning and evaluation, metrics for university decision making, campus operations, risk management, contingency and continuity planning.

UNIVERSITY OF CALIFORNIA, LOS ANGELES – Los Angeles, CA Oct. 2007-Jun. 2012

Teaching Assistant for Dr. Richard L. Wagoner Sept. 2009-Dec. 2009

History of Higher Education

- Provided general teaching support to Professor Wagoner by meeting with graduate students, advising students on written assignments, and managing the course website.
- Assisted with curriculum revision by identifying alternate and additional readings and re-organizing the course material by theme.

Teaching Assistant for Dr. José Luis Santos Jan. 2009-Mar. 2009

Organizational Analysis of Higher Education

- Provided general teaching support to Professor Santos by developing class outlines and lesson plans, meeting with graduate students, managing the course website, and archiving course materials.

- Assisted with curriculum development, including the addition of a case study to help students apply organizational theory to changes observed in one state's higher education system.

Teaching Assistant for Dr. Robert A. Rhoads

Sept. 2008-Dec. 2008

Perspectives on the American College: Student Activism, Diversity and the Struggle for a Just Society

- Provided general teaching support to Professor Rhoads by managing attendance records and course materials, responding to questions about materials and assignments, meeting with undergraduate students, and grading homework assignments, papers, and exams.
- Assisted with curriculum revision and development. Designed module on the women's liberation movement of the 1970s and incorporated creative pedagogy to engage students in a critical examination of the material.

WRITING AND COMMUNICATION EXPERIENCE

Editing and Writing

UNIVERSITY OF CALIFORNIA, LOS ANGELES – Los Angeles, CA

Oct. 2007-Jun. 2012

Co-Editor, *InterActions: UCLA Journal of Education and Information Studies*

Sept. 2010-Jun. 2012

- Reviewed and edited manuscripts for *InterActions*, a peer-reviewed, student-run, open access journal focused on interdisciplinary and critical dialogue about issues of importance to education and information studies.
- Managed peer review of submitted manuscripts by soliciting and synthesizing reviews from the journal's advisory board.
- Worked with co-editors to solicit manuscripts, manage the office and administrative processes, and organize professional development and training opportunities for the advisory board.

Writing Consultant, Graduate Writing Center

Sept. 2009-Jan. 2011

- Consulted with graduate students to critique the logic and arguments in their writing to improve effectiveness.
- Offered feedback on higher-order writing concerns for dissertations, conference papers, and journal articles.
- Co-instructed dissertation proposal "summer boot camp" workshops.

Publications

Park, J. & **Millora, M.L.** (2012). The Relevance of Reflection: An Empirical Examination of the Role of Reflection in Ethic of Caring, Leadership, and Psychological Well-Being. *Journal of College Student Development*, 53(2).

Millora, M.L. (2011). This is How Life Can Be Different: How U.S. Student Experiences in International Education Programs Facilitate Civic and Global Engagement. *Journal of Student Affairs Research and Practice*, 48(2).

Lindholm, J.A., **Millora, M.L.**, Schwarz, L.M., Spinosa, Hanna S. (2011). *A Guidebook Of Promising Practices: Facilitating College Students' Spiritual Development*. Regents of the University of California.

Park, J. & **Millora, M.L.** (2010). Psychological Well-Being for White, Black, Latino/a, and Asian American Students: Considering Spirituality and Religion. *Journal of Student Affairs Research and Practice*, 47(4).

Millora, M.L. (2010). Market Values in Higher Education: A Review of the For-Profit Sector. *InterActions: UCLA Journal of Education and Information Studies*, 6(2), Article 5.
<http://www.escholarship.org/uc/item/2q5856m8>.

Rhoads, R. A., & **Millora, M. L.** (2009). Learning in the Global Era: International Perspectives on Globalization and Education (review). *The Review of Higher Education*, 32(4): 552-554.

Peer Reviewed Conference Presentations & Invited Talks

- Millora, L.** & Eagan, M.K. (Apr. 2011). *Muhammad, the Buddha, and the Holy Ghost: A Multi-Level Analysis of Religion and Political Ideology on College Students' Attitudes About Same-Sex Relationship*. Paper presented at the annual meeting of the American Educational Research Association. New Orleans, LA.
- Millora, L.** (Nov. 2010). *How College Students Understand Race and National Identity After Participating in International Education Programs*. Paper presented at the annual meeting of the Association for the Study of Higher Education. Indianapolis, IN.
- Schwartz, L. & **Millora, L.** (Mar. 2010). *Promising Practices: Spirituality in Higher Education*. Presentation at the annual meeting of the National Association of Student Personnel Administrators. Chicago, IL.
- Millora, L.** (Feb. 2010). *What Do We Really Know About College Students' Views on Same Sex Relationships?* Presentation at Expanding the Circle: Creating an Inclusive Environment in Higher Education for LGBTQ Students and Studies. San Francisco, CA.
- Millora, L.** (Nov. 2009). *This is How Life Can Be Different: How Student Experiences in International Education Programs Facilitate Civic and Global Engagement*. Paper presented at the annual meeting of the Association for the Study of Higher Education. Vancouver, British Columbia, Canada.
- Millora, L.** & Newman, C. (Nov. 2009). *An Analysis of Qualitative Methods: Five Years of Qualitative Studies Published in The Journal of Higher Education and The Review of Higher Education*. Paper presented at the annual meeting of the Association for the Study of Higher Education. Vancouver, British Columbia, Canada.
- Millora, L.**, Spinosa, H., & Lindholm, J. (Nov. 2009). *Faculty Views on Spirituality in the Academy*. Paper presented at the annual meeting of the Association for the Study of Higher Education. Vancouver, British Columbia, Canada.
- Park, J. & **Millora, L.** (Apr. 2009) *Is Reflection Relevant?: An Empirical Examination of the Role of Reflection in Leadership, Global Citizenship, and Psychological Well-Being*. Paper presentation at the annual meeting of the American Educational Research Association. San Diego, CA.
- Millora, L.**, Lindholm, J., Curley, J., & Spinosa, H. (Mar. 2009). *Understanding College Students' Propensity to Care for Others: Perspectives from a Longitudinal Study of Undergraduate Beliefs and Values*. Presentation at the annual meeting of the National Association of Student Personnel Administrators. Seattle, WA.
- Park, J. & **Millora, L.** (Nov. 2008). *Psychological Well-being and College Students: The Possible Influence of Spirituality and Religion for Diverse Populations*. Roundtable presentation at the annual meeting of the Association for the Study of Higher Education. Jacksonville, FL.
- Millora, L.** (Oct. 2007). *Catholic v. catholic: The Two Thousand Year Old Paradox*. The Second National Conference of Scholars and Student Affairs Personnel Involved in LGBTQ Issues on Catholic Campuses. DePaul University, Chicago, IL.
- Millora, L.** (Nov. 2006). *Challenges of Being a Woman of Color in Higher Education*. Panel presentation at Santa Clara University, Santa Clara, CA.
- Millora, L.** & Duncan, M. (Jun. 2005). *Coordinating Sexual Assault Education*. Presentation at the Jesuit Association of Student Personnel Administrators Summer Institute. Bronx, NY.
- Millora, L.** (Feb. 2006). *Does Silence Equal Acceptance?* Panel presentation at Santa Clara University, Santa Clara, CA.
- Millora, L.** & Wilson, S. (Feb. 2005). *Cultural Impact: How Ethnic and Cultural Identity Affect Hearing Officers' Decision-Making Processes*. Presentation at the National Conference for the Association of Student Judicial Affairs. Clearwater Beach, FL.
- Millora, L.** & Kraft, B. (Oct. 2004). *For Beginners Only: Developing a Sexual Assault Awareness Campaign at a Small Institution*. Presentation at the National Conference on Sexual Assault in Our Schools. Orlando, FL.
- Millora, L.** & Lovette, E. (Oct. 2004). *Establishing a Campus Advocate Program at a Small Institution*. Presentation at National Conference on Sexual Assault in Our Schools. Orlando, FL.
- Millora, L.** & Irajpanah, I. (Nov. 2002). *Student Reflection Leaders Program*. Presentation at Western Regional Conference for National Association for Student Personnel Administrators. Portland, OR.

HONORS AND AWARDS

UNIVERSITY OF CALIFORNIA, LOS ANGELES – Los Angeles, CA	
UCLA Institute of American Cultures Research Grant (\$4,170)	Jun. 2011
UCLA Center for the Study of Women Research Grant (\$500)	Jun. 2011
UCLA Dissertation Year Fellowship 2011-12 (\$19,000)	May 2011
Philip N. Clark Award (for academic excellence and service) (\$2,500)	Sept. 2010
UCLA Graduate Research Mentorship 2010-11 (\$18,000)	Sept.-Jun. 2010
UCLA Graduate Summer Research Mentorship (\$4,700)	Jun. 2010
Hoyt Scholarship (\$9,689)	Sept. 2009
UCLA University Fellowship (\$4,000)	Sept. 2008-Jun. 2009
UCLA Graduate Summer Research Mentorship (\$4,700)	Jun. 2008
Alexander W. Astin and Helen S. Astin Fellowship (\$2,250)	Sept. 2007
UCLA Graduate Division Fellowship (\$12,750)	Sept. 2007
SANTA CLARA UNIVERSITY – Santa Clara, CA	
Provost's Special Recognition Award (for individual achievement)	Sept. 2006
Women's and Gender Studies Sisterhood is Powerful Award (for improving the campus climate for women)	Jun. 2006
U.S. Department of Justice Grant to Reduce Violent Crimes Against Women on Campus (\$185,000)	Sept. 2005
Staff Recognition Departmental Award (with the Center for Student Leadership)	Jun. 2003
BOSTON COLLEGE – Chestnut Hill, MA	
Mary T. Kinnane Award (for academic excellence and outstanding service)	May 2001
Lynch Graduate School of Education Commencement – student speaker	May 2001
Golden Key National Honor Society	May 1999
Undergraduate University Honors Program	Sept. 1995-May 1999

BOARD APPOINTMENTS

Committee on Organizational Structure, Association for the Study of Higher Education	Feb. 2015-Nov. 2016
Inaugural Chair, ASHE Dash Committee to Benefit Graduate Student Scholarships	Nov. 2012-Feb. 2015
Board of Directors, Association for the Study of Higher Education (Elected)	Nov. 2010-Nov. 2012
Board of Directors, Boston College Alumni Association	Nov. 2006-Jun. 2008
Board of Directors, National Organization for Men's Outreach for Rape Education	Nov. 2006-May 2008