

John R. Marshall



February 25, 2021

Mr. Ray Anilionis, Chair
CMU President Search Committee
Submitted Electronically

Dear Chairman Anilionis:

It is the high honor of my career to submit my name as a candidate for President of my alma mater, Colorado Mesa University (CMU)—a position for which I am uniquely qualified, prepared and passionate.

Over the past 12 months, I was afforded an opportunity to demonstrate leadership at the highest level, leading our university through a global pandemic. I managed the CMU response to COVID-19 as I quickly learned scientific, medical and policy nuances, and built a dynamic team within the university, while I built a broad coalition of partners externally. I communicated with precision and clarity to a diverse set of stakeholders (parents, students, faculty, community leaders, etc.). I built relationships and listened carefully to advisors in the medical and public health sphere. I partnered with faculty to deploy a medical and scientific foundation for our COVID response. I relied upon political skill, understanding of the unique attributes of western Colorado, business and finance acumen, analytical and policymaking skills, and, perhaps most importantly, the ability to remain calm and lead in the face of adversity. Integrating these skills and talents, I was able to help turn challenge into opportunity for CMU as our team kept the university open, safe, and thriving.

For the past fourteen years, I have collaborated alongside a team of talented professionals and inspired academics leading CMU. I am grateful to have had opportunities to learn budgetary intricacies and apply successful business and financial management practices for our university, resulting in a four-fold increase in operating revenues; to lead successful recruiting and enrollment management strategies, resulting in a 37% increase in total headcount and a 241% increase in enrolled students of color; to participate in building cutting-edge academic campus facilities, resulting in a doubling of campus facility square footage and a growth in building assets from \$70M to \$470M. But, these robust performance metrics are only one indicator of our work. Our true success lies in the thousands of changed lives—many of whom are first-generation college graduates—that result from our collective labor of love. While the names of these students are too many to mention here, their stories of success, and my small part in writing them, are among my proudest achievements at CMU. Building real relationships and lighting pathways to a brighter future for students will remain my missional ballast should I be fortunate enough to lead this great university.

Beyond supporting students and faculty, I am clear-eyed about the external challenges ahead for CMU, which will require an imaginative president with deep experience in legislative, political, and government affairs. My own early professional foray in Colorado state government provided an opportunity to learn the complexities of managing a state department composed of (then) seven discrete agencies tasked with assimilating the opportunities and challenges found in the convergence of public policy, fiscal planning, and scientific endeavor. As assistant director for the Colorado Department of Natural Resources, I learned state budgeting, including the

methods and process of the Joint Budget Committee (JBC), the Office of State Planning and Budgeting (OSPB), and the interplay between the Governor's Office and the Colorado General Assembly. I learned the practical side of state and federal public policy development—from inception to implementation—and played an active role with nonprofits, private industry, state agencies, federal agencies, and Congress. These experiences were further developed and refined in my subsequent service as a senior advisor to the Governor of Colorado.

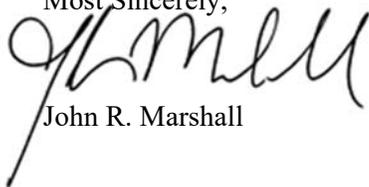
My executive leadership experience in politics helped me develop bipartisan, long-term relationships with diverse people from all political walks of life. These relationships include elected and appointed leaders, members of the state and national press corps, and civic and business leaders throughout the nation. Beyond learning the value of relationships, I also learned how to serve as a high-profile ambassador and the associated hard lessons of humility and remaining calm in the face of adversity.

After leaving politics I had the privilege of serving as the chief development officer for CMU, where I completed the largest capital campaign ever initiated by the university, while also managing the responsibilities of institution-wide fundraising. In this role, I created a strong community fundraising committee co-chaired by longtime local leaders. Together, we secured \$5 million in philanthropic investment over approximately nine months. This accomplishment established institutional fundraising records in total dollars raised, total donors, dollar value of the endowment and in overall alumni giving. My skill and commitment to fundraising continues to grow, and I'm enthusiastic about the partnerships and private investment I believe I can attract to CMU as President based upon my twenty years of genuine relationships here.

My motivation for seeking this role is simple—I am a true believer in what we do and who we serve. My life experience and professional preparation have been tailor-made for this job. My passion is investing in relationships and providing young people from all walks of life a springboard into a future of opportunity. I am a Colorado native, a CMU alum, and committed to remaining in western Colorado. This is my home, and my lifetime of community relationships bear this truth.

I stand in awe at the care and creativity shown by our faculty, and I stand ready to be a champion for them. I know the specific details of CMU's operations, from boilers to bond schedules. I understand our campus culture and I am prepared to live it and lead it. I see with clarity our mission to serve students, I know with certainty the importance of our role as an anchor partner in the region, and I have never been more optimistic about our university's future. I look forward to discussing my vision for CMU with the Search Committee, and I humbly ask for the opportunity of an interview.

Most Sincerely,

A handwritten signature in black ink, appearing to read "John R. Marshall". The signature is fluid and cursive, with a long, sweeping underline that extends to the left and then curves back under the name.

John R. Marshall

John R. Marshall



Vita

PROFESSIONAL EXPERIENCE & QUALIFICATIONS

Colorado Mesa University, Grand Junction, CO

Vice President/COVID-19 Response and Planning Principal 2020-2021

Charged by the University President to lead planning, coordination, communication, and policy-making for the University's novel coronavirus ("COVID-19") response and management, commencing in February 2020. Co-chaired the nationally recognized Safe Together, Strong Together planning and coordination task force to bring the CMU community safely back to campus in-person for AY20-21.

Proven Leadership & Problem-Solving

Led the team which designed, planned, and implemented a comprehensive mass testing program for detecting COVID-19 in partnership with COVIDcheck Colorado, PrimaryBio, Fathom Information Design, Darwin Biosciences, Warrior Diagnostics Laboratory, Fulgent Genetics, and Mesa County Public Health. Performed 31,737 tests of CMU and community members from August 1 thru December 1, 2020.

Developed a strategic partnership with Sabeti Labs at the Broad Institute of Harvard and MIT for scientific and technical advice and implementation of the campus response plan, in addition to receiving IRB clearance (Harvard) to begin genomic sequencing of SARS-CoV-2 positive cases at CMU and wastewater samples—one of the only universities in the entire country to do so.

Developed a comprehensive model of pandemic prevention, monitoring and response recognized as being a national leader by Gary Community Investments, National Public Radio, ScienceNews, the Denver Post, 9NEWS, and others.

Served on the Colorado Health Foundation's COVID-19 Vaccine Confidence Advisory Committee, assisting the state in public opinion research and action items to improve statewide utilization of a vaccine.

Served alongside other IHE representatives in providing strategic input and advice to CCHE staff in crafting the statewide Colorado Department of Higher Education's *A Bridge to the Next Normal: Planning for Return to Campus During COVID-19*.

Faculty Engagement & Collaboration

Helped pilot and establish a rapid saliva RT-LAMP assay screening test, including establishment and outfitting of an on-campus lab in cooperation with Darwin Biosciences and CMU biology faculty, resulting in approximately 3,200 same-day test results in the first 90 days alone.

Led a pilot program for wastewater monitoring of CMU residence halls in conjunction with CMU/CU-Boulder engineering faculty and engineering students and CMU microbiology faculty; program

outcomes included securing an external grant to purchase a digital PCR machine and related equipment to stand up a lab on campus, as well as the build-out and deployment of eleven different collection sites, resulting in the prevention of multiple outbreaks during the fall term.

Crisis Communication Using Modern, Relevant & Integrated Media Platforms

Engaged nationally-recognized public opinion firm to conduct a statewide survey of current and prospective students and parents to understand their expectations and concerns in returning safely to campus for fall 2020, and tailor safety protocols and response.

Developed an intentional, comprehensive and relevant communication strategy by leveraging non-traditional means of communication such as Facebook Live broadcasts, YouTube videos, social media, TeleTown hall meetings, etc. along with traditional means of communication, to keep families, parents, and students, as well as the campus community updated in real-time to build trust and a culture of transparency regarding the university's pandemic response.

Colorado Mesa University, Grand Junction, CO

Vice President for Student Services

2008-2020

Primary advisor to the University President for issues related to the delivery of student services. Collaborated with the Board of Trustees, President and respective vice presidents in effectively establishing and meeting the role, mission, and goals of the University. Responsible for the overall direction, leadership and evaluation of the following areas: the University Center, Financial Aid (joint oversight with the CFO), Housing and Residence Life, International Student Programs, Integrated Resources for Information and Solutions (IRIS "One Stop" and Academic Advising), Diversity, Advocacy & Health and the Student Wellness Center, Student Life and the Outdoor Program, Campus Safety and Police, and student conduct. Past areas of responsibility include Campus Recreation (2008-2014), as well as Registrar and Records (2008-2014).

Fourteen years' experience as a member of the university's senior leadership team, participating in the development and implementation of key university growth and development initiatives.

Enrollment Management, Methods & Strategies

Led enrollment management efforts that resulted in an overall 37% growth in student headcount enrollment from fall 2009 thru fall 2018 (from 2011-2014 Admission Office reported to a different supervisor); a 241% growth in students of color (Underrepresented Minority) headcount enrollments from 2009-2018; out-of-state headcount enrollments increased by 207% and a four-fold increase in international student enrollments between 2009-2018.

Supported and led the modernization of Admissions CRM software utilization and the build-out of streamlined and responsive communication, engagement, and onboarding plans of new students.

Modernized the Admissions Outreach center from a traditional call center to a social media and text message outreach center, leveraging student-utilized technologies to reach prospects.

Implemented student success and college-transition education curriculum into the onboarding process for new students, to include mental health promotion and suicide prevention; substance abuse awareness and prevention; inclusion efforts and respectful engagement with fellow students, and; sexual assault prevention and bystander intervention.

Collaborated with Management Team, enrollment management team and Admissions counselors for annual goal-setting and comprehensive recruitment strategy.

Directed the design and implementation of a new automated admissions process, incorporating immediate prospective student admit notifications via e-mail, tuition classification status, as well as merit scholarship information into one single admission notification, electronically and hard copy, eliminating late and/or conflicting notifications caused by manual processes.

Prioritized recruitment strategies to include leveraging CMU's unique academic Career Ladder options (i.e., "stackable" credentials, such as a certificate, associates, bachelors, etc.).

Budget, Finance & Business Acumen

Managed university business unit (Auxiliary) revenue margins well above industry standards, allowing pledged revenues to exceed 224% of annual debt service obligation and dropping several million dollars annually to the bottom line to support academic and other university priorities.

Responsible for building, meeting and monitoring a \$24 million annual budget for Student Services division, including education and general funding (E&G), Auxiliary, and student fee-funded units.

Collaborated with the President and Management Team to build the \$134 million annual budget, and have done the same for the past 14 years.

Co-labored with the University President and Management Team in collectively increasing total operating revenues from \$56M to \$134M over 14 years and substantially increased overall university unrestricted cash and investments in excess of 400% since 2012.

Zero audit findings across approximately 5,500 procurement, travel, and other related financial transactions annually.

Led a multi-unit campus team to analyze an accounts receivable problem and, over a period of four years (fall-to-fall), reduced student accounts receivable by half in gross dollars while reducing the headcount number of delinquent student accounts by four-fold.

Supported multiple Moody's credit rating visits and rating analyses, resulting in a A2 (stable) rating for the University, saving millions of dollars in interest rates.

Managed administrative overhead and operating expenses to keep tuition and fees third lowest in Colorado.

Worked with the Associated Student Government (ASG) through their biennial fee allocation process to keep student fees the lowest of any Colorado university.

Assisted in the initiation, planning, and execution of new-build and renovation construction projects, including:

- seven (7) new/renovated residence halls (Lucero Hall, Bunting Hall, Orchard Ave Apartments, Garfield Hall, Pinon Hall, Wingate Hall, and the new Student Apartment Hall opening fall, 2020);
- the University Center;
- the Maverick Center and Hamilton Recreation Center;

- the Student Wellness Center;
- Houston Hall;
- Tomlinson Library;
- Maverick Pavilion;
- Hotel Maverick, and;
- Escalante Hall.

Worked with owners' representatives, CMGC's, Architects, and university team to develop operating pro formas, business plans, needs assessments, maintenance plans, and the like for new campus facilities.

Supported effort to assess and ultimately implement campus-wide energy audit (Performance Contract), resulting in annual savings of hundreds of thousands of dollars in foregone energy expenses.

Participated in the implementation of a ground source heat exchange energy power plant, allowing substantial reduction in natural gas use.

Led the deployment of high-performance building standards--the Green Globes Initiative--saving the University thousands of dollars while maximizing sustainable building practices.

Identified revenue generating opportunities such as structuring residence halls with storefronts.

Student-Centered Support, Retention & Graduation

Collaborated with all campus partners to improve fall-over-fall retention rates from 63% to 75%, a 12-point increase between AY09 – AY19.

Collaborated with all campus partners to improve graduation rates from 31% to 44%, a 13-point increase over the past decade.

Post Virginia Tech tragedy (2007), developed a Students of Concern and Behavioral Threat Assessment Committee consisting of a cross-section of faculty and campus officials who met weekly to discuss students who have displayed behaviors that may lead to harm to self or others. Collaborated with members of the faculty, Academic Affairs, Athletics, Residence Life, WCCC, campus police, mental health professionals, and others.

Led the creation of a new Student Wellness Center program structure, bringing both physical and behavioral health under one roof resulting in better, more coordinated care for students at a lower unit cost to the university.

Created the Student Mentor Program (now part of the Office of Student Support and Engagement) to support low-income and first-generation students.

Co-chaired a campus working group on student well-being, focusing on strategies to revamp campus support services and programs.

Implemented the design and launch of a Student Wellness Center, clustering the student health clinic and behavioral health services under one roof, with integrated reception area, while adding additional services and revenue streams.

Collaborated with the Office of Academic Affairs and Office of Sponsored Programs to pursue and secure a Federal TRIO grant to offer additional support services for first-generation students to assist them in achieving their academic potential. The United States Department of Education funds Colorado Mesa University's TRIO SSS Regular 99% at \$1,309,440, Non federal funding from CMU, at 1% at \$3,300.

Partnered with Educational Access Services (disability services) and collaborated with faculty and staff members to ensure academic accommodations for extraordinary cases, and high-need students with disabilities.

Faculty Engagement and Collaboration

Collaborated with Psychology faculty to identify, design, and implement a sexual assault prevention assessment and programming for young men at CMU (in-progress).

Initiated a Campus Inclusion Working Group with key faculty members from History, Business, Psychology, and other disciplines to assess and proactively address issues facing vulnerable populations, those identifying as LGBTQ, and people of color (2015-2021).

Worked alongside faculty to deliver campus-wide trainings for staff and faculty addressing campus inclusion, campus safety, and sexual harassment prevention.

Led faculty workshop as part of faculty professional development (“Behavior and Boundaries” August, 2019).

Delivered new faculty orientation session trainings regarding Student Services.

Faculty Colloquium Presenter (“The Challenges Facing a Political and Economic Union of Europe” September, 2012).

Co-Presenter: Parent/Student Success Seminar, Parents’ Weekend, 2010-2020.

Designed a faculty-led Communicable Disease and Pandemic Response Plan, 2009.

Collaborated with Health Sciences Department Head for campus preparation and education regarding H1N1 “Swine Flu” of 2009.

Growing a Respectful Culture of Diversity & Inclusion

Initiated and led campus-wide training and education seminar with the Anti-Defamation League - Mountain States (“A World of Difference”).

Supported and participated in annual Holocaust Awareness Week on campus.

Co-developed and initiated an inclusive approach to student and staff conflict resolution regarding difficult cultural, racial, and sexual topics (“Let’s Talk About It”), as endorsed by internationally recognized civil rights consulting group The Equity Project.

Teamed up with LGBTQ advocacy and education organizations *One Colorado* and *You Can Play* to lead campus-wide education and awareness “Safe Zone” training, and convening of all student-athletes in an LGBTQ inclusion awareness participatory seminar.

Initiated campus climate surveys to identify strengths and areas for improvement in the support of vulnerable student populations, to include assessing sexual violence incidence and prevalence, LGBTQ student attitudes, and the experiences of students of color. Developed corresponding student-support programming as a result of these findings.

Initiated and co-authored with trustees a unanimously-approved Board of Trustees resolution “Concerning Expectations Regarding Safety, Violence, Intimidation, Abuse and Discrimination at Colorado Mesa University”, 2012, 2017.

Supported the development and deployment of Green Zone training workshop, collaborating with faculty and staff in the education and awareness of support for student veterans of the armed services.

Personally mentored hundreds of first-generation, low-income, and students of color to provide financial counsel, personal growth, academic direction, and future-focused planning.

Engaging Internal & External University Stakeholders

Deep knowledge of and experience with the legislative process, advocating priorities, testifying, and representing the University at the Colorado General Assembly, the Joint Budget Committee, House/Senate Education Committees, the Capital Development Committee, and with other Colorado institutions of higher education.

Experience representing the institution and problem-solving with the Colorado Commission on Higher Education, the Governor’s Office, congressional offices and committees.

Committee member in problem-solving difficult statewide challenge CCHE Admissions and Transfer Review Task Force, rewriting the admissions standards for all universities in Colorado.

In partnership with student leaders, attracted national leaders, elected officials and organizations to campus for lectures, debates and facilitating civil discourse.

Served as community host and ambassador representing CMU with economic development prospects, VIP guests, elected officials and organizations like the Greater Grand Junction Area Chamber of Commerce, Club 20, the Colorado Forum, etc.

Convened an interfaith council of clergy and spiritual leaders to provide spiritual support for students, leading to the eventual construction of The Center for Reflection.

Highly Visible University Ambassador & Advocate

Skilled spokesperson on a range of institutional issues, to include promoting the University, crisis response in dealing with bias incidents, sexual assaults, student suicides and deaths, as well as highlighting new academic programs, student support initiatives, town-gown successes, and related matters.

Represented the University in the President's absence at statewide university CEO meetings, and CCHE convenings;

Surrogate at President's Meetings of the NCAA and Rocky Mountain Athletic Conference (RMAC).

Initiated and authored campus free speech policies; worked with the state Office of the Attorney General and the U.S. House of Representatives Judiciary Committee to refine and address policymakers' questions regarding campus policies and protocols.

University representative and advocate during annual Colorado Capital Conference in Washington, D.C. with congressional offices, Colorado business and civic leaders and students from various Colorado institutions of higher education.

University ambassador for commencement pinning at Civico Colorado Governors' Fellows program.

Fundraising: Generation of Private & Public Resources

Experienced in successful fundraising with major gifts, development of key individual donors, capital campaign execution, alumni relations and external foundation relations.

Initiated and led the development of a suicide prevention protocol for campus personnel. Worked with faculty and mental health professionals to develop suicide awareness and prevention training and led the submission of a successful three-year \$306,000 SAMHSA grant in conjunction with Office of Sponsored Programs.

Supported the creation of a student-led Peer Educator Program to educate students about mental health, substance abuse, and healthy relationships.

Co-authored a successful Colorado Health Foundation Grant of \$250,000 for behavioral health support and Student Wellness Center capital renovations.

Assisted in the development and growth of major private scholarship funds provided directly to students, increasing funds from approximately \$75,000 annually to \$1.2 million annually over the past seven years.

Community College, Career/Technical Education & Workforce Development

Facilitated and recruited regional manufacturing leaders through Colorado Advanced Manufacturers Association to serve on the Grand Valley BOCES Board representing next generation of manufacturing workforce needs.

Worked with District 51 and CMU Management Team to design, fund, implement and assess a Career & College Advisor program, placing a university-funded career advisor in each of the four area high schools.

Partnered with a local private corporation to develop land and facility acquisition to expand WCCC technical program space, to include contract negotiation and facility planning.

Developed strategic recommendations adopted by District 51 superintendent and School Board to improve access and remove barriers to concurrent enrollment programs across every high school in the Grand Valley.

Initiated strategic discussions with the Colorado Department of Education and positioned WCCC as a conduit for increasing community-wide higher education attainment rates utilizing the community college as a linkage between high schools and university enrollment with PTECH courses and concurrent enrollment.

Long-term donor cultivation efforts resulted in significant investments from the Sturm Family Foundation enabling expansion of different learning modalities for rural communities including Sturm ANB Bank Mobile Learning Mechatronics Lab. Contributions also added flexibility in course schedules and expanded online learning options.

Provided support for creating and sustaining Community Education Center of WCCC to serve needs of regional businesses customizing training courses tailored to fit the needs of specific industry.

Technology & Modernization

Led respective functional units in the initiation, RFP and contracting process, upgrade/acquisition and implementation of the following functions/systems:

- Automated electronic financial aid awarding (Banner Self Service);
- DegreeWorks interactive student degree progress monitoring software;
- The build-out and full implementation of Ellucian's Recruit (Admissions recruiting CRM software);
- Maxient student conduct and case management software;
- ReGroup emergency notification software;
- Heartland/Touchnet campus MAVcard software/system.

Shared Governance, Accreditation & Regulatory Experience

Member of the steering committee for the Colorado Mesa University Self Study and Reaffirmation of Accreditation with the Higher Learning Commission (HLC), 2011-2013.

Member of the steering committee for the Colorado Mesa University Assurance Review with the Higher Learning Commission (HLC), 2015-2017.

Member of the 2010 CMU Strategic Planning Committee; member of the 2015 CMU Strategic Planning discussion groups.

Member of the faculty/VPAA-led campus Working Group to Improve Student Academic Success (WGISAS), 2011, 2015.

Developed and led Student Learning Outcomes (SLO's) and developed annual student learning assessments for the entire Student Services division, with faculty input.

Met and worked with numerous site visiting teams from various accrediting bodies, both programmatic and institutional, such as ABET, AAPL, CCNE, ACEN, and others.

Title IX and Sexual Misconduct Prevention

Initiated and worked in cooperation with the Office of Institutional Research to deploy multiple campus climate surveys, as well as multiple sexual violence prevention assessments and surveys.

Led and partnered with RTI International to include CMU as one of nine HEI's nationally to perform a federal Bureau of Justice Statistics/Office of Violence Against Women survey to assess sexual assault prevalence and incidence on campus.

Led the deployment of *Respect and Consent*, an online student training for sexual violence prevention and bystander intervention.

Initiated and developed a campus Sexual Assault Response Team (SART), including policy development, protocols, training, and staffing to ensure a student-centered approach to prevention and response to sexual misconduct. Helped to recruit a dozen campus volunteers to serve as first responders for students in crisis, and as advocates for students during the Title IX investigation and adjudication process.

Worked with community law enforcement agencies, hospitals, and nonprofit organizations to develop a community Sexual Assault Response Team and raised funds for a part-time community SANE nurse coordinator.

Initiated and developed a campus-located young adult forensic exam room, as well as a streamlined protocol for recruiting, training, and supporting SANE nurses in the Grand Valley to ensure CMU students are able to quickly and effectively receive a forensic examination regardless of where an assault takes place or where a student resides in the community.

Worked to revamp and rewrite Student Code of Conduct annually in conjunction with the Attorney General's office, balancing state and federal guidance with rights of victims, the accused, and campus culture and policies.

Experience in successfully negotiating multiple student issues with the federal Department of Education Office for Civil Rights (OCR).

Responsible for federal compliance and oversight of Clery Act, Title IX, VAWA/Campus SaVE Act and other pertinent federal laws and regulations affecting student access, support and safety.

Campus Safety and Crisis Management

Serve as University President's designee with primary responsibility for the departments and functions that enforce safety and security policies and regulations, conduct awareness programs and training, and provide direct services to departments and individuals.

Reinvigorated and managed the unique partnership with Grand Junction Police Department to provide campus safety coverage and community policing model to campus. This contractual arrangement results in a 30% savings to the university as opposed to operating in house campus security.

Responsible for the development and refinement of the Campus Emergency Action Plan. Worked in tandem with the Grand Junction Police Department and the FBI to incorporate national best practices,

and ensure pre-planning activities and knowledge transfer between campus safety officials and law enforcement agencies.

Trained in Incident Command System (ICS), Crisis Leadership, and mass casualty incident response protocols.

In consultation with local law enforcement and faculty members, facilitated mass violence prevention/active threat response in partnership with content expert Nicoletti-Flater Associates.

Implemented and responsible as primary university official deploying emergency mass notification system on campus in conjunction with law enforcement agencies.

Responsible for the oversight and assurance of ongoing training for campus departments and personnel in response to a critical incident.

Served as primary campus official coordinating with medical and law enforcement personnel responding to and supporting families in the immediate aftermath of student deaths, to include accidents and completed suicides.

Developed and maintained strong partnership with local, state and federal law enforcement agencies to ensure campus safety and coordinated responses to student and campus incidents.

Co-authored, from research and concept to implementation, the CMU Campus Safety Officer program. In collaboration with the Grand Junction Police Department, the University has supplemented sworn law enforcement officer resources by hiring additional auxiliary safety personnel specifically trained to meet the needs of the campus while maintaining the most rigorous standards of training and professionalism, and also achieving budget savings. The program is in its successful fifth year.

Diverse & First-Generation Student Affordability & Financial Aid

Mission-driven design of institutional financial aid, private scholarships, and state and federal aid packaging to lift up and support families of color, first-generation and low-income students.

Collaborated and partnered with external foundations and scholarship programs such as the Guardian Scholars, The Daniels Fund, Denver Scholarship Fund, The Reisher Scholarship, and the Colorado Health Foundation, among others.

Coordinated with nonprofits and local government agencies the matriculation of local foster-care youth, access to housing, food security, and related resources for highest need students.

Developed a foster youth housing scholarship protocol.

Revamped Financial Aid office processes from manual paper processing and paper-delivery awarding and acceptance to a high-tech automated, real-time, online aid award offer and acceptance in 2009-10.

Oversaw the transition to Direct Federal Lending (away from private lenders) and the management of the new Cohort Default Rate rules and responses.

Led the development and implementation of the CMU/Home Loan State Bank Hardship Grant program to provide micro grants for unforeseen life circumstances that threaten to force a student to stop out; chair of selection committee.

Developed and implemented institutional campus work program (“Mav Works”) to provide middle-income students with more aid opportunities and campus jobs, resulting in an institutional investment twice that of the federal Work Study program on campus.

Addressed food insecurity by launching a student food pantry (“The Pantry”).

Personnel and HR

Led, supervised, and mentored dozens of employee team members, both directly and indirectly, and hundreds of student employees annually from 2008-present.

Responsible for overall staffing patterns, hiring, promotions, and talent development across the Student Services division.

Completed several key internal promotions and external hires including building a diverse and strong Student Services Directors team and chairing search committees for executive leadership positions including multiple vice presidential national searches.

Initiated and supported human resources team members in updating hiring procedures to better allow for recruitment and retention of women and traditionally underrepresented professionals.

Supported HR director and co-facilitated training and education in the prevention of workplace sexual harassment and workplace discrimination.

Colorado Mesa University, Grand Junction, CO

Director of Development

2007-2008

Primary advisor to the University President for the management of a new advertising and marketing campaign, including student opinion assessment and addressing diverse student body populations such as traditional and non-traditional aged, as well as demographically and geographically diverse prospective students.

Fundraising: Generation of Private & Public Resources

Significantly increased overall fundraising results for the College. As of fiscal year end, 2008, year-to-date fundraising totals stood at a (then) record-breaking \$5.6 million—a 171% increase over the same period of time for the previous year.

Organized, executed and achieved a successful \$6 million capital campaign (\$4.7 million committed in 8 months) to begin the expansion and renovation of Saunders Field House, Health Sciences Center, Hamilton Recreation Center and El Pomar Natatorium.

Grew the overall number of annual donors to the College from 1,703 in 2006-2007 to 3,371 in 2007-2008—a 197% increase.

Secured 10 gift commitments of \$100,000 or more, including the school’s first \$1,000,000 commitment.

Successfully secured private resources in excess of \$200,000 to establish the Energy Management/Landman program within the CMU Business Department.

Responsible for the oversight and management of the offices of Alumni Relations, Media Relations, and Marketing and Publications, as well as the Mesa State College Foundation, including management of respective budgets.

Successfully reorganized office staffing patterns to increase fundraising and productivity.

Organized and executed a multi-pronged alumni/donor data acquisition and cleanup of the Alumni/Foundation database, increasing reliable and verified records by nearly 20%.

Successfully procured a professional marketing firm and launched a new advertising and marketing campaign (“The New Mesa State”) to recruit and retain high quality students, ultimately aiding in a 3% overall increase in enrollment over the prior year.

Instituted new TeleTown Hall alumni outreach, successfully reaching tens of thousands of alumni nationwide at approximately 80% cost savings over traditional mailings.

Successfully coordinated two separate alumni fundraising appeals with the CMU Alumni Association, including an unprecedented \$500,000 raised from alumni for the Saunders Capital Campaign.

Colorado Mesa University, Grand Junction, CO

Teaching Experience, Instructor of Political Science

2008-2020

Developed syllabi, curricula and assessments to meet Student Learning Outcomes, met with students for additional outside-the-classroom instruction, and graded all written work, including exam and written essay assignments for Political Science 101 (American Government) course.

Team taught (co-instructed) COVID-19 leadership seminar (KINE 396) *Leaning In: Leadership in the Time of a Pandemic*, taking students through a survey of different aspects to leadership; guest lecturers included medical doctors, epidemiologists, mental health professionals, researchers, nonprofit leaders, and the Governor of Colorado.

Taught and led POLS 396: *Campaigns* course during presidential campaign cycle, fall 2020.

Team taught (co-instructed) with the Business Department Head a senior-level topics course (ECON 496: Economics and Public Policy) delivered in fall 2010. Led a section of 15 junior/senior-level students through the multi-disciplinary exploration and intersection of political policymaking with economic management and finance.

Team taught (co-instructed) Freshmen Year Initiative (UNIV 101) course designed to give students a better understanding of the skills needed to be successful in college including study skills, test-taking strategies, and time management techniques. Helped students familiarize themselves with campus and the many resources available to help them reach academic and professional goals.

Guest Lecturer of Public Policy: Social Work SOWK 460 Social Welfare Policy. *“Bringing Together the J. Kingdon Multiple Streams Framework for Public Policy.” 2016-2021.*

Beauprez for Governor Committee, Denver, CO
Campaign Manager

2005-2006

Responsible for the overall execution of a statewide campaign, including personnel management, budget oversight, fundraising, communications and message development, earned and paid media, grassroots organization, and policy development. Primary liaison to various interest groups, such as families of the developmentally disabled, Latino business coalition, urban faith-based choice in education, healthcare professionals advocacy group, and business development interests, among many others. Worked closely with the campaign legal team to develop strategies and responses to administrative, civil, and other legal issues that arose during the campaign. Responsible for interpreting complex geo-political voter attitudes and trends (usually in the form of voter opinion surveys and polling data) with respect to policy issues as well as quantitative measures of challenges and success.

Managed and led a team of 30 paid staff, 25 student interns, and hundreds of volunteers.

Developed aggressive campaign fundraising budget and successfully fundraised approximately \$4 million through strategic donor cultivation and grassroots efforts.

Developed the campaign strategic communications plan, as well as serving in the day-to-day role as chief spokesperson to statewide and national media outlets.

Negotiated and managed multiple communications contracts (television, direct mail, etc.), as well as administrative contracts such as payroll, health insurance, and legal counsel.

Developed a comprehensive advisory organization comprised of numerous policy committees which advised and developed state policy proposals.

Successfully managed a Primary Election petition signature dispute in Denver District Court, overseeing legal and communications strategy throughout the two-week hearing.

Organized ground operations in all 64 counties, including the development of success metrics.

Oversight of an intern program for 25 students ranging in age from 16-22, including working with parents and teachers, and administering student assessment and disciplinary measures as necessary.

Walcher for Congress Committee, Grand Junction, CO
Campaign Manager

2004

Responsible for the overall execution of a nationally-targeted U.S. congressional campaign in a district that spanned 29 counties in Western and Southern Colorado. Press spokesperson to media outlets and policy liaison to government and business organizations. Primary liaison with special interest groups and industry trade associations. Worked closely with the national congressional committee to integrate a communications plan that met both local and national strategic imperatives.

Organized a successful nominating convention win with hundreds of delegates across 29-county district.

Managed multiple vendor contracts and was responsible for a campaign budget of \$1.6 million.

Developed and implemented strategic communications plan, including direct mail, television, radio, and earned media strategies.

Responsible for oversight of a provisional ballot count in 29 counties after an approximately 200-vote win margin in the Primary Election.

Directly managed a staff of 12 people.

Colorado Governor Bill Owens, Denver, CO
Senior Policy Advisor to the Governor

2004-2005

Primary advisor to the Governor on bipartisan public policy within the fields of energy, natural resources, agriculture, and the environment. Member of Governor's senior staff during the 2005 legislative session, working collaboratively with senior staff and cabinet members to establish goals and strategies for Administration priorities, such as the crafting of a TABOR "timeout" (referenda C and D). Governor's primary liaison to state agencies within areas of responsibility.

Successfully worked with water stakeholders and local governments to pass "the most significant water legislation in a generation," according to the Denver Post—"Colorado Water for the 21st Century Act," Creation of the Inter-Basin Compact Committee.

Negotiated a very contentious bipartisan compromise on national forest management policy (Roadless Rule) in Colorado between the Governor, Legislature, industry, and environmental organizations.

Created and organized an intergovernmental working group to address administration priorities working with members of the legislature and state agencies.

Created partnerships and served as the Governor's primary energy and natural resources liaison to environmental organizations, trade associations, federal agencies, congressional offices, and the bipartisan Western Governors' Association.

Served as the state's appointed ambassador to the Low-Level Radioactive Waste Interstate Compact.

Colorado Department of Natural Resources, Denver, CO
Assistant Director for External and Intergovernmental Affairs **2001-2003**

Created working partnerships with multiple national and regional organizations, such as the bipartisan Western Governors' Association and the United States Congress, as well as environmental organizations, natural resources industry trade associations and business development groups. Primary staff director in charge of managing national professional organization of state natural resources cabinet secretaries (now-defunct Natural Resources Leadership Council of the States).

Served as the Department's spokesperson to state and national media outlets on natural resource issues such as mining, forestry, water, oil and gas, wildlife, and state parks. Responsible for all Department external communications, including press releases, annual reports, website content and development, and the like.

Organized three different national conferences for state natural resources cabinet secretaries to discuss and act on pertinent interstate conservation policy issues.

Provided testimony on the State's behalf at US congressional hearings on forestry and land management, aiding in the passage of bipartisan federal legislation that benefited Colorado.

Worked closely with the Colorado Oil and Gas Conservation Commission to promote better cooperation with local governments in the permitting process for gas wells.

Supported agency budget team in preparing budget books, analyses and presentations to the Office of State Planning and Budgeting (OSPB), as well as the Joint Budget Committee (JBC).

Provided direct advocacy and testimony to the Colorado General Assembly on behalf of Administration policy priorities.

Civic and Professional Involvement

Court Appointed Special Advocates (CASA) of Mesa County

Member, Board of Directors, 2018-Present

CASA of Mesa County's mission is to provide a voice in court for victims of child abuse and neglect in Mesa County.

Grand Junction, CO

Healthier Colorado

Member, Board of Directors, 2017-Present

Chair of the Board, 2019-Present

Healthier Colorado is a nonpartisan, nonprofit organization dedicated to raising the voices of Coloradans in the public policy process to improve the health of our state's residents.

Denver, CO

The Colorado Health Foundation

Member, COVID-19 Vaccine Confidence Advisory Committee (2020-2021)

Statewide committee assisting the state in public opinion research and action items to improve statewide utilization of a vaccine, especially among underserved populations.

Denver, CO

Advanced Investigator Training and Comprehensive Title IX Coordinator Training

July, 2016

Office of the Attorney General of Colorado

Grand Junction, CO

Crisis Leadership in Higher Education

March, 2016

Harvard Kennedy School

Proactive training and planning course to implement effective crisis management systems in advance of a critical event on campus.

Boston, MA

Mass Violence Response: Higher Education Training Workshop

July, 2015

Federal Bureau of Investigation (FBI)

Loveland, CO

DUID Toxicology of Marijuana & Practical Applications Training
July, 2014
Colorado District Attorneys Council
Grand Junction, CO

School Safety Working Group
Co-Chair, April 2013, March 2019
Mesa County Valley School District # 51
Parent/Community/District committee charged with reviewing safety practices and making recommendations for improvements.
Grand Junction, CO

Academic Calendar Assessment and Review Committee
Co-Chair, 2018-2019
Mesa County Valley School District # 51
Parent/Community/District committee charged with revamping and proposing a more responsive school calendar to address early release, early start times, and interrupted weeks. All final committee recommendations were adopted by the Board of Education.
Grand Junction, CO

United Way of Mesa County
Annual Fundraising Campaign Co-Chair, 2013-2015
Founded in 1959, United Way of Mesa County is a nonprofit organization that raises money from the community to fund programs that address community concerns. Campaign goal of raising \$1.1 Million.
Grand Junction, CO

The Grand Junction Area Chamber of Commerce
Member, Board of Directors, 2012-2015
With more than 1,300 members, the Grand Junction Area Chamber of Commerce is the largest and most effective business-building and networking organization. The Grand Junction Area Chamber of Commerce's mission is to represent business and promote a vision of economic growth.
Grand Junction, CO

German Marshall Fund of the United States
Marshall Memorial Fellow, 2012
Founded in 1982, the Marshall Memorial Fellowship (MMF) was created by the German Marshall Fund of the United States to introduce a new generation of European leaders to the United States. In 1999, GMF launched a companion program to expose future U.S. leaders to a changing and expanding Europe.
Washington, DC :: Berlin, Germany

Direct Measures International (Department of Homeland Security grant)
Terrorism First Responder Course: Tactical Training and Security Education
June, 2012
Montrose, CO

The Business Incubator Center
Member, Board of Directors, 2009-2011
The Business Incubator Center serves a mission to accelerate the successful development of businesses from start-up, through the growth stages, and on.
Grand Junction, CO

The Colorado Alliance of Research Libraries

Member, Board of Directors, 2009-2011

The Colorado Alliance of Research Libraries, commonly referred to as "the Alliance", is a consortium of ten institutions representing thirteen major libraries located in Colorado and Wyoming. Founded in 1974 to consider ways of sharing resources, the consortium continues working toward that objective.

Denver, CO

Education

Walden University, Minneapolis, MN

Ph.D. in Public Policy and Administration – (Not Completed; ABD)

Specialization: Public Policy & Administration

Dissertation topic: Comparative case study in policymaking efficacy of Colorado Governors

University of Colorado Denver, Denver, CO

Master of Public Administration [REDACTED]

Certificate: Environmental Policy, Management and Law

Thesis topic: "Finding a Better Way: Managing the Mountain Plover on the Pawnee National Grassland"

Pi Alpha Alpha

Colorado Mesa University, Grand Junction, CO

Bachelor of Arts [REDACTED]

Major: Political Science

Minor: History

Pi Sigma Alpha

References

Five professional references submitted separately, per CMU Search process guidance.