

## C. David Moon

### Education

Ph.D., Government	1986	University of Texas at Austin
M.A., Government	1983	University of Texas at Austin
B.A., Political Science	1979	Austin College

### Leadership Positions

2024-Present *Special Assistant to the Provost, Accreditation Liaison Officer, and Professor of Political Science Emeritus*

- Serve on the Faculty Executive Committee and as chair of the Faculty Assembly Committee on the Budget
- Serve on the University Budget Advisory Committee
- Policy Lead, Policy Development Committee for a Differentiated Workload Policy
- Policy Lead, Policy Development Committee for Professional Rights and Responsibilities Policy
- Serve as the campus Higher Learning Commission Accreditation Liaison Officer
- Lead Task Force on Credit for Prior Learning
- Work with Institutional Research, Enrollment Management, and Budget and Finance to deliver useful and timely data to academic units
- As an emeritus faculty member, serve on College of Public Service committees for the Reappointment, Promotion, and Tenure process as needed

2023-2024 *Director of the Compass Curriculum, Chair of the Department of Public Administration, Director of the Master of Public Administration, Accreditation Liaison Officer and Professor of Political Science, University of Colorado Springs*

- Serve on the Faculty Executive Committee and as chair of the Faculty Assembly Committee on the Budget
- Serve on the University Budget Advisory Committee
- Lead ongoing development of UCCS' campus wide general education program, the Compass Curriculum
- Serve on Council for Undergraduate Education
- Policy Lead, Policy Development Committee for a Differentiated Workload Policy
- Policy Lead, Policy Development Committee for Professional Rights and Responsibilities Policy
- Lead MPA faculty, oversee curriculum, schedule courses, admit and re-assign students to degrees and certificates

- Chair Public Administration Department meetings, serve on CPS Chairs and Directors Council, serve on MPA Advisory Committee, serve on Graduate Executive Committee
- Serve as the campus Higher Learning Commission Accreditation Liaison Officer

2022-2023 *Past President of UCCS Faculty Assembly, Director of the Compass Curriculum, Director of the Master of Public Administration (Chair of Department of Public Administration beginning 1/1/2023), Accreditation Liaison Officer and Professor of Political Science, University of Colorado Springs*

- Served on the Faculty Executive Committee and as chair of the Faculty Advisory Committee on the Budget
- Led ongoing development of UCCS' campus wide general education program, the Compass Curriculum
- Chaired Policy Development Committee for a Differentiated Workload Policy
- Chaired Policy Development Committee for Professional Rights and Responsibilities Policy
- Served on Search Committee for the Vice Chancellor for Enrollment Management
- Served on Search Committee for the Director of Institutional Research
- Served on Search Committee for Vice Chancellor for Administration and Finance
- Served on Council for Undergraduate Education
- Served on Enrollment Capacity Team
- Led MPA faculty, oversee curriculum, schedule courses, admit and re-assign students to degrees and certificates
- Chaired MPA Committee, serve on SPA Directors Council, serve on MPA Advisory Committee, serve on Graduate Executive Committee
- Served as the campus Higher Learning Commission Accreditation Liaison Officer

2021-2022 *President of UCCS Faculty Assembly, Director of the Compass Curriculum, Director of the Master of Public Administration, Accreditation Liaison Officer and Professor of Political Science, University of Colorado Springs*

- Undertook revitalizing faculty governance at UCCS by empowering the committees of the Faculty Assembly, creating a monthly focus on an issue of interest to the faculty, improving communication with the faculty, and consistently prompting senior campus administration to discuss pending decisions with the Faculty Executive Committee; recruited and nominated or appointed faculty assembly representatives to campus committees
- Chaired Faculty Executive Committee, chaired Faculty Assembly Committee on the Budget, represented Faculty Assembly on the Incident Management Team and the Academic Affairs Response Group, represented Faculty Assembly on Academic Council and met with the Deans' Council regularly, represented UCCS on System Faculty Council and the Faculty Council Executive Committee, met regularly with the Staff Council President and the Chancellor, met regularly with the Staff Council President and the President of the Student Government Association, organized monthly meeting of the four CU campus faculty assembly chairs
- Serve on the University Budget Advisory Committee

- Served on Search Committee for the Provost and executive Vice Chancellor for Academic Affairs
- Leading ongoing development of UCCS' campus wide general education program, the Compass Curriculum, with a focus on assessment, reauthorization of approved courses and increasing integration across colleges
- Serve on Council for Undergraduate Education
- Serve on Enrollment Capacity Team, which works to coordinate responses to general and localized enrollment growth
- Lead MPA faculty, oversee curriculum, schedule courses, admit and re-assign students to degrees and certificates
- Chair MPA Committee, serve on SPA Directors Council, serve on MPA Advisory Committee, serve on Graduate Executive Committee
- Serve as the campus Higher Learning Commission Accreditation Liaison Officer

2020-2021 *President-Elect of the UCCS Faculty Assembly, Director of the Compass Curriculum, Director of the Master of Public Administration, Accreditation Liaison Officer and Professor of Political Science, University of Colorado Springs*

- As president-elect, served on the Faculty Executive Committee, chaired the Faculty Assembly Committee on the Budget, substituted for the Faculty Assembly President as needed, organized the election of the Faculty Representative Assembly and its new officers and recruited candidates so that all positions were filled for 2021-22
- Serve on University Budget Advisory Committee
- Leading ongoing development of UCCS' campus wide general education program, the Compass Curriculum, with a focus on assessment, reauthorization of approved courses and increasing integration across colleges
- Serve on Council for Undergraduate Education
- Serve on the UCCS team working on the National Association of State Heads' Taking Student Success to Scale Initiative
- Serve on Enrollment Capacity Team, which works to coordinate responses to general and localized enrollment growth
- Lead MPA faculty, oversee curriculum, schedule courses, admit and re-assign students to degrees and certificates
- Chair MPA Committee, serve on SPA Directors Council, serve on MPA Advisory Committee, serve on Graduate Executive Committee
- Serve as the campus Higher Learning Commission Accreditation Liaison Officer

2019-2021 *Director of the Compass Curriculum, Director of the Master of Public Administration, Accreditation Liaison Officer and Professor of Political Science, University of Colorado Springs*

- Leading ongoing development of UCCS' campus wide general education program, the Compass Curriculum, with a focus on assessment, reauthorization of approved courses and increasing integration across colleges
- Serve on Council for Undergraduate Education

- Serve on the UCCS team working on the National Association of State Heads' Taking Student Success to Scale Initiative
- Serve on Enrollment Capacity Team, which works to coordinate responses to general and localized enrollment growth
- Lead MPA faculty, oversee curriculum, schedule courses, admit and re-assign students to degrees and certificates
- Chair MPA Committee, serve on SPA Directors Council, serve on MPA Advisory Committee, serve on Graduate Executive Committee
- Serve as the campus Higher Learning Commission Accreditation Liaison Officer

2018-2019 *Special Assistant to the Provost, Director of the Compass Curriculum and Professor of Political Science, University of Colorado Colorado Springs*

- Leading ongoing development of UCCS' campus wide general education program, the Compass Curriculum, with a focus on assessment, reauthorization of approved courses and increasing integration across colleges
- Serve on Council for Undergraduate Education
- Continuing work on technology-based initiatives in faculty activity reporting, assessment and student evaluation of teaching
- Serve as the campus Higher Learning Commission Accreditation Liaison Officer
- Continue to lead campus efforts toward the National Association of State Heads' Taking Student Success to Scale Initiative
- Serve on Enrollment Capacity Team, which works to coordinate responses to general and localized enrollment growth
- Serve on Academic Council

2017-2018 *Special Assistant to the Provost and Professor of Political Science, University of Colorado Colorado Springs*

- Leading the academic coordination of the rollout of ten different technology-based initiatives that have an impact on faculty or academic administrators in the colleges
- On behalf of the Faculty Assembly, led a faculty team to revise the Faculty Course Questionnaire, the instrument through which UCCS gathers student evaluations of teaching
- Serve as the campus Higher Learning Commission Accreditation Liaison Officer
- Continue to lead campus efforts toward the National Association of State Heads' Taking Success to Scale Initiative
- Represent Academic Affairs on the Enrollment Management Team and the Enrollment Capacity Team, which works to add course capacity where needed in response to general and localized enrollment growth
- Continue to serve on Academic Council

2014-2017 *Senior Associate Vice Chancellor for Undergraduate Education and Academic Planning and Professor of Political Science, University of Colorado Colorado*

*Springs*

- Led the highly successful implementation of UCCS' first campus wide general education program, the Compass Curriculum, working with the faculty director, other faculty and staff
- Led the institution of University Studies, a campus program devoted to increasing academic success and retention for first-time students at higher risk based on admission status, working across Academic Affairs and Student Success
- Led the development of student learning outcomes, campus goals and specific action plans for creating a more integrated, comprehensive and coherent approach to first year student success currently under consideration by the Chancellor's Leadership Team: Arose from leading a team from Academic Affairs, Student Success and Administration and Finance (housing) to the Evergreen College annual summer institute; Piloting multiple learning communities
- Served as the campus Higher Learning Commission Accreditation Liaison Officer and as internal consultant and Criterion Four author for UCCS' successful (all criteria met without concerns) November 2016 reaccreditation visit
- Led and supported the campus Assessment Director's successful implementation of changes to program assessment that resulted in all academic programs achieving a viable assessment plan; judged by the Higher Learning Commission visiting team to have met HLC criteria without concerns; With support from governance bodies, we are now implementing a plan to extend and capitalize on this success
- Created and chaired the Council on Undergraduate Education, UCCS' new governance body for campus wide academic programs
- Led and supported the Gateway Program Seminar, UCCS' first year seminar, through successfully becoming a required course as part of the Compass Curriculum, becoming the primary focus of University Studies, and a transition in faculty directors
- Led and supported the faculty director of the Faculty Resource Center in successfully providing, in coordination with educational technologists in the colleges, support to faculty in implementing online undergraduate courses, based on the Quality Matters program; Currently working to make the FRC a convener to coordinate and expand the large variety of faculty development opportunities on campus for teaching more generally
- Led and supported the director of Writing Across the Curriculum and the Writing Portfolio in implementing the Compass Curriculum's writing intensive requirements and shifting the Portfolio to become a broader assessment instrument
- Led and supported the campus wide Honors Program through a transition in faculty directors and a major shift in focus
- Led and supported the transition of the faculty-led Academic Program Review process to a new faculty chair
- At the provost's direction, analyzed the relationship between instructional productivity and faculty resources for all 24 academic departments
- Worked with a multi-campus team to win approval for a proposal for a three campus three year interdisciplinary online degree; Currently, we are working with a larger group of faculty on design and implementation
- Continued to chair the Associate Deans' Council, which serves to address cross-college issues as an auxiliary to Deans' Council

- Served on the Chancellor's Strategy Team and continued to serve on Academic Council
- Represented Academic Affairs to Faculty Assembly Executive Committee, Campus Compliance Committee, Enrollment Management Team, and others

2013-2014 *Vice Provost and Associate Vice Chancellor for Academic Affairs and Professor of Political Science, University of Colorado Colorado Springs*

- Actively supported incoming provost's transition into office
- Resumed previous duties from 2012
- Led the Office of International Affairs through the dismissal of its founding director; Worked with campus leadership to define the future direction of the office
- Assigned to work directly with the College of Education on continuing administrative issues and reaccreditation
- Developed and implemented re-organization of campus assessment processes
- Worked closely with the General Education Implementation Planning Committee; Led and supported the new faculty director in preparing to launch the Compass Curriculum
- Achieved approval for campus wide governance for undergraduate education programs that do not fall under a single college, including the Compass Curriculum
- As a member of the Campus Online Task Force, worked to smooth creation of new undergraduate online programs
- Continued to serve on Deans' Council

2012-2013 *Interim Provost and Executive Vice Chancellor for Academic Affairs and Professor of Political Science, University of Colorado Colorado Springs*

- Worked directly with individual academic deans on college and campus issues as supervisor
- Worked with the Colorado Springs Associate Dean of the School of Public Affairs, the Dean (located and reporting at CU Denver) and the UCCS chancellor to separate the UCCS School of Public Affairs from Denver
- Chaired Deans Council
- Served on Chancellor's Leadership Team
- Led and supported three associate vice chancellors, two of whom were managing functions I had previously held
- Commissioned an associate vice chancellor to conduct a de novo review of campus assessment processes
- Worked with the Colorado Department of Higher Education to avoid conflict around the new Compass Curriculum's compliance with the statewide gtPathways initiative
- Managed multiple cases of student complaints and faculty issues, including one faculty sanction for research misconduct

2006-2012 *Senior Associate Vice Chancellor for Academic Affairs and Enrollment Management and Professor of Political Science, University of Colorado at Colorado Springs*

- Served as the Academic Affairs representative on the campus General Education Planning Committee, working closely with the faculty chairs, to develop the first campus

wide general education program, based on the campus general education goals and incorporating seven high-impact practices into the campus requirements for all graduates

- Led a campus wide effort to re-examine all institutional processes that impacted enrollment, resulting in a strategic enrollment management plan that guided UCCS' success in growing enrollment at a critical juncture in the campus' history; Served as campus champion of recommended changes; Co-chaired search committee that brought a new vice chancellor to campus to implement the plan; Represented academic affairs on campus enrollment management bodies
- As UCCS' Higher Learning Commission Accreditation Liaison Officer, led UCCS' successful (no follow-up reporting required) fall 2006 HLC reaccreditation visit
- Served on the Campus Online Task Force to plan and facilitate the launch of fully online undergraduate degree programs
- Served on Academic Council, Deans' Council, and Chancellor's Leadership Team
- Chaired the Student Achievement Assessment Committee and led and supported the work of the campus Assessment Coordinator
- Chaired the Academic Planning Committee, which reviewed and made recommendations on the approval of all new degree programs
- Chaired the Extended Studies Council, Led and supported the Director of Extended Studies, and led a re-organization of campus wide extended studies
- Worked with the provost to analyze and prioritize academic affairs budget initiatives arising from the colleges and other units for presentation to campus leadership
- Led and supported the director of the Bachelor of Innovation family of degrees as she expanded the approved majors from the colleges of business and engineering into education and arts & sciences
- Led and supported the faculty director of the Freshman Seminar program through a period of rapid growth and improvement
- Worked with the faculty chair of the Academic Program Review Panel to re-orient the academic program review process to clarify its goals and make it more useful to departments
- Led the Faculty Records Office
- Organized and led New Faculty Orientation
- Co-chaired the Strategic Planning Subgroup on Enrollment Management
- Led and supported the Office of Institutional Research through a transition in directors
- Led the initiation of a campus wide Honors Program; Recruited, led and supported the faculty director in its successful launch and expansion

2000-2006 *Associate Vice Chancellor for Academic Affairs and Associate Professor of Political Science, University of Colorado at Colorado Springs*

- As UCCS' Higher Learning Commission Accreditation Liaison Officer, successfully led the preparations for UCCS' fall 2006 HLC reaccreditation visit, including chairing the self-study and serving as its' editor
- Chaired the Student Achievement Assessment Committee and Led the assessment coordinator

- Chaired the Academic Planning Committee, which reviewed new degree program proposals and made prioritization recommendations to the provost regarding proposals for new tenure-track faculty positions
- Organized and submitted the compiled budget requests of Academic Affairs units
- Organized and led New Faculty Orientation
- Served on Deans' Council
- Led and supported the Director of Institutional Research
- Led the Faculty Records Office
- Chaired the Extended Studies Review Team, which re-instated a campus wide extended studies operation, which I then Led
- Chaired Campus Curriculum Advisory Committee
- Coordinated and edited the interim report and focused visit for the Higher Learning Commission required follow-up on sources and uses of funds, assessment and graduate education from the 1997 reaffirmation visit

1997-2000 *Assistant Vice Chancellor for Academic Affairs, and Associate Professor and Chair of the Department of Political Science, University of Colorado at Colorado Springs*

- Co-chaired Campus Total Learning Environment Implementation Team, charged with creating UCCS' instance of the CU system wide strategic plan
- Chaired the Core Curriculum Committee, which resulted in the adoption of a campus wide set of learning outcomes, but not a common set of requirements across the colleges
- Served on College of Letters, Arts and Sciences Dean's Review Committee (reappointment, promotion and tenure)
- Served on Deans' Council
- Represented Academic Affairs on campus, at the CU System and in the community in a variety of roles

1996-1997 *Interim Director, Graduate School of Public Affairs, and Associate Professor and Chair of the Department of Political Science, University of Colorado at Colorado Springs*

- Chaired the University Budget Advisory Committee
- Served on the Faculty Assembly Budget Committee
- Served on CU Faculty Council Budget Committee
- Served on the University Planning Team
- Served on College of Letters, Arts and Sciences Chairs and Directors Council
- Led the School of Public Affairs through a faculty-driven transition from stand-alone status to joining the system wide SPA headquartered at CU's Denver campus

1994-1996 *Associate Professor and Chair of the Department of Political Science, University of Colorado at Colorado Springs*

- Led the Department of Political Science Academic Program Review
- Served on and chaired the University Budget Advisory Committee
- Served on College of Letters, Arts and Sciences Chairs and Directors Council
- Served on the Faculty Assembly Budget Committee



- Served on CU Faculty Council Budget Committee
- Served on the University Planning Team

### **Other Academic Positions**

- 1992-1994      Assistant Professor of Political Science, University of Colorado at Colorado Springs
- 1986-1992      Assistant Professor of Political Science, University of Miami

### **Awards**

- Committee on Research and Creative Work grant, University of Colorado at Colorado Springs, 1995.
- *Professor of the Year 1992*, presented by the Panhellenic Council, University of Miami, 1992.
- James W. MacLamore Summer Award in Business and the Social Sciences, University of Miami, 1992.
- School of Business Administration Alumni Association Award for Excellence in Teaching, University of Miami, 1989.
- Corporate Affiliates Summer Research Grant, University of Miami School of Business Administration, 1989.
- Max Orovitz Summer Award in Business and the Social Sciences, University of Miami, 1988.
- Corporate Affiliates Summer Research Grant, University of Miami School of Business Administration, 1987.
- University Fellow, University of Texas at Austin, 1985-86.
- Austin Scholar, Austin College, 1975-1979.
- National Merit Scholar, Austin College, 1975.

### **Consulting**

- Front Range Community College, HLC mock visit reviewer, 2017
- Adams State University, HLC Assurance Argument and Federal Compliance Review reviewer, 2016-2017

- Colorado Springs Gazette, public opinion survey, 1997.
- Colorado College, Office of Reunion Giving, program evaluation, 1995.
- Dade County Public Schools, School Board Attorney's Office, 1991-1994.
- Metropolitan Dade County Government, County Attorney's Office, 1988-1993.

### **Review Service**

- Past reviewer for *American Journal of Political Science*, *Journal of Politics*, *Political Research Quarterly*, *American Politics Quarterly*, *Political Behavior*, *Southeastern Political Review*, *Political Chronicle*
- Member of the Peer Review Corps of the Higher Learning Commission, 2004-
- Member of the Institutional Actions Council of the Higher Learning Commission, 2011-
- Part of a group of experienced Accreditation Liaison Officers who advised and collaborated with the Higher Learning Commission in creating training for new ALOs, 2018-

### **Community Service**

- Colorado Alliance of Research Libraries Board of Directors, 2015-18
- *Kids Voting Colorado Springs*, Chair of Steering Committee, 2001-3; Chair of Election Day Logistics, 1998-2001; Member of Steering Committee, 1996-98.
- Sustainable Economy Task Force, City of Colorado Springs, 1999.
- Workforce Development Initiative, Subcommittee on Data, 1998.

### **Publications**

#### ***Refereed Journal Articles***

- "A Tale of Three Variables: Exploring the Impact of Alternative Measures of Presidential Approval on Congressional Voting." With Daniel E. Ponder. Forthcoming in *Congress and the Presidency* 32: 157-69 (Autumn 2006).

- “Social Capital and Governmental Performance.” With John C. Pierce and Nicholas P. Lovrich. *Public Performance and Management Review* 25: 381-97 (June 2002).
- “The Impact of Information Differences on Voter Choices in Congressional Elections.” *Political Chronicle* 12: 18-32 (Spring 2000).
- “Casework, Issue Positions, and Voting in Congressional Elections: A District Analysis.” With George Serra. *Journal of Politics* 56: 200-13 (February 1994).
- “Citizen Contacts with Legislative and Bureaucratic Officials.” With George Serra and Jonathan West. *Political Research Quarterly* 46 (December 1993).
- “Information Effects on the Determinants of Electoral Choice in Presidential Elections, 1972-1988.” *Southeastern Political Review* 21: 365-88 (Spring 1993).
- “Sometimes You Get What You Need: Information-Gathering and Electoral Choice.” *Southeastern Political Review* 21: 23-38 (Winter 1993).
- “What You Use Still Depends on What You Have: Information Effects in Presidential Elections 1972-1988.” *American Politics Quarterly* 20: 427-441 (October 1992).
- “The Determinants of Turnout in Presidential Elections: An Integrative Model Accounting for Choice.” *Political Behavior* 14: 123-40 (June 1992).
- “Electoral Coalitions and Institutional Stability: The Case of Metropolitan Reform in Dade County, Florida.” With Allen Bronson Brierly. *Journal of Politics* 53: 701-19 (August 1991).
- “Hispanic Attitudes Toward Reform in Greater Miami.” With Allen Bronson Brierly. *Florida Policy Review* 5: 15-19 (Winter 1990).
- “What You Use Depends on What You Have: Information Effects on the Determinants of Electoral Choice.” *American Politics Quarterly* 18: 3-24 (January 1990).

#### ***Research Notes Published in Refereed Journals***

- “Political Culture in the Urban West: Is it Really Different?” With John C. Pierce and Nicholas P. Lovrich. *State and Local Government Review* 33: 195-201 (Fall 2001).
- “Political Culture in Canada and the United States.” With John C. Pierce and Nicholas P. Lovrich. *Social Science Quarterly* 81: 826-36 (September 2000).

#### ***Chapters***

- “Ethnic Differences in Greater Miami.” With Allen Bronson Brierly in *Reapportionment and Representation in Florida: A Historical Collection*. Susan A. MacManus, ed. (Intrabay Innovation Institute, Tampa, Florida, 1992).

### ***Other Publications***

- “Citizen Attitudes in Colorado Springs.” With Melissa Burch. The Research Center at GSPA (February 1997).
- Book review of *Who Runs for Congress* by Thomas A. Kazee (ed.), and *Congressional Elections* by Paul S. Herrnson. *Journal of Politics* 58 (February 1996).

### ***Under Development***

- “How We Learned to Stop Worrying and ‘Love’ Our SETs”
- “Question Wording and Bias in Student Evaluations of Teaching”

### **Conference Presentations**

- Moon, D. and Oaks, J. (co-presenters), “Voices from the Field: Experienced ALOs in Conversation,” Higher Learning Commission Annual Conference, Chicago, IL (April 16, 2024).
- Moon, D. (Panelist), Borcharding, A. (Panelist), Miller, J. (Panelist), "Help is Here: Advice for New ALOs," Higher Learning Commission Annual Conference, Chicago, IL. (March 28, 2023).
- Miller, J., Moon, D., Oakes, J. (Presenters), “Shepherding the Focused Visit and Change Request Processes,” Higher Learning Commission Annual Conference, April 3&4, 2022.
- Miller, J., Moon, D., Oakes, J. (Presenters), “Shepherding the Focused Visit and Change Request Processes,” Higher Learning Commission Annual Conference, April 7, 2021.
- Moon, D. (Author & Presenter), Measuring Critical Skills in an Ever-Changing Marketplace, "General Education and HEIghten at UCCS," Educational Testing Service. (July 30, 2020).
- Moon, D. (Leader), Neely, M. (Presenter), Juhl, N. (Presenter), Heasley, P. K. (Presenter), Mendez, S. (Presenter), General Education Annual Conference, "Freeing their HIPs: Integrating High-Impact Practices into General Education while Respecting Faculty Autonomy and Departmental Priorities," American Association of Colleges & Universities, Jacksonville, FL. (February 22, 2020).
- Moon, D. (Panelist), Higher Learning Commission Annual Conference, "Insights on the Accreditation Liaison Officer Role," Higher Learning Commission, Chicago, IL. (April 6, 2019).
- Taylor, S. B. (Author & Presenter), Moon, D. (Author & Presenter), Mountain Lion Teaching and Learning Day, "The Compass Curriculum as a Framework for Teaching and Learning," UCCS Faculty Resource Center, Colorado Springs, CO. (January 17, 2019).

- Simmons, C. A. (Panelist), Moon, D. (Panelist), Menifield, C. E. (Panelist), Wrobel, S. (Panelist), Annual Conference for the NASPAA, "Meeting Stakeholder Needs Through Interdisciplinary and Interdepartmental Degree Options: Opportunities, Roadblocks, and Logistics. Panel presented at the annual conference for the Network of Schools of Public Policy, Affairs, and Administration," Network of Schools of Public Policy, Affairs, and Administration, Atlanta, GA. (October 12, 2018).
- "Helping Faculty Move Their HIPs," Colorado Learning and Teaching with Technology conference, August 1-2, 2018, Boulder, CO
- "Can HIPsters Transform Gen Ed on a Public University Campus?," NASH HIPs in the States Conference, February 22-24, 2018, Carson, CA
- "Political Capital: Social Capital Formation and Political Participation Among Graduating High School Students," Southwestern Social Science Association Annual Meeting, San Antonio, Texas, April 13, 2006.
- "A Tale of Three Variables: Exploring the Impact of Alternative Measures of Presidential Approval on Congressional Voting," with Daniel E. Ponder, Southern Political Science Association, Savannah, Georgia, November 2000.
- "Bankers, Peasants, and Presidents: The Role of Information in Economic Assessment and Vote Choice," Midwest Political Science Association, Chicago, Illinois, April 6-8, 1995.
- "Information Effects in 'Other' Elections: The Case of Congressional Elections," Public Choice Association, Austin, Texas, April 7-9, 1994.
- (Non-presenting), Western Political Science Association, Albuquerque, NM, March 1994.
- "Casework, Incumbent Issue Positions, and Voting in Congressional Elections," with George Serra, Midwest Political Science Association, Chicago, Ill., April 9-11, 1992.
- "Citizen Contacts with Legislative and Bureaucratic Officials," w/ George Serra and Jonathan West, Western Political Science Association, San Francisco, CA, March 19-21, 1992.
- "Perceptions of Political Representation: The Effects of Ethnicity and SES in the Comparison of Latino, Black and Anglo Subgroups in Greater Miami," w/ Allen Brierly, Southwest Political Science Association, Austin, Tex., March 18-21, 1992.
- "Sometimes You Get What You Need: Information-Gathering and Electoral Choice," Midwest Political Science Association, Chicago, Ill., April 18-20, 1991.
- "Information Effects in Presidential Elections, 1972-1988," Southern Political Science Association, Atlanta, GA, November 9, 1990.
- "The Determinants of Turnout in Presidential Elections: An Integrative Model Accounting for Information," Midwest Political Science Association, Chicago, Ill., April 5, 1990.

- "The Effects of Outcome-Contingent Benefits on the Turnout Decision," Southwest Political Science Association, Fort Worth, Texas, March 28, 1990.
- "Ethnic Differences, Coalitions, and Metropolitan Reform in Greater Miami," w/ Allen Brierly, American Political Science Association, Atlanta, GA, September 1989.
- "What You Use Depends on What You Have: Information Effects on the Determinants of Electoral Choice," Midwest Political Science Association, Chicago, Ill., April 1989.
- "Electoral Coalitions and Institutional Stability: The Case of Metropolitan Reform in Dade County, Florida," w/ Allen Brierly, Midwest Political Science Association, Chicago, Ill., April 1989.
- "Hispanic Attitudes Toward Metropolitan Reform in Greater Miami," w/ Allen Brierly, Southwest Political Science Association, Houston, Texas, March 1988.
- "Information Effects on the Determinants of Electoral Choice," Southern Political Science Association, Atlanta, GA, November 1986.

### **External Funding Proposals**

"Civic Education, Social Capital Formation and Civic Participation." Submitted to the Spencer Foundation, October 2021 (not funded).

"Casework, Incumbent Issues Positions, and Voting in Congressional Elections." With George Serra and Jonathan West. Submitted to National Science Foundation, July 1990 (not funded).

### **Selected Administrative Reports**

- Fall 2017 Student FCQ Survey Report, author, 9 pages, December 2017
- Fall 2017 Faculty FCQ Survey Report, author, 25 pages, December 2017
- Criterion Four of UCCS HLC Assurance Argument, chief author and editor, 14 pages, October 2016
- UCCS Enrollment Management Strategic Plan (component of campus strategic plan), editor, 4 pages, January 2012
- "UCCS Strategic Enrollment Management Plan," editor and chief contributor, 66 pages, July 21, 2009.
- "2006 Self-Study," Chair of Self-study Committee, Contributor and Editor, 306 pages, Presented to the Higher Learning Commission of the North Central Association of Colleges and Schools as part

of decennial re-accreditation review, October 2006 (identified by NCA for presentation at the 2007 Annual Meeting).

- “Annual Report for Extended Studies at the University of Colorado at Colorado Springs for FY 2004,” Author, 28 pages, October 2004.
- “Recommendations of the Extended Studies Review Panel,” Primary Author, 6 pages, December, 2003.
- “A Report on the Status of Sources and Uses of Funding, Assessment of Student Achievement and Graduate Education,” (self-study for focused visit by a review committee for continuing accreditation by the Higher Education Commission of the North Central Association), Primary Author and Editor, 185 pages, January 2002 (identified by the NCA for display at the 2003 Annual Meeting).
- “Academic Affairs FY2001 Budget Request,” Author, 40 pages, February 2001.
- “Academic Affairs FY2000 Budget Request,” Author, 40 pages, April 2000.
- “Preliminary Core Curriculum Proposal,” Editor, 10 pages, February 2000.
- “University of Colorado at Colorado Springs Total Learning Environment Campus Implementation Plan,” Editor, 9 pages, February 1998.
- “Academic Program Quality Review Report, Department of Political Science,” Author, 24 pages, January 1994.

### **University and Departmental Service**

- Inaugural Chair of the Department of Public Administration, College of Public Service (January 2023 - Present)
- Member, Search Committee, Director of Institutional Research (October 2022-December 2022)
- Member, Search Committee, Vice Chancellor for Administration and Finance (January 2023-March 2023)
- Member, Search Committee, Vice Chancellor for Enrollment Management (August 2022-December 2022)
- President of the Faculty Assembly (July 1, 2021 – June 30, 2022)
- Member, Search Committee, Vice Chancellor for Academic Affairs (August 2021-December 2021)
- Member, Grade Forgiveness Policy Development Committee. (September 2020 – January 2021).

- Member, Dean's Review Committee. (September 2020 - Present).
- President-Elect, Faculty Representative Assembly. (July 1, 2020 - June 30, 2021).
- Member, Faculty Assembly Executive Committee. (July 1, 2020 - Present).
- Member, Representative Faculty Assembly. (July 1, 2020 - Present).
- Member, University Budget Advisory Committee. (July 1, 2020 - Present).
- Chair, Faculty Advisory Committee on the Budget. (July 1, 2020 - Present).
- Member, Campus Compliance Council. (September 2019 - Present).
- Member, Faculty Assembly Teaching Evaluation Committee. (September 2019 - May 2020)
- Member, UCCS Teaching and Learning Conference Steering Committee (2018-2020)
- Member, National Association of State Heads' Taking Student Success to Scale Initiative Action Team. (September 2016 - May 2020).
- Chair, Dean's Review Committee. (November 1, 2019 - November 20, 2019).
- Member, Public Administration Tenure-track Faculty Search Committee. (August 2019 - December 2019).
- Member, School of Public Affairs BSW and MSW proposal group. (October 2017 - September 2019).
- Member, MPA Committee. (September 2017 - July 2019).
- Chair, IR Analyst Search Committee. (February 20, 2019 - April 2019).
- Member, Vice Chancellor's Review Committee. (January 2019 - March 2019).
- Member, GPS Assistant Director Search Committee. (December 18, 2018 - January 31, 2019).
- Member, Faculty Assembly Teaching Evaluation Task Force. (November 2018 - January 2019).
- Member, School of Public Affairs BSW and MSW proposal group (2017-18)
- Faculty Assembly FCQ Redesign Team, **Chair**, 2017-18
- Faculty Assembly Ad Hoc Committee of Research, Member, 2017-18



- Council on Undergraduate Education, **Chair**, 2014-2017; Member, 2018-
- Chancellor's Strategy Team, 2014-2017
- Academic Council, 2009-2017
- Associate Deans' Council, **Chair**, 2001-2017
- Higher Learning Commission Accreditation Liaison Officer, 2000-
- UCCS General Education Implementation Planning Committee, 2011-2015
- UCCS Campus Online Task Force, 2010-2014
- Deans' Council, 1997-2014
- Chancellor's Leadership Team, 2006-2013
- Student Achievement Assessment Committee, **Chair**, 2000-2013
- Academic Planning Committee, **Chair**, 2000-2013
- Director of Enrollment Management Search Committee, Spring 2012
- Extended Studies Council, **Chair**, 2003-2012
- UCCS Strategic Planning Subgroup on Enrollment Management, **Co-chair**, 2011
- Director of Financial Aid Search Committee, Spring 2011
- Director of Campus Enrollment Services and Registrar Search Committee, Fall 2010
- Vice Chancellor for Student Success Search Committee, **Co-Chair**, 2009-2010
- Beth El College of Nursing and Health Sciences Dean Search Committee, **Co-chair**, 2007-08
- American Democracy Project Board, 2007-2008
- Director of Admissions Services Search Committee, Fall 2007
- Men's Head Basketball Coach Search Committee, Spring 2006
- HLC Self-study Steering Committee, **Chair**, 2004-2007
- HLC Self-study Working Group, **Chair**, 2005-2007

- Extended Studies Review Team, **Chair**, 2003
- HLC accreditation follow-up visit **campus coordinator**, 2002.
- Campus Curriculum Advisory Committee, **Chair**, 2000-2002
- Associate Vice Chancellor for Human and Public Resources Search Committee, 2002.
- CU System IRMS Implementation Group, 1999-2000.
- College of Letters, Arts and Sciences Deans' Review Committee, 1998-2000.
- Campus Core Curriculum Committee, **Co-chair**, 1998-2000.
- Organizational Representative to Inter-University Consortium for Political and Social Research, 1995-2000.
- College of Letters, Arts and Sciences Chairs and Directors Council, 1994-2000.
- Campus Total Learning Environment Implementation Team, **Co-Chair**, 1997-99.
- CU System Management Development Initiative Working Group, 1997-1999.
- Vice Chancellor for Administration and Finance Search Committee, 1997-98.
- Sponsored Programs Advisory Committee, 1996-98.
- Assistant to LAS Dean Search Committee, **Chair**, 1997.
- College of Letters, Arts and Sciences Task Force on Distance Education, **Chair**, 1996-97.
- University Budget Advisory Committee, **Chair**, 1995-97
- University Planning Team, 1995-97.
- Faculty Council (CU system) Budget Committee, 1994-97.
- Faculty Assembly Budget Committee, 1993-97.
- Criminal Justice Studies Steering Committee, 1996.
- College of Letters, Arts and Sciences Task Force on Budget, **Co-chair**, 1995.
- University Budget Advisory Committee, 1993-95.
- Religious Studies Committee, 1994.

- American Politics Search Committee, **Chair**, 1992-93.
- American Politics Search Committee (University of Miami), **Chair**, 1988-89.
- School of Business Administration Dean Search Committee (University of Miami), 1987-89.

### **Administrative Conferences (non-presenting)**

- American Association of Colleges and Universities Conference on General Education, Pedagogy, and Assessment (April 11-13, 2024)
- "Substantive Change and New Federal Regulations," Higher Learning Commission. (November 19, 2020).
- "Criteria for Accreditation: Criteria 1 & 2," Higher Learning Commission. (May 15, 2020).
- "Criteria for Accreditation: Criterion 3," Higher Learning Commission. (May 14, 2020).
- "Criteria for Accreditation: Criterion 4," Higher Learning Commission. (May 12, 2020).
- "Criteria for Accreditation: Criterion 5," Higher Learning Commission. (May 6, 2020).
- "Leadership Academy," National Association of System Heads, Washington, DC. (January 15, 2020 - January 17, 2020).
- "Leadership Academy Preparation," National Association of State Heads. (January 6, 2020).
- "The Future of Educational Intelligence," Watermark, Denver, CO. (October 29, 2018).
- "Transparency and Problem-Centered Learning to Improve Student Success," CU Center for Academic Success and Engagement, Boulder, CO. (October 22, 2018).
- "Annual Conference," NASPAA, Atlanta, GA. (October 11, 2018 - October 12, 2018).
- "Accreditation Institute," Network of Schools of Public Policy, Affairs and Administration, Atlanta, GA. (October 10, 2018).
- "Colorado Learning and Teaching with Technology Conference," University of Colorado, Boulder, CO. (August 1, 2018 - August 2, 2018).
- "TS3: Guided Pathways," National Association of State Heads. (May 1, 2018).
- Higher Learning Commission, Peer Reviewer Training, Chicago, IL, April 6, 2018

- "Annual Meeting," Midwest Political Science Association, Chicago, IL. (April 5, 2018 - April 8, 2018).
- "Annual Meeting," American Society for Public Administration, Denver, CO. (March 9, 2018 - March 11, 2018).
- "HIPs in the States," National Association of System Heads, Los Angeles, CA. (February 22, 2018 - February 24, 2018).
- "Data for Effective Scaling," National Association of System Heads. (January 8, 2018).
- "Redefining Leadership in the Face of Market and Mission Shifts," Educational Advisory Board. (January 8, 2018).
- Guided Pathways to Success, Colorado Department of Higher Education, Fort Collins, CO, July 25, 2017
- Taking Student Success to Scale, National Association of System Heads, Denver, CO, April 13-14, 2017
- Higher Learning Commission, Peer Reviewer Training and Annual Conference, Chicago, IL, March 31-April 3, 2017
- Learning Communities Institute, Evergreen College, WA, July 11-15, 2016
- Higher Learning Commission, Peer Reviewer Training and Annual Conference, Chicago, IL, April 15-19, 2016
- Higher Learning Commission Annual Workshop, Phoenix, AZ, February 11-12, 2016
- Higher Learning Commission of the North Central Association of Schools and Colleges, Consultant-Evaluator Training and Annual Conference, Chicago, IL, March 28-31, 2015.
- Higher Learning Commission Workshop on Assessment, St. Charles, Illinois, October 10-11, 2014.
- Higher Learning Commission of the North Central Association of Schools and Colleges, Consultant-Evaluator Training and Annual Conference, Chicago, IL, April 10-14, 2014.
- Higher Learning Commission of the North Central Association of Schools and Colleges, Consultant-Evaluator Training and Annual Conference, Chicago, IL, April 4-9, 2013.
- American Association of Colleges and Universities, General Education and Assessment, New Orleans, LA, February 23-25, 2012.
- Higher Learning Commission of the North Central Association of Schools and Colleges, Consultant-Evaluator Training and Annual Conference, Chicago, IL, April 8-12, 2011.

- American Association of Colleges and Universities, General Education and Assessment 3.0: Next-Level Practices Now, Chicago, IL, March 3-5, 2011.
- Higher Learning Commission of the North Central Association of Schools and Colleges, Consultant-Evaluator Training and Annual Conference, Chicago, IL, April 9-13, 2010.
- Higher Learning Commission of the North Central Association of Schools and Colleges, Consultant-Evaluator Training and Annual Conference, Chicago, IL, April 17-21, 2009.
- Higher Learning Commission of the North Central Association of Schools and Colleges, Consultant-Evaluator Training and Annual Conference, Chicago, IL, April 11-15, 2008.
- American Association of Colleges and Universities, The Greater Expectations Institute: Campus Leadership for Student Engagement, Inclusion, and Achievement, June 20-24, 2007.
- Higher Learning Commission of the North Central Association of Schools and Colleges, Consultant-Evaluator Training and Annual Conference, Chicago, IL, April 20-23, 2007.
- American Association of College Registrars and Admissions Officers Workshop on Enrollment Management, Boston, MA, February 28, 2007.
- American Association of Colleges and Universities, Integrative Learning, Denver, CO, October 21-23, 2005.
- Higher Learning Commission of the North Central Association of Schools and Colleges, Consultant-Evaluator Training, Chicago, IL, December 1-3, 2004.
- Higher Learning Commission of the North Central Association of Schools and Colleges, Annual Conference, Chicago, IL, March 27-30, 2004.
- Association for Continuing Higher Education, Annual Conference, Charlottesville, VA, November 11-13, 2003.
- National Center for Higher Education Management Systems Academic Management Institute, Boulder, CO, July 8-10, 2002.
- Rocky Mountain Institute for Service Learning and Civic Engagement, Colorado Springs, CO, February 22-24, 2001.
- Council of Colleges of Arts and Sciences, Annual Conference, Toronto, Ontario, Canada, November 8-12, 2000.
- American Association of Colleges and Universities, "Diversity and Learning: Identity, Community, and Intellectual Development," Pittsburgh, PA, October 26-29, 2000.

- University Leadership Institute, University of Colorado, Beaver Creek, CO, July 2000.
- CAPS Annual Assessment Conference, Terre Haute, IN, April 28-May 1, 2000.
- ICPSR Organizational Representative Conference, Ann Arbor, MI, October 14-16, 1999.
- CCAS Chairs Conference, Colorado Springs, CO, July 29-31, 1999.
- University Leadership Institute, University of Colorado, Keystone, CO, July 1999.
- University of Colorado System Diversity Summit, Denver, CO, March 31, 1999.
- American Association of Colleges and Universities, "Summer Institute on Collaborative Leadership for Academic Change," Burlington, Vermont, July 15-19, 1998
- University Leadership Institute, University of Colorado, Keystone, CO, July 1998.
- North Central Conference on Summer Schools, Annual Conference, Chicago, IL, March 11-13, 1998
- American Association of Colleges and Universities, "Discovering What Works in General Education," Tampa, Florida, February 12-14, 1998
- University Leadership Institute, University of Colorado, Keystone, CO, July 1997.
- National Association of Schools of Public Affairs and Administration, Denver, Colorado, October, 1996 (Co-host).
- American Political Science Association Chairs Conference, Chicago, Illinois, August 1995.