

R E G I N A W I N T E R S
Associate Dean
Senior Instructor
School of Public Affairs
University of Colorado Colorado Springs
rwinters@uccs.edu

EDUCATION

PhD Educational Leadership, Research, and Policy, Univ. of Colorado Colorado Springs, 2022

PhD Candidate Public Administration, (ABD), Univ. of Nebraska at Omaha 2008-2013

Masters Public Administration, University of Wyoming, 2004

BA Political Science, University of Wyoming, 2002

BA Music, University of Wyoming, 2002

Skills and Special Training

Program Evaluation, Research Methods, and Statistical Analysis

Quantitative Statistical Software: SPSS, SAS, Excel, & HLM

Qualitative Analysis Software: DeDoose, Nvivo

Learning Management Software-Canvas, ECollege, WebCT, & Blackboard

Diversity and Inclusion Training, Designing & Facilitating Social Justice Education, Knapsack Institute, Colorado Springs, 2014

Teaching Online Certificate, University of Colorado Colorado Springs, 2012

Certificates in Volunteer Management, Southeast Community College, NE 2006

PROFESSIONAL EXPERIENCE

Associate Dean, School of Public Affairs, University of Colorado Colorado Springs

January 2022-Current

Duties include managing the School of Public Affairs assessment process for institutional, university, and accreditation requirements. Serving as approval authority for student requests and waivers. Manages student grievance and student service referrals including but not limited to student discipline. Interpreting certain policies, procedures, rules, and regulations promulgated outside of the School of Public Affairs and is responsible for communicating and helping to implement these policies, including but not limited to student enrollment policies and procedures, scholarship, and financial aid, and compliance. Represents the School, when called upon, in absence of the Dean.

**Senior Instructor in Public Administration, School of Public Affairs,
University of Colorado Colorado Springs**

August 2010-Current

Duties include teaching graduate courses in Research and Analytic Methods, Program Evaluation, Nonprofit Management and Governance, Organizational Behavior & Management, Public Policy, Local Government Policy, Public Sector Technology, and Ethics & Leadership. Serving on Student Capstone Project Committees & Faculty committees. Advising students. Completing program-wide evaluation and assessment. Conducting research and evaluation work on Higher Education, Social Return on Investment, Social Entrepreneurship and Nonprofit Management. Serves as head of MPA program assessment and other University service activities.

Assistant Dean, School of Public Affairs, University of Colorado Colorado Springs

August 2016-December 2021

Duties include managing the School of Public Affairs assessment process for institutional, university, and accreditation requirements. Serving as an approval authority for student requests and waivers. Interpreting certain policies, procedures, rules, and regulations promulgated outside of the School of Public Affairs and is responsible communicating and helping to implement these policies. Represents the School, when called upon, in absence of the Dean.

Lecture, Social Enterprise, University of Colorado at Denver

June –July 2010

Duties include teaching a graduate course in Social Entrepreneurship.

Lecturer, Political Science/Public Administration, Iowa State University

August 2008-May 2009

Duties included teaching undergraduate and graduate courses in Public Personnel Management, Municipal Government, Nonprofit Management, and Public Administration; advising students on program requirements and career opportunities; serving on the Masters of Public Administration Committee and the Financial Aid Committee; conducting research on the development and implementation of Local Workforce Investment Boards and evaluation of the efficiency and efficacy of municipal websites.

Pre-doctoral Fellowship, Iowa State University

August 2007-May 2008

Duties included serving on the Masters of Public Administration Committee and teaching a junior level Introduction of Public Administration & a graduate level Public Personnel Management Course. In addition, presenting two brown bag presentations and completing dissertation research on governance networks in Local Workforce Investment Boards.

Graduate Assistant, University of Nebraska at Omaha

August 2004-May 2007

Duties included researching Nebraska performance indicators, lecturing for masters level introductory public administration & organization theory courses as well as developing and teaching undergraduate introduction to public administration & public personnel courses, designing & completing the program newsletter, serving as an alumni association liaison, and performing various secretarial duties for supervising professors.

Volunteer Coordinator, Lutheran Family Services of Nebraska

August 2005-July 2007

Duties included coordinating the recruitment, placement, orientation, & screening of 1,000 volunteers in 35 worksites across Nebraska. Responsible for volunteer program design, procedure & policy development; program supervisor training; volunteer website design & maintenance; volunteer orientation & recognition activities and program evaluation including benchmarking.

Temporary Worker, Noll Human Resource Services

May 2005-December 2005

Duties included data entry, reception, and other light clerical duties for various private sector companies.

Intern, Human Resource Department with Lutheran Family Services

June- August 2005

Duties included researching and implementing an updated COBRA continuation policy, analyzing volunteer management policies, and proposing changes to internal policy makers, and instituting a virtually paperless hire process.

Volunteer, March of Dimes, Nebraska Chapter

June 2005-August 2005

Duties included clerical help with the *Excellence in Nursing* recognition program and evaluating the merit of Metro-area grant applications for community programs to improve women's health.

Graduate Assistant, University of Wyoming

August-May 2002-2004

Duties included researching and completing articles on human resource issues and city government development for publication in academic journals and lecturing for an introductory American government course.

Volunteer, Heart to Heart Pregnancy Center

June –June 2003-2004

Duties included counseling clients facing crisis pregnancy, connecting clients to appropriate government liaisons, reorganizing client file system, engaging in document creation and evaluation, and helping revamp and expand the agency volunteer program.

Tutor, University of Wyoming

October-May 2003-2004

Duties included tutoring college students enrolled in political science and social science statistic courses.

Research Mentor, Upward Bound/Math Science Initiative Project

June-July 2003; 2004

Duties included developing and teaching a unique course, *Biology and Politics*, for high school students. Student projects utilized accepted survey creation and administration techniques, and applied statistical analysis.

Team Leader, U-DOC

June-July 2002

Duties included mentoring and monitoring high school program participants in a residential setting. Specific responsibilities included planning social activities, supervising community service projects, and motivating students to complete academic research assignments.

Internship, City of Laramie Planning Office

January-May 2002

Duties included utilizing quantitative statistical techniques to create public policy choices regarding including the City of Laramie's Comprehensive Plan, pinpointing, and addressing citizen needs, transcribing city council minutes, and serving as an internal receptionist.

Interim Assistant Director, Debbie's Bear Club Playhouse

May-September 2000; 2001

Duties included hiring staff, creating staff and children's schedules, working with parents, reviewing curriculum, training new staff members, creating and organizing documents, reviewing company billing and compensation practices, and working with children ages 6 months-twelve years old.

Internship, Senator Wayne Allard CS-District Office

May-August 2000

Duties included performing receptionist duties, filing documents, typing memos, engaging in speech and letter writing, and completing casework requests from citizens and institutions.

Child Care Aid, Children's University

May-August 1998-1999

Duties included supervising children ages 6 months-twelve years old, cleaning and maintenance, and organizing enrichment activities.

PROFESSIONAL MEMBERSHIPS

Advisor, Pi Alpha Alpha, Public Affairs Honorary

Member, American Society for Public Administration

Member, American Political Science Association

Member, Phi Beta Kappa, Academic Honorary

PRESENTATIONS AND PROFESSIONAL DEVELOPMENT CONSULTATIONS

2021, Presentation, The business case for workforce inclusion, Civic Engagement Dinner UCCS Downton Partnership, UCCS Colorado Springs, CO

2020, Workshop, UCCS Student Success Planning, UCCCS Teacher Mentor Program, UCCS Colorado Springs, CO

2019, Poster Presentation, Morris, P, Winters, R, Collins, C. & Donelson, D. Using Institutional Research to support STEM Innovation and Achievement. Association for Institutional Research Conference, Denver, CO

2019, Workshop, Qualitative Program Evaluation Methods, El Pomar Center, Colorado Springs, CO

2019, Guest Lecture, College Retention and Persistence, UCCS Teaching Mentor Program, UCCS Colorado Springs, CO

2019, Presentation, The Role of Community-Based NGOs, International Academy of Political Administrative Sciences and Future Studies, AC. (IPAS) Post-Doctorate in Contemporary Political System Academic Research Visit, UCCS Colorado Springs, CO.

2019, Joint Poster Presentation with Collins, C. (Author & Presenter), Donelson, B. (Author & Presenter), Morris, P. (Author), Graduate School Showcase, "Effects of Self-Efficacy and Math Mindset on Undergraduate Math Outcomes: An Exploration of UCCS' Strengthening Institutions Program (SIP) Math Initiative," UCCS Colorado Springs, CO.

2019, Presentation, "Ethics in Logistics," Engineering and Operations Conference, American Public Power Association, Colorado Springs, CO.

2018, Key Note Address, Ethical Philanthropic Impact, Association of Fundraising Profession Southern Colorado Chapter Annual Meeting, Ethical Philanthropic Impact, Colorado Springs, CO

2018, Facilitator, EthicsFirst Workshop, Daniel's Ethics Forum, Colorado Springs, CO

2018, Developer/Facilitator, Strategic Planning Process for the Pikes Peak Area Council of Governments. Colorado Springs, CO

2018, Facilitator, Community Dialogue: Affordable Housing in the US, "Facilitation," Citizens Projects, University of Colorado Colorado Springs

2018, Presentation with Stephanie Ryon, Practical, focused, and grantor friendly evaluation tips and pitfalls. Center for Nonprofit Excellence, Colorado Springs, CO

2017, Guest Lecture, P***y hats and the Women's March: Nonprofit public policy lessons, Public Policy Graduate Course, University of Colorado Colorado Springs, CO

2016, Presentation, Evaluation Ethics for Nonprofit Boards, Daniel's Ethics Forum, University of Colorado Colorado Springs, CO

2016, Presentation, Learning through Community Partners, School of Public Affairs Community Outreach Event, University of Colorado Colorado Springs, CO

2016, Guest Lecture, Why do the Iowa Caucuses Matter? Public Policy Process Graduate Course, University of Colorado Colorado Springs, CO

2016, Consultation, Community Survey Instrument for Community Development Advisory Council, Colorado Springs Regional Business Alliance Colorado Springs, CO

2015, Presentation, Social Return on Investment: Evaluation Practice Interviews with El Pomar Regional Councils, El Pomar Foundation, Colorado Springs, CO

2015, Consultation, InnerChange Works Needs Assessment in Acahualinca, Nicaragua with focus group methodology, Colorado Springs, CO

2014, Panelist, Strengthening Ties: A Colloquium of Colorado's Schools of Public Affairs and County Administrators, Association of Colorado County Administrators, Colorado Springs, CO

2014, Presentation, Why consider using Social Return on Investment (SROI) measures? Center of Nonprofit Excellence Nonprofit Day, Colorado Springs, CO

2014, Presentation, Social Return on Investment, Colorado Nonprofit Association, Denver, CO

2013, Survey Development Consult, Young Professional Attitudinal Survey, Utilities Policy Advisory Committee and Summit Economics, Colorado Springs, CO

2013, Presentation, Good Governance: Promoting Ethics in Public Work, Colorado Springs Committee for International Visitors and the National Council for International Visitors specializing in for Regional African Project “Accountability in Government and Business in the United States”, Colorado Springs, CO

2013, Presentation, Pikes Peak Nonprofit Economic Impact, Gill Foundation, Colorado Springs, CO

2013, Presentation, Government as Friend: Social Media in the Public Sector, UCCS Community Event, Colorado Springs, CO

2013, Presentation, Cooperative Problem Solving in an Online Environment, UCCS, Colorado Springs, CO

2012, Presentation, Data Speaks: Pikes Peak Nonprofit Economic Impact, Center for Nonprofit Excellence Nonprofit Day, Colorado Springs, CO

2012, Presentation, Proposal for Center for Nonprofit Excellence, Pikes Peak Nonprofit Economic Impact Survey, Founders Forum, Colorado Springs, CO

2012, Presentation, Cooperative Groups: Creating a discussion group culture in policy studies and research & statistics courses, UCCS, Colorado Springs, CO

2011, Presentation, Colorado Springs Governance: The Practical Implications of the Strong Mayor Form of Government, Leadership Pikes Peak, Colorado Springs, CO

2011, Presentation, Hybrid Courses: Creating the Right Mix of In Class and Online, Teaching & Learning Center, University of Colorado Colorado Springs, CO

2010, Workshop, Symphony Guild Development, Colorado Springs Symphony Guild, Colorado Springs, CO

2010, Presentation, Comparing an Online and Hybrid Project Course, Teaching and Learning Center, University of Colorado Colorado Springs, CO

2010, Presentation, Twelve Online Teaching Resources: Retrospectives, Teaching

2006, Participant, American Society for Public Administration Conference

2006, Paper Presentation, Great Plains Political Science Association, The Faustian Bargain

2006, Guest Lecture, University of Nebraska-Omaha, Masters Course: Introduction to Public Administration Strong Democracy: Blueprint for Citizen Participation?

2006, Guest Lecture, College of St. Mary, Undergraduate Community Activities Course: Dilemmas in Volunteer Service: Utilizing Refugee Resettlement Volunteers in Nonprofit Organizations

2005, Poster Presentation, 48 Hours of Service: A Story of LFS Volunteers, Nebraska Governor's Conference on Community Service, Lincoln, NE

2005, Poster Presentation, A practical literature review of intergroup research as applied to public-nonprofit sector collaboration. University of Nebraska, Department of Psychology, Omaha, NE

2004, Paper Presentation, Governing Before Law and Order: A Comparison of the Historic Founding of Laramie, Wyoming and the Incorporation of Centennial Colorado, University of Wyoming Graduate Symposium, Laramie, WY

2004, Outstanding Graduate Public Administration Paper Presentation, Turning straw into gold: Lessons learned from contracting with faith-based organizations. University of Wyoming, Laramie, WY

2003, Paper Presentation, Control of Information and Organizational Success in Nonprofit Organizations, University of Wyoming Graduate Symposium, Laramie, WY

2002, Paper Presentation, A Challenge to the Concept of Non-Profit Board Strength, Rice University Undergraduate Research Conference Austin, TX

PUBLICATIONS

Morris, P. Agbonlahor, O., Collard, J. H., Winters, R. H., Donelson, B. (submitted). Self-efficacy curriculum and peer leader support in Gateway college math. *Learning Environments Research*

Winters, R. (2017) Whitepaper: A review of the Fourth District Truancy Court Data August 2015 to January 2016: A service learning project for program evaluation. Colorado Springs, CO

Center for Nonprofit Excellence. (2013). Nonprofits matter--an economic force for a vibrant community. The economic impact of the nonprofit sector in the Colorado Springs MSA. Colorado Springs, CO.

Hubbell, L. & Winters, R. (2004). City management in the old west. *Public Manager*, 33(2), 40-47.

Hubbell, L. & Winters, R. H. (2003) A case study in spousal hiring. *CUPA-HR Journal*, 54 (3), 16-19.

SERVICE LEARNING RESEARCH PROJECTS

Fourth Judicial District Program Evaluation of Problem Solving Courts, Program Evaluation and Research Methods, Fall 2016 to Fall 2019

KCME Cheyenne Mountain Public Broadcast House Jazz 93.5, Social Impact Program Evaluation, Program Evaluation, August 2018 - December 2018.

Citizen Economic Perception Survey Development, Springs Insight Exchange, Colorado Springs, CO, Research & Analytic Methods, Fall 2015

Community Visioning Tool Box and Public Survey, Colorado Springs, CO, Public Policy Process & Democracy, Summer 2015

Initiated and Developed the UCCCS Colorado Springs Mayoral Candidate Forum, Berger Hall, Spring 2015

Social Return on Investment Survey Development, High Plains Helping Hands, Research & Analytic Methods, Fall 2014

Social Return on Investment in the Pikes Peak Region, Center for Nonprofit Excellence & Summit Economics, Research & Analytic Methods, Spring 2014

Pikes Peak Region Nonprofit Economic Impact Survey, Center for Nonprofit Excellence, Research & Analytic Methods, Fall 2012-Spring 2013

Social Enterprise Business Plan, Independence Center Colorado Springs, Social Enterprise, Summer 2012

AWARDS

2019, College of Education Synthesis Completion with Distinction, University Colorado Colorado Springs

2016, Daniel's Ethics Fellow, University of Colorado Colorado Springs

2008, Founders Fellow, American Society for Public Administration

2004-2006, Graduate Assistantship, University of Nebraska-Omaha

2002-2006, Graduate Assistantship, University of Wyoming

2002, Outstanding Undergraduate College of Arts & Sciences University of Wyoming

2002, Outstanding Political Science Undergraduate University of Wyoming

2000, Milward L. Simpson Scholarship (Political Science)

PREPARED COURSES

Undergraduate Introduction to Public Administration

Undergraduate Introduction American/Wyoming Government

Undergraduate Municipal Government

Undergraduate Public Personnel Management

Graduate Advanced Program Evaluation

Graduate Citizen Participation

Graduate Capstone (Program Culminating Experience)

Graduate Ethics and Leadership

Graduate Executive Local Governance

Graduate Introduction to Public Administration

Graduate Intergovernmental Management

Graduate Local Government Politics and Policy

Graduate Local Management

Graduate Nonprofit Boards and Executive Leadership

Graduate Nonprofit Management Seminar

Graduate Organization Theory Management and Behavior

Graduate Program Evaluation

Graduate Public Personnel Management

Graduate Public Policy and Process

Graduate Public Sector Technology & E-government

Graduate Research and Analytical Methods

Graduate Social Entrepreneurship

Graduate Workforce Development Policy

UNIVERSITY SERVICE

Current Service Activities

Associate Dean, UCCS, School of Public Affairs, 2022 to present

Assistant Dean, UCCS, School of Public Affairs, 2016-2021

Assessor, UCCS School of Public Affairs Program Assessment, 2010-present

Chair, UCCS Compass Curriculum Navigate Subcommittee, 2016-present

Chair, UCCS School of Public Affairs Scholarship Committee, 2016-present

Chair, SPA Council subcommittee on the annual review process, 2021-present

Capstone Reader/Master's Thesis Committee Member, 2010-present

Faculty Adviser, UCCS Pi Alpha Alpha Honorary, 2010-present

Member, UCCS Academic Affairs Recovery Group (Pandemic Response Team) May 2020- present

Member, UCCS Compass Assessment & Curriculum Committees, 2014-present

Member, UCCS Council on Undergraduate Education, 2014-present

Member, UCCS School of Public Affairs EDI subcommittee, 2020-present

Member, UCCS School of Public Affairs Council, 2014-present

Member, UCCS School of Public Affairs MPA Committee, 2014-present

Member, UCCS School of Public Affairs, Joint Curriculum Committee 2016-present

Member, UCCS School of Public Affairs, Research & Evaluation Center Working Group 2016-present

Member, UCCS Teaching with Technology Committee, 2014-present

Reviewer, Nonprofit Alliance Partnership for the UCCS nonprofit certificates, 2015-present

Reviewer, UCCS Campwide Program Assessment, 2014-Present

Completed Service Activities

Administrator, Information Assistance in service to the UCCS School of Public Affairs Associate Dean, 2014-2016

Assistant Dean, UCCS, School of Public Affairs, 2016-2021

Chair, UCCS School of Public Affairs Instructional Technologist Search Committee, 2022

Chair, UCCS School of Public Affairs Instructional Technologist Search Committee, 2019

Chair, UCCS School Public Affairs Educational Technologist Search Committee, 2014

Chair, UCCS School of Public Affairs Educational Technologist Search Committee, 2012

Co -Chair, UCS Compass Curriculum Capstone Committee, 2013-2014

Developed, Assessment Strategy for UCCS School of Public Affairs Accreditation Process, 2014

Developed, School of Public Affairs, Strategic Planning Retreat, Fall 2017

Developed, UCCS SPA Nonprofit Excellence in Management Graduate Certificate, 2016

Developed, UCCS SPA Graduate Local Management Certificates, 2014

Facilitator, UCCS School of Public Affairs Online Teaching Gatherings, 2010-2013

Facilitator, UCCS School of Public Affairs Book Club, 2012

Member, UCCS School of Public Affairs, Culminating Experience Committee, 2016-2018

Member, UCCS School of Public Affairs, Social Work Program Working Group 2016-2018

Member, BBB Social Impact Fellowship Review Committee, 2018

Member, UCCS Graduate School Tuition Reimbursement Committee, 2018

Member, UCCS Campuswide Information Technology Exchange, 2014-2017

Member, UCCS School of Public Affairs Dean Search Committee, 2015

Member, UCCS Campuswide Online Education Taskforce, 2011-2014

Member, UCCS Program Prioritization Team, 2014

Member, UCCS Information Technology Advisory Committee, 2010-2014

Member, UCCS Academic Program Review Committee, 2010-2014

Member, UCCS Undergraduate General Education Committee, 2010-2012

Member, UCCS Civility Committee, 2011-2012