



CITY AND COUNTY OF DENVER
PRIVILEGED AND CONFIDENTIAL WORK PRODUCT

Michael B. Hancock
Mayor

To: Mayor Michael B. Hancock
From: Romaine Pacheco, Director
Date: February 9, 2022

BOARD: Denver African American Commission

STAFF: Darius Smith

BACKGROUND:

Members – No less than 7 – no more than 21
Terms – 2 years
Confirmation - Yes

The Commission advises the Executive Director and the Mayor on special issues and opportunities of the African American community. The Commission also recommends necessary procedures, programs, legislation or administrative action and to promote equal rights and opportunity for the African American citizens of the City to the Executive Director.

RECOMMENDATION:

Lolita A, Tabron, PhD, Highlands Ranch (F)(AA) for a term expiring September 26, 2024, appointed

ACTION NEEDED:

Appoint Tabron

Please provide additional candidates to consider.



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BAC-7765

Contact Information

Contact Name	Lolita Tabron	Home Address	10110 Mockingbird Lane
Preferred Phone	713-855-2581	Home City	Highlands Ranch
Preferred Email	lolita.tabron@du.edu	Home State	CO
Other Phone		Home Zip	80129
Other Email	lachristo@gmail.com	County	Douglas
DOB	[REDACTED]	Hispanic or Latino origin or Descent?	No
SSN	[REDACTED]	Race/Ethnicity	African American
Gender	Female	Other Ethnicity	
Other Gender		Salutation	Dr.

Board Information

Board Name	Denver African American Commission	Other boards or commissions served	
Status	New	Resigned	
Term Start Date			
Term End Date			

Work Information

Employer	University of Denver	Work Address	1999 E. Evans Avenue, 361
Position	Assistant Professor	Work City	Denver
Business Phone #	303-871-3365	Work State	CO
Work Email	lolita.tabron@du.edu	Work Zip	80208

Additional Information

Are you a registered voter?	Yes	Objection to appointment?	No
If so, what county?	Douglas	Special Information	
Denver City Council District No	Unknown		

Education and General Qualifications

Name of High School	Munster High School	Name of Graduate School	Texas A&M University
Location of High School	Munster, In	Location of Graduate School	College Station
# of Years Attended High school	4	# of Years Attended Graduate School	5
Did you Graduate	Yes	Did you Graduate	Yes

High School

Graduate Major Educational Leadership and Policy Studies

Name of College Indiana University
Location of College Bloomington
of Years Attended College 4
Did you Graduate College Yes
Undergrad Major Communications and Culture; Minor Spanish

Reference Details

Reference Name #1 Frank Tuitt **Reference Email #1** franklin.tuitt@uconn.edu
Reference Phone #1 617-438-7709 **Reference Address #1**

Reference Name #2 Terah Venzant Chambers **Reference Email #2** terah@msu.edu
Reference Phone #2 832-421-3456 **Reference Address #2**

Reference Name #3 Maria Salazar **Reference Email #3** maria.salazar@du.edu
Reference Phone #3 303-847-3885 **Reference Address #3**

Agree to a background check

Owner Romaine Pacheco

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Last Modified By Denver Integration, 11/18/2021 8:53 AM

Notes & Attachments

LolitaTabron_CV(Updated10222021).pdf

LolitaTabron_DAAC_CoverLetter.pdf

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Description
[View file](#)

Lolita A. Tabron, Ph.D.

ASSISTANT PROFESSOR

EDUCATION

- Ph.D. (2016) *Texas A&M University-College Station*
College of Education and Human Development
Specialization: K-12 Educational Leadership, Policy, and Administration
- B.A. (2005) *Indiana University-Bloomington*
College of Arts and Sciences
Major Focus: Communication and Culture Minor: Spanish

ACADEMIC APPOINTMENTS

A. Higher Education

- 2016-present *Assistant Professor*
Educational Leadership and Policy Studies
Morgridge College of Education
University of Denver

RESEARCH SPECIALIZATION AND FOCI

I am a quantitative criticalist and education policy analyst who studies how public policies, leadership practice, and statistical data may reproduce systemic racism and educational inequalities. Through my research, I aim to better articulate how race conscious approaches to leadership and quantitative inquiry can cultivate and sustain anti-racist leadership, policy, and praxis across the P-20 pipeline. I am committed to and continue to work with educational leaders and stakeholders to develop an antiracist lens and skillset to effectively lead in diverse P-12 school settings that do not perpetuate systems of marginalization.

A. Research Program and Expertise

- Quantitative Criticalism (QuantCrit) and Critical Quantitative Inquiry (CritQuant)
- College Access and College Readiness
- AntiRacist Leadership and Praxis

B. Research Methods

- Critical Approaches to Quantitative Inquiry (QuantCrit and CritQuant)
- Qualitative Inquiry (Case Studies, Phenomenological Inquiries, Content & Discourse Analysis)
- Applied Research (Action Research, Liberatory Design Thinking)

C. Research Software Skills

- Statistical Analysis: XLSTAT Pro SPSS Stata M+ Rasch Analysis in Winsteps
- Qualitative Analysis: NVIVO

D. Justice, Diversity, Equity, and Inclusion (J.D.E.I) Focused Research Projects

Strand One: quantitative criticalism (QuantCrit) and critical quantitative inquiry (CritQuant).

QuantCrit is an overarching approach and thread through my scholarship, teaching, and service. I use QuantCrit to challenge deficit narratives used to frame college access and success for historically marginalized groups. I have a keen focus on how quantitative data is weaponized by using data as a gatekeeping mechanism, using decontextualized data in high-stakes decisions, and using data to make specious claims about students, their families, and communities. Moving beyond critique, I provide new understandings of how to engage in more culturally inclusive approaches to quantitative inquiry. Start Date: Fall 2018-ongoing

Strand Two: college access and college readiness. In this research strand, I critically examine educational policies that help historically marginalized youth at the PK-12 and postsecondary levels. Through my work, I offer a deeper and more nuanced understanding about the nuances of how educational legislation and policies increase college access for and improve college readiness of Black, Indigenous, and People of Color (BIPOC) communities. Extending my college-access work, I examine practices that increase college readiness for historically marginalized groups within K-12 public schools by examining the relationship between *within* school inequities, such as access to grade-level and advanced coursework. Start Date: Fall 2015-ongoing

Strand Three: anti-racist leadership and praxis. Emerging from my ongoing critical reflection and roots as an African American high-achieving student from a limited-income household, I explore how we can cultivate and sustain anti-racist leadership and praxis across the P-20 pipeline. The implications of this work propel the conversation from gap-gazing between students with dominant identities (historically positioned as the standard comparison group) and all other groups, to the policies and practices that created the inequities. Start Date: Fall 2019-ongoing

PUBLICATIONS

(Total=18)

A. Peer-Reviewed Journal Articles (Count=11)

**Publication with student*

1. Hailu, M., Deal, K., Tabron, L.A., Tuit, F. (in press) Crafting critical pedagogies in higher education: A taxonomy of seven activities to share critical race praxis. *Journal of Excellence in College Teaching*.
2. Gray-Nicolas, N.M., Nash, A.M., Modeste, M.E., Tabron, L.A. (in press) (Other)sistering: Black women education leadership faculty aligning identity, scholarship, and practice through peer support and accountability. *Journal of Education Human Resources*.
3. Reynolds, A.L. & Tabron, L.A. (in press). Cultivating Racial Diversity or Reproducing Whiteness?: A QuantCrit Analysis of School Districts' Early Principal Hiring Practices. *Leadership and Policy in Schools*.
4. Tabron, L.A., Kitchen, R., *Mestas, B. (2021). Moving Beyond Equal Access: Practical Insights about How to Strategically Detrack a Diverse High School's Mathematics Program. *Eurasia Journal of Mathematics, Science and Technology Education*.
5. Tabron, L.A. & Chambers, T.V. (2019). What is being Black and high achieving going to cost me in your school? Students speak out about their educational experiences through a racial opportunity cost lens. *The High School Journal*, 103(2), 118-138.
6. Korach, S., Anderson, E., Hesbol, K., Tabron, L.A., Candelarie, D., Kipp, P., Miller-Brown-E. (2019). Interdependence and reciprocity: The University of Denver's partnership ethos. *Journal of Research on*

7. **Tabron, L.A. & Ramlackhan, K. (2018).** Hypocrisy, State Policy, and African American Students with Disabilities: The Guise of Access. *Educational Policy, 33(1)*, 181-204. <https://doi.org/10.1177/0895904818807308>.
 8. **Irby, B.J., Torres, M., Lara-Alecio, R., Bizzell, B., Tong, F., Tabron, L.A. (2017).** Policy challenges to governing learner appropriate online class sizes in higher education. *Education Law and Policy Briefs Journal*, Retrieved from <https://journals.tdl.org/epbj/index.php/elpbj/article/view/2>.
 9. **Locke, L.A., Tabron, L.A., Chambers, T.T.V. (2016).** "If you show who you are, then they are going to try to fix you": The capitals and costs of schooling for high-achieving Latina students. *Educational Studies, 53(1)*, 1-24. <https://doi.org/10.1080/00131946.2016.1261027>.
 10. **Tabron, L.A., & Irby, B.J. (2015).** Vergara v. State of California: A political analysis and implications for principal practice. *Education Leadership Review, Spring Edition, 16(1)*, p.31-46.
 11. **Chambers, T., & Tabron, L.A. (2013).** Academic success for students of color...at what cost?: The importance of school context at Birch high school. *Journal of Cases in Educational Leadership*. doi: 10.1177/0098628313514192.
- B. Peer-Reviewed Book Chapters (Count=3)**
- *Publication with student.*
1. ***Thomas, A. & Tabron, L.A. (accept with revisions).** How to Detect Racialized Statistics Using Critical Quantitative Inquiry. In S. Diem and M. Young (Eds.), *Handbook on Critical Education Research Theory and Methodology*.
 2. **Tabron, L.A., *Hunt-Khabir, K., *Thomas, A.K. (2020).** Disrupting Whiteness in Introductory Statistics Course Design: Implications for Educational Leadership. In C. Mullen (Ed.), *Handbook of Social Justice Interventions in Education*. Springer
 3. **Tabron, L.A. (2019).** I pulled up a seat at the table: My journey to critical quantitative inquiry. In K.K Strunk & L.A. Locke (Eds.), *Research methods for Social Justice and Equity in Education (275-282)*. Cham Switzerland: Palgrave Macmillan. [Over 87,000 downloads!].
- C. Community Engaged Scholarship (Count=3)**
1. **Tabron, L.A., Thomas, A.K., Reynolds, A.L., Korach, S., (2021).** Cultivating and Sustaining a Diverse Principal Pipeline. Completed for the Denver Public School District. [Technical Report]
 2. **Chambers, T.V., Mauldin, C., Tabron, L.A., Brooks, J. Flores, S., & McCarthy, R. (2020, December).** What racial opportunity costs (ROC) means for Black lives in schools. In Equity Spotlight Podcast. Great Lakes Equity Center. <https://greatlakesequity.org/resource/what-racial-opportunity-costs-roc-means-black-lives-schools> [Podcast based on Research Paper]
 3. **Irby, B.J., Nafukho, F., AbdelRahman, N., & Tabron, L.A. (2014).** Research report on recruitment of students of color and women. Completed by the Educational Leadership Center for the Dwight Look College of Engineering, TAMU. [Technical Report]

D. Creative Scholarship (Count=1)

1. Tabron, L.A. (2021). Pay now or pay later? The hidden price of good schools. In T.V. Chambers, *Racial Opportunity Cost: Race, Achievement, and the Cost of Academic Success for Black and Latinx Students*. Harvard Education Press. [Invited Essay]

E. Peer-Reviewed Journal Articles Under Review (Count=2)

**Publication with student*

1. Tabron, L. & Zhang, D. (under review) High School Preparation for College Readiness: The Odds are in Whose Favor?
2. Tabron, L.A. & *Thomas, A. (under review). Deeper than wordplay. A systematic review of quantitative criticalism and critical quantitative approaches in education research, 2007-2021.

F. Peer-Reviewed Manuscripts Under Development (Count=3)

**Publication with student*

1. Tabron, L.A. (in progress). The Racist History of Modern Social Statistics with Implications for Educational Leaders.
2. Hughes, S. A., & Tabron, L. A. (in progress). Disparate Impact Upon Whom? Revisiting Causation Fallacy 2.0 and the myth and math of affirmative action.
3. Tabron, L.A. & *Fusco, S. (in progress). The Power of Discourse: How State Legislatures Use Language to Converge Interest in State-Wide Automatic College Admissions Plans: A Texas, Florida, and California Comparison.

GRANTS (Total=\$4,000)

A. Grant Funding

2018 Research Grant

National Science Foundation

Title: *De-tracking Mathematics at an Urban High School Using Designed-Based Improvement Science*

Lead PI: Lolita Tabron

Co-PI: Rick Kitchen

\$450,000/ Not Funded

2017 Research Grant

Spencer Foundation

Title: *Examining De-tracking in Mathematics at a Comprehensive High School*

Lead PI: Rick Kitchen

CO-PI: Lolita Tabron

\$50,000/Not Funded

2016 Research Grant

Interdisciplinary Research Incubator for the Study of (In)Equality

\$4,000/ Funded

B. Grant Projects

2014-2015 *Graduate Research Assistant*
English Language and Literacy Acquisition - Validation (ELLA-V)
U.S. Department of Education
Investing in Innovation Fund (i3)
Qualitative Research Lead, Curriculum Developer, Validator, and Professional Development Leader

- Qualitative Research Lead
Team leader of six researchers in a qualitative data analysis using NVIVO qualitative statistical software. Used constant comparative method and coded according to themes to identify trends or patterns. Design and lead training workshops for data, researcher, and method triangulation for qualitative analysis.
- Curriculum Developer
Create the Academic Oral and Written Language in Science (AOWLS) lessons implemented by 50 teachers for a 28-week duration in 22 elementary schools across Texas. All lessons are aligned with science state-standards and designed to improve the oral, reading, and written English proficiency of 2nd grade English language learners.
- Validator
Observe and code lesson effectiveness using the Transitional Bilingual Observation Protocol (TBOP) from the For Dimensional Bilingual Pedagogical Theory that is used to provide virtual feedback and mentoring to 75 ELLA-V teachers.
- Professional Development Leader.
Create and facilitate online collaborative community of practice that will impact 600 teachers in 75 elementary school campuses, and 15,000 students across the state of Texas.

C. Grant Writing

Fall 2014 *External Grant Seeker and Graduate Student Writer*
Student Success in Developmental Mathematics and Beyond Through Faculty Learning Communities

Greater Texas Foundation

Principal Investigators: Dr. Glenda Musoba and Dr. Jill Zaretsky

As a graduate student, I served as an external grant seeker and a major contributor to the proposal development. By researching and understanding the needs of the client, principal investigators, and grant funders, I was able to help match funding opportunities with client needs and grant funder priorities. My writing contributions included letter of intent, literature review, and I was a major contributor to the project narrative. My careful screening of Requests for Proposals (RFP) helped to ensure a customized response that addressed and adhered to program requirements and a prompt proposal submission.

A. Invited Presentations/Keynotes (Count=8)

- 2021 1. Tabron, L.A. (2021, April). *Envisioning Educational Research-Critical Perspectives in Leadership and Praxis for Emerging Scholars. Division A Fireside Chat. American Educational Research Association*, virtual conference [Featured Panelist with Drs. Terrance Green and Suzy Hardie]
2. Tabron, L.A. (2021, April). Presenting a Scholarly Identity. *Barbara Jackson Scholars Network Workshop, American Educational Research Association*, virtual conference [Featured Panelist with Dr. Julian Vasquez Heilig]
- 2019 3. Tabron, L.A. (2019, February). Critical Quantitative Research Perspectives. *American Educational Research Association, Connect Series, Division A Graduate Student Committee* [Keynote Speaker]
- 2018 4. Tabron, L. (2018, November). *Graduate writing ignite!: Tips for crafting your best work*. University Council for Educational Administration Annual Convention, Houston [Invited Panelist]
- 2017 5. Tabron, L. (2017, November). *Demystifying the Academic Job Search, Part II: The Nuts and Bolts*. University Council for Educational Administration Annual Convention, Denver [Invited Panelist]
6. Tabron, L. (2017, November). *Demystifying the Academic Job Search, Part I: The Nuts and Bolts*. University Council for Educational Administration Annual Convention, Denver [Invited Panelist]
7. Tabron, L. (2017, November). *Dissecting the Curriculum Vitae (CV) (and cover letter) for Job Winning Success*. University Council for Educational Administration Annual Convention, Denver [Invited Panelist]
- 2016 8. Tabron, L. (2016, November) *Shoulda, Coulda, Woulda... What we wish we had known before becoming a professor*. University Council for Educational Administration Annual Convention, San Diego [Invited Panelist].

B. Refereed Presentations (Count=23)

- 2021 1. Reynolds, A.L. & Tabron, L.A. (2021). Cultivating Racial Diversity or Reproducing Whiteness? A QuantCrit Analysis of School Districts' Early Principal Hiring Practices. *University Council of Educational Administration*. Columbus, Ohio
2. Gray-Nicolas, N. M., Miles Nash, A., Modeste, M. E., Phelps-Moultrie, J. (2021). Sister Circles: Black women scholars creating space for critical conversations, professional connections, and powerful community. *University Council of Educational Administration*. Columbus, Ohio
- 2020 3. Miles Nash, A., Gray-Nicolas, N. M., Tabron, L. A. & Modeste, M. E. *BE WELL! (B)lack (W)omen (E)ducational (L)eadership and (L)egacy Aligning Identity, Scholarship, and Practice With Communities* [Paper Session]. AERA Annual Meeting San Francisco, CA <http://tinyurl.com/v49ld9v> (2020 Conference Canceled)

- 2019
4. Gray-Nicholas, N., Nash, A.M., Modeste, M.E., Phelps-Moultrie, J., Tabron, L.A. (2019, November). Sister Circles: Black Women Junior Faculty Building Networks of Scholarship and Support. *University Council for Educational Administration Annual Convention*, New Orleans, LA.
 5. Kitchen, R., Tabron, L.A., & Mestas, B. (2019, April). A partnership to detrack mathematics at a diverse, urban high school. *American Educational Research Association*, Toronto, CA.
 6. Tabron, L. (2019, April). I pulled up a seat to the table: My journey engaging in critical quantitative inquiry. *American Educational Research Association*, Toronto, CA.
- 2018
7. Rangel, V.S., Bowers, A.J., Tabron, L., Urick, A. (2018, November). Improving how we teach quantitative methods to aspiring educational leaders. *University Council for Educational Administration Annual Convention*, Houston
 8. Korach, S., Honig, M.L., Fusarelli, B.C., Cosner, S.A., Tabron, L., Anderson, E., Donaldson, E.K. (2018, November). Opening the “black box” on UCEA’s Exemplary Educational Leadership Preparation Programs. *University Council for Education Administration Annual Convention*, Houston, TX
 9. Martinez, M.A., Dorsey, D.T., Dantley, M., Freelon, R., Ishimaru, A.M., Oliver, B., Terry Orr, M., Rivera-McCutchen, R., Tabron, L. (2018, November). Equity, inclusion, and action in educational leadership: to prepare school leaders we must prepare ourselves. *University Council for Education Administration Annual Convention*, Houston, TX.
 10. Tabron, L., Ramlackhan, K., Beckett, L. (2018, April). Critical policy research meets the politics of education. *American Educational Research Association*, New York, NY.
- 2017
11. Tabron, L., Ramlackhan, K., Beckett, L. (2017, November). The False Meritocracy of the Texas Top 10% Plan for Black Students Receiving Special Education Services, *University Council for Education Administration Annual Convention*, Denver, CO
 12. Tabron, L. (2017, April). The Texas Top 10% Plan and its Unintended Consequences in Texas Public High Schools. *American Educational Research Association*, San Antonio, TX
- 2016
13. Tabron, L. (2016, November). Has the Texas Top 10% Plan Really Created Equal Access to its Premier Public Universities? *University Council for Education Administration Annual Convention*, Detroit, MI.
 14. Tabron, L. (2016, November). Effects of the UT Admission Cap on High School Students’ College Planning. *University Council for Education Administration Annual Convention*, Detroit, MI.

- 2015
15. Tabron, L. (2015, November). Effects of Texas' Top Ten Percent Plan on students' educational planning: A systematic review. *University Council for Education Administration Annual Convention*, San Diego, CA.
 16. Tabron, L. (2015, November). The cost of academic success: Inside perspectives shared from high achieving, low-income students of color. *University Council for Education Administration Annual Convention*, San Diego, CA.
 17. Webb-Hasan, G., Webb-Smith, K., Irby, B.J., Hokom, M., Villareal, E., Tabron, L., Carter, V. (2015, June). A Critical Examination to Empower Socially Just Practice: A 20-Year Content Analysis of Records of Study and Dissertations in Educational Leadership at Texas A&M University. *The Carnegie Project on the Education Doctorate Convening*, Fullerton, California.
 18. Tabron, L., & Musoba, G. (2015, April). Self-plagiarism or fair use. *American Educational Research Association*, Chicago, IL
 19. Chambers, T., & Tabron, L., (2015, April). Poor, gifted, and black: Low-income, high-achieving African American students speak out about their educational experiences through a racial opportunity cost lens. *American Educational Research Association*, Chicago, IL.
 20. Tabron, L., Hokom, M., Qin, L. (2015, February). What could weighted lotteries mean for traditionally marginalized students in charter schools? *The Association for Education Finance and Policy*. Washington, D.C.
- 2014
21. Tabron, L. (2014, November). Race...the other four-letter word: School leaders discuss racial awareness. *University Council for Educational Administration Annual Convention*, Washington, D.C.
 22. Tabron, L., Irby, B. (2014, August). A political analysis of the *Vergara v. State of California* case. *National Council of Professors of Education Administration*, California.
- 2012
23. Tabron, L., Perez, P., Chambers, T. (2012, November). The Enduring race: benchmarks in urban education for Black and bilingual students. *University Council for Educational Administration Annual Convention*, Denver, CO.

CONSULTANCIES

- 2017-2018 *Turnaround Leadership Coach*
Denver Public Schools
 Enhance the capacity of leaders and school advocates to build sustainable, interactive structures through Design Thinking and Improvement Science
- 2015 *Consultant*
Michigan State University
 Survey Development and Validation
 Using Rasch Model to assess racial opportunity costs (ROC) instrument validity and

reliability. The primary purpose of the instrument is to understand aspects of a high school culture that support or thwart academic success for African American students. The ROC instrument fills a gap in extant literature by capturing student perspectives of the racial climate of their school through the lens of racial opportunity costs.

Fall 2014 *Lead Qualitative Research Analyst*
Center for Research in Education Leadership
Texas A&M University

Co-led research team in qualitative research inquiry using 8 focus groups of 40 Texas high school counselors to investigate how Texas A&M Dwight Look College of Engineering can better recruit and retain African American and female students in their program. I designed focus group protocol and led peer-debriefing session for researcher triangulation. A contributing author for the published technical report for the Dwight Look College of Engineering.

TEACHING AND MENTORING

A. Doctoral-Level Courses Taught: University of Denver (Ed.D and Ph.D)

I currently teach 18-20 credits or 5-6 courses annually when independent studies are included

* denotes courses redesigned

+ denotes courses redesigned with a critical lens and equity-focus. Courses include applied learning through fieldwork.

2016-present RMS 4910, Introduction to Statistics +

2016-present RMS 4941, Introduction to Qualitative Research +

2016-2017 ADMN 4844, Cost-Benefit Analysis for Educational Settings

2016-2017 RMS 4930, Empirical Research Methods

2017-present ADMN 4700, Advanced Inquiry and Analysis +

2017-present ADMN 4844, Educational Policy Analysis for Educational Systems +

Summer, 2017 ADMN 5991, Student Independent Study Course: Advanced Quantitative Inquiry

Winter, 2018 ADMN 5991, Student Independent Study Course: Feminist Theory

Winter, 2021 ADMN 5991, Student Independent Study Course: Program Evaluation of Anti-Racist Action Book Club (ABC)

2016-present ADMN 5993, Doctoral Research Seminar*

B. Student Advising

Dissertation Chair (Completed=9; In Progress = 9)

2021 **Stephen Fusco, PhD**

Title: Because I Said So: The (Re)production of White, Ableist Narratives Through Legal Discourse in *Andrew F. v. Douglas County Re-1*

Role: Chair

Jessamyn Lockhart, PhD

Title: Excerpts from Silence-Radical Critical Feminist Theory and Adolescent Girls' Social Emotional Development: A Case Study of Red River Middle School

Role: Chair

Arti Sachdeva, EdD

Title: Critical Policy Analysis: The effects of LRE Placement in Defining Significant Disproportionality of Culturally and Linguistically Diverse Students in Special Education

Role: Chair

2020 Guerin Gray, EdD

Title: White Racial Framing in the Principalship: Implications for Culturally Responsive School Leadership

Role: Chair

2020 Rob Duren, EdD

Title: Do You Hear Us? Amplifying Alternative Pathways for High School Pushouts through Youth Participatory Action Research

Dissertation Award-Winner (Level: Morgridge College of Education)

Role: Chair

2020 Natalie Lewis, PhD

Title: Brokering Access, Beliefs, and Opportunities: A Phenomenological Study of Black Principals

Role: Chair

2020 Anthony McWright, EdD

Title: Where is the COMMUNITY? A Case Study of School Closure in an Urban School District

Role: Chair

2018 Lorna Beckett, PhD

Title: Location Matters: A Geospatial Analysis of Urban Principal Turnover in the Denver Metropolitan Area

Role: Chair

2018 Ashley Idrees, EdD

Title: Mi Voz: Latinx Student Perceptions of Affirmative Action on their College Application and Enrollment Told through their Funds of Knowledge

Role: Chair

Proposal Defended Johanna Reece

Title: "I was afraid to turn it in." A Case Study of a Mid-Atlantic School District's Theme Reader Writing Program

Role: PhD Chair

In Progress Theo Shaw

Role: PhD Chair

Status: Proposal Writing

In Progress Traci Trinidad

Role: PhD Chair

Status: Proposal Writing

In Progress Christine (Ping) Robert
Role: PhD Chair
Status: Proposal Writing

In Progress Celia Bellot
Role: PhD Chair
Status: Proposal Writing

In Progress Rachel Kamnkhwani
Role: PhD Chair
Status: Proposal Writing

In Progress Naichen Zhao
Role: PhD Chair
Status: Proposal Writing

In Progress Klaudia Neufeld
Role: EdD Chair
Status: Proposal Writing

In Progress Jessica Racine
Role: PhD Director
Status: Coursework

C. Dissertation Committee Member (Completed=5; In Progress=8)

2021 Amanda K. Thomas, PhD
Role: Voting Committee Member-QuantCrit Content Expert (RMIS)

2020 Maddie Puryear, EdD
Title: Multi-Tiered Supports for Equitable Support of English Learners
Role: Voting Committee Member (Methodologist- ELPS)

2018 Antoinette Hudson, EdD
Title: Promoting Equity for Black Males: A Master Gardener's Narrative for School Change
Role: Voting Committee Member (Qualitative Methodologist- Higher Education)

2018 Delma Ramos, PhD
Title: Exploring the College Attainment of First-Generation Students, Low-Income Students, and Students of Color through the Lens of Funds of Knowledge.
Role: Voting Committee Member (Mixed Methods Methodologist- Higher Education)

2017 Kayon Morgan, PhD
Title: Family Engagement in Postsecondary and Workforce Readiness in a Suburban School District: An Exploratory Study
Role: Voting Committee Member (Qualitative Methodologist- ELPS)

In Progress Nick Dawkins
Role: Voting Committee Member (ELPS)

- In Progress Anne Larkin**
Role: Voting Committee Member (ELPS)
- In Progress Molly Pargas**
Role: Voting Committee Member (ELPS)
- In Progress Isaac Solano**
Role: Voting Committee Member (ELPS)
- In Progress Alfredo Pargas**
Role: Voting Committee Member (ELPS)
- In Progress Fernando Branch**
Role: Voting Committee Member (ELPS)
- In Progress Christopher Pena**
Role: Voting Committee Member-QuantCrit Content Expert (RMIS)
- In Progress Lynda Duran**
Role: Voting Committee Member (Higher Education)

D. Academic Advising for ELPS Doctoral Students (EdD and PhD)

- Advising Load: 13** In addition to my dissertation advising, I concurrently served as academic advisor for doctoral students ranging from coursework to their dissertation stage. As advisor, I evaluated degree plans, monitored academic progress and paperwork, and reviewed comprehensive exams.
- Informal Mentoring Load: 3** In addition to dissertation advising and academic advising, I am an unofficial mentor to three doctoral students. Support includes letters of recommendation, faculty sponsor on independent studies, monthly meetings, and support with research.

SERVICE

- A. National: Editorial**
 - 2011-2013 *Co-Managing Editor*
Educational Administration Quarterly
#1 journal in Educational Leadership
#12 among Sage Journals and 112 of all Education Research Journals
- B. National: Manuscript Reviewer (average 1-2 reviews bimonthly)**
 - 2020-present Education Administration Quarterly
 - 2017-present Educational Policy
 - 2020-present International Journal of Qualitative Studies in Education

- 2018-present Journal of Cases in Educational Leadership
- 2016-present Journal of Education and Development in the Caribbean
- 2020-present Journal of Education Human Resources
- 2017-present Multicultural Perspectives, Routledge Taylor & Francis

C. National: Professional Associations, Division Officer/Committee Chair

- 2017-2020 *Equity, Inclusion, and Action Committee*
American Education Research Association-Division A
Role: Division A Officer, EIA Committee Chair and Co-Chair
- 2015 *Division A Graduate Student Committee*
American Education Research Association
Role: Dialogic Forum Chair

D. National: Professional Associations, Committee Member

- 2021 *Early Career Award Committee*
American Education Research Association-Division A
Role: Member
- 2019 *2019-2020 Division A Program Committee*
American Education Research Association-Division A
Role: Member
- 2018 *2018 National Convention Program Committee*
University Council of Educational Administration
Role: Member

E. National: Professional Associations, Mentoring

- 2021 *Jackson Scholar Network Seminar*
American Educational Research Association
Role: Session Mentor for Jackson Scholars on building their research identity.
- 2020 *Clark Scholar Seminar*
University Council of Education Administration
Role: Proposal Reviewer
- 2019 *Jackson Scholar Network Research Symposium*
University Council of Education Administration
Title: The Presence of Being: Navigating Educational Landscapes and Intersectionality of Identity
Role: Facilitator and Session Mentor
- 2018 *Graduate writing ignite!: Tips for crafting your best work.*
University Council for Educational Administration Annual Convention, Houston
Role: Invited Panlist
- 2016 *Charter Schools*
Division A Graduate Student Summit Mentor Session

Role: Invited Facilitator and Graduate Student Mentor

- 2015 *AERA Divisions A & L Graduate Student Breakfast: Publish and "Live": Take the Fear out of Publishing*
University Council for Educational Administration Annual Convention, San Diego
Role: Invited Panelist

F. National: Professional Associations, Program Chair/Session Organizer

- 2019 *Navigating the promotion and tenure process with a commitment to social justice: Mentoring for equity-focused early and mid-career faculty*
American Educational Research Association
Role: EIA Chair and co-organizer with EIA committee

A call for bold leadership: disrupting inequities that cause and stem from trauma in our schools and community

American Educational Research Association
Role: EIA Chair and co-organizer with EIA committee

- 2015 *AERA Divisions A & L Graduate Student Breakfast: Publish and "Live": Take the Fear out of Publishing*
University Council for Educational Administration Annual Convention, San Diego
Role: Invited Panelist

G. National: Professional Associations, Conference Session Facilitator or Discussant

- 2021 *Leading Through the Fire: Principal Burnout and Turnover*
University Council for Educational Administration Annual Convention, Columbus, Ohio [Nov. 11-14]
Role: Facilitator

Networking Table: Recent Early Career Award Winners
University Council for Educational Administration Annual Convention, Columbus, Ohio [Nov. 11-14]
Role: Facilitator

H. National: Professional Associations, Conference Program Reviewer

- 2021 *Emerging Stronger Reuniting to Advance Educational Leadership*
University Council for Educational Administration Annual Convention, Columbus, Ohio

I. Institutional Service: University of Denver

- 2022 *IRISE Faculty Affiliate*
Interdisciplinary Research Institute for the Study of (in)Equality
Level: University
Role: Faculty Affiliate

- 2021 *Diversity Equity and Inclusion Council*
Morgridge College of Education
Level: College
Role: Committee Member

2021 Diversity Summit
University of Denver
Level: University
Role: Invited Panelist

Dean Search
Morgridge College of Education
Level: College
Role: Search Committee Member

ELPS College of Education Student Association (COESA)
Department of Educational Leadership and Policy Studies
Level: Department
Role: Faculty Advisor

2020 *Executive Vice Chancellor and Provost Search*
University of Denver
Level: University
Role: Faculty of Color Association Representative

Provost for Diversity, Equity, and Inclusion Search
University of Denver
Level: University
Role: Faculty of Color Association Representative

Search Committee: Open Rank Faculty in the Department of Educational Leadership and Policy Studies
University of Denver
Level: Department
Role: Search Committee Member

Doctoral Program Coordinator in the Department of Educational Leadership and Policy Studies
University of Denver
Level: Department
Role: Program Coordinator
Coordinator of Doctoral program including doctoral strategic planning, course audits and sequence, comprehensive reviews, and doctoral advising. Fulfill assignments as needed by Department Chair.

2019-present *Pay Equity Study*
University of Denver
Level: University
Role: Advisory Committee Member (invited)
The purpose of the pay equity study, commissioned by the Chancellor, is to determine whether there are systemic inequities impacting our non-union benefitted faculty and staff salaries at DU based-on gender and under-represented minority status.

Black Women L.E.A.D. (Lead, Empower, Aspire, Dedicate)

University of Denver
Level: University and Community Partnership
Role: Volunteer

The purpose of BW-LEAD is to provide high school Black women students with an opportunity to participate in a program that promotes leadership, academic achievement, and community involvement while developing their Black woman identity.

Faculty Executive Committee
Level: College
Morgridge College of Education
Role: Member

2018 *Higher Education in the Era of the States: Elevating Equity and Advancing Public Policy Forum*

Morgridge College of Education- Higher Education Department

Level: College

Role: Proposal Reviewer and Introduction and Opening Remarks for Keynote speaker: Dr. Stella Flores

2018 **Student of Color Reception**

Level: College

Morgridge College of Education

Role: Moderator

Redesign of Ed.D and Ph.D program
Educational Leadership and Policy Studies (University of Denver)

Level: Department

Role: Member

2017 **The Crisis in Black Education: Reflections on DU, Denver, and the Nation**

Black History Month panel

University of Denver

Level: University

Role: Invited Panelist

Search Committee-Associate Dean
Morgridge College of Education

Level: College

Role: Member

Search Committee- Research Methods and Statistics
Morgridge College of Education

Level: College

Role: Member (methodologist and content expertise)

Redesign of Ed.D and Ph.D program
Educational Leadership and Policy Studies (University of Denver)

Level: Department

Role: Member

Curriculum Redesign of Methods Sequence
Educational Leadership and Policy Studies (University of Denver)
Level: Department
Role: Project Lead

J. Institutional Service: Texas A&M University

2016 *ELLAvirsity Webinar-Back to the basics: Providing effective checks for understanding and meaningful student feedback*

English Language and Literacy Acquisition - Validation (ELLA-V)
U.S. Department of Education
Role: Guest Lecturer

2015 *Assessment*

Texas A&M College of Education
Role: Scorer and Validator

Texas A&M Graduate Representative Advisory Board
Role: Member

Guest Speaker

Texas A&M Posse Foundation (Diversity and Campus Climate Workshop)

2014 Title: Being a polished scholar while navigating racial micro-aggressions at a predominantly white institution.
Posse Scholars is a nationally renowned organization that provides college access and leadership development programs to historically marginalized student groups.

K. Service in Community

Partnerships for Academically Successful Students (PASS)
Dry Creek Elementary
Role: Member

Volunteer

Dry Creek Elementary
Role: Monthly Reading Volunteer to 1st grade classes

Black History Month Fireside Chat
DSST: Conservatory Green Middle School
Role: Invited Speaker

Colorado Succeeds Award

Role: University of Denver, Morgridge College of Education Representative
Support with rubric development for selection of finalist
Succeeds Prize is the most prestigious award for Colorado's public schools and educators.

HONORS AND AWARDS

2021 *University of Denver's Outstanding Research Faculty Award*

This award is presented to the most outstanding faculty members contributing to impactful research, scholarship, and creative work at the University of Denver.

Role: Recipient/Celebrant

- 2019 *Jack A. Culbertson Award*
The award is presented annually to an outstanding junior educational leadership professor in recognition of his/her significant contributions to the field of educational leadership.
University Council of Educational Administration
Role: Recipient/Celebrant
- 2019 *University of Denver's most outstanding faculty members contributing to impactful teaching*
First Annual Teaching Celebration
Role: Recipient/ Celebrant
- 2019 *Faculty Career Champion*
University of Denver
Role: 2x Nominee
- 2018 *Faculty Career Champion*
University of Denver
Role: Nominee
- 2016 *College of Education Distinguished Graduate*
Role: Recipient
- 2015-2016 *College of Education Strategic Research Award*
**Awarded to two of the top doctoral students in the College of Education at Texas A&M*
Role: Fellow
- 2012-2014 *UCEA Barbara Jackson Scholar*
Role: Scholar
- 2014 *T.M. Stinnet Fellowship, Outstanding Scholar*
Role: Fellow
- 2014-2016 *Paul L. Stevens Endowed Scholarship*
Role: Fellow
- 2011-2013 *Mance L. Park Fellow*
Role: Fellow
- 2011-2016 *Emerging Scholar Award*
Role: Fellow
- 2011 Cypress- Fairbanks Spotlight Teacher (*Teacher of the Year*)

K-12 PROFESSIONAL APPOINTMENTS

2009 - 2011 *Language Arts Instructor (Master Teacher; Curriculum Writer)*
Smith Middle School

Cypress-Fairbanks Independent School District

teacher of the year

2010 *Instructional Coach*

Hartman Middle School

Houston Independent School District

I supported 15 teachers through teacher observations and evaluations. Based on evaluations, I designed and implemented differentiated professional development opportunities to strengthen teacher capacity and improve student performance. I oversaw student discipline and completed duties as assigned by the principal.

2007 - 2009 *Language Arts and World History Instructor (content lead and grade-level curriculum writer, interim grade level chair)*

YES Prep North Central

YES Preparatory Charter Schools

Texas Exemplary Charter; International Baccalaureate Teacher

PROFESSIONAL DEVELOPMENT

2021 *Critical Perspectives in Quantitative Methods Series: Webinar 1* (October 22, 2021)

Critical Perspectives in Quantitative Methods: Introduction, Historical Origins and Future Possibilities
Sponsored by Society for Research on Educational Effectiveness Association for Education Finance and Policy (AEFP), the American Educational Research Association – Division L, and the Council on Public Policy in Higher Education (CPPHE), a Council of the Association for the Study of Higher Education (ASHE)

Educational experiences of trans and non-binary students in Colorado (May 17, 2021)

Sponsored by A+ Colorado, OneColorado, and Confluence Consulting, LLC.

A workshop intended to facilitate the growth and development of advocates for LGBTQ youth.

Advanced Methods Institute: Advancing Culturally Responsive Research and Researchers
Quantitative Track

Sponsored by the College of Education and Human Ecology at The Ohio State University

2021 Legislative Preview

Education Commissions of the State

Teaching and Learning Qualitative Research Methods through Popular Film Clips

Workshop Facilitator: Johnny Saldana (April 13, 2021)

American Education Research Association

2020 *Faculty Institute for Inclusive Teaching*

Office of Teaching and Learning

University of Denver

Canvas Teaching Online: Designing and Teaching for Impact in Online Courses
Office of Teaching and Learning
University of Denver

Inclusive Online Teaching Practices
Office of Teaching and Learning
University of Denver

- Workshop 1: Advancing Equity in the Online Classroom: Inclusion Basics
- Workshop 2: Advancing Equity in the Online Classroom: Understanding Trauma
- Workshop 3: Advancing Equity in the Online Classroom: Inclusive/Exclusive Language
- Workshop 4: Advancing Equity in the Online Classroom: Resources for Teaching Contentious Topics

2019 Education Commissions of the States and Morgridge College of Education Collaboration Building Policy Skills and Capacities [3-part workshop series].

- Workshop 2: Building Policy Skills and Capacities
February 4, 2019
- Workshop 3: Crafting a Policy-Relevant Research/Practice Agenda.
May 13, 2019

2018 Workshop 1: Understanding Intermediary Public Policy Organizations and the Policy Landscape
Education Commission of the States
December 3, 2018

William L. Boyd National Education Politics Workshop (*sponsored by the Politics of Education Association and the University Council of Educational Administration*)

2017 NVIVO Fundamentals Certification

Lunch and Learn: Seizing moments of transformation: recognizing difference and equity in our practice
MCE Inclusive Excellence Committee
May 23, 2017

Lunch and Learn: Ms. Wheelchair American and Inclusive Practices
MCE Inclusive Excellence Committee
April 11, 2017

Lunch and Learn: A Culturally Humble Approach for Addressing Microaggressions in and outside the classroom

MCE Inclusive Excellence Committee
February 28, 2017

Lunch and Learn: LGBTQ Student Panel
MCE Inclusive Excellence Committee

January 24, 2017

2016 Teaching Certificate Program of Graduate Teaching Academy
Completed Teaching Assistant Institute offered by Center for Teaching Excellence

MEMBERSHIPS AND PROFESSIONAL ASSOCIATIONS

- American Education Research Association (Divisions A & L)
- National Council of Professors of Educational Administration
- The Association for Education Finance and Policy
- University Council of Education Administration

CERTIFICATIONS

- Texas Generalist 4-8, Standard Renewable Certificate
- Texas English as a Second Language Certified Rater
- Intercultural Development Inventory Qualified Administrator



UNIVERSITY of
DENVER

MORGRIDGE COLLEGE OF EDUCATION

November 16, 2021

Dear Commissioners Duran and Badgett,

I want to express my interest in serving as a commissioner for the Denver African American Commission (DAAC).

I learned about the DAAC through Commissioner Mike Hoa Nguyen (Denver Asian American and Pacific Islander Commission), a colleague at the University of Denver, who encouraged me to consider engaging with the DAAC after learning more about my research and desire to partner with others who are deeply committed to uplifting the African American community.

After speaking with Dr. Duran, attending November's meeting, and reviewing the work of the DAAC, it is clear that this Commission is a group of talented, community-engaged professionals who are already doing powerful, transformative work. I am interested in serving as a Commissioner because I am deeply invested in unlocking our community's full potential and promise as a powerful constituency so that we have a government that represents us and policies and practices that promote our health and economic well-being. I care deeply about the complex problems facing our community, including mental health and access to quality health care, voter suppression, police reform, and current political tactics to curtail diversity, equity, and inclusion initiatives in K-12 schools by groups who are misinformed about critical race theory, a graduate level theoretical framework.

I want to build bridges between culturally responsive research, policy, and practice. I offer a skillset as a critical quantitative researcher and education policy analyst who studies how public policies, leadership practice, and statistical data may reproduce systemic racism and educational inequalities. Through my research, I aim to better articulate how race-conscious approaches to leadership and quantitative inquiry can cultivate and sustain anti-racist leadership, policy, and praxis.

If appointed, I would take my role as a Commissioner seriously, and I would work collaboratively to extend the legacy of great work accomplished by previous and current Commissioners. I am a trusted team player who is highly organized, values learning from others and genuine connections, provides timely communication, and produces quality work.

It would bring me joy to engage in this work, and I believe this joy and passion will translate into how I approach the work with other Commissioners and community members. I appreciate your consideration. If you have additional questions, you can reach me by email at lolita.tabron@du.edu or phone at 713-855-2581.

Sincerely,

Lolita A. Tabron

Assistant Professor
Educational Leadership and Policy Studies
Morgridge College of Education
University of Denver



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BAC-7763

Contact Information

Contact Name	George Delaney	Home Address	7014 Forest Ridge Cir
Preferred Phone	303-870-3575	Home City	Castle Pines
Preferred Email	ghdbudget@gmail.com	Home State	CO
Other Phone	303-947-2875	Home Zip	80108
Other Email	pdloan@comcad.net	County	Douglas
DOB	5/25/1948	Hispanic or Latino origin or Descent?	
SSN		Race/Ethnicity	Caucasian
Gender	Male	Other Ethnicity	
Other Gender		Salutation	Mr.

Board Information

Board Name	Denver Employees Retirement Plan Board	Other boards or commissions served	Denver Employees Retirement Board
Status	New	Resigned	
Term Start Date			
Term End Date			

Work Information

Employer	Retired Denver Dept of Public Works	Work Address	201 W Colfax Ave, Dept 608
Position	Chief Operating Officer/CFO	Work City	Denver
Business Phone #	720-865-8360	Work State	CO
Work Email	george.delaney@denvergov.org	Work Zip	80202

Additional Information

Are you a registered voter?	Yes	Objection to appointment?	No
If so, what county?	Douglas	Special Information	
Denver City Council District No	N/A		

Education and General Qualifications

Name of High School	South Fayette	Name of Graduate School	University of Colorado
Location of High School	Bridgeville, PA	Location of Graduate School	Boulder/Denver
# of Years Attended High school	4	# of Years Attended Graduate School	2
Did you Graduate	Yes	Did you Graduate	Yes

High School

Graduate Major Master of Public Administration

Name of College University of Pittsburgh
Location of College Pittsburgh, PA
of Years Attended College 4
Did you Graduate College Yes
Undergrad Major Political Science/Economics

Reference Details

Reference Name #1 Diane Barrett **Reference Email #1**
Reference Phone #1 **Reference Address #1**

Reference Name #2 Brendon Hanlon **Reference Email #2**
Reference Phone #2 **Reference Address #2**

Reference Name #3 Alan Salazar **Reference Email #3**
Reference Phone #3 **Reference Address #3**

Agree to a background check

Owner Romaine Pacheco

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Notes & Attachments

RESUME.pdf

Type Attachment

Last Modified Denver Integration

Description

[View file](#)

George H. Delaney

7014 Forest Ridge Circle
Castle Rock, CO. 80108
(303) 740-2244 home
(303) 870-3575 cell
pdloan@comcast.net

OBJECTIVE: Executive Manager

SUMMARY:

Over thirty years of management experience. Particular emphasis in budgeting and related business operations, including accounting, purchasing, personnel management, information technology and construction management. Strengths in policy development and successful implementation of strategic planning.

PROFESSIONAL EXPERIENCE:

**Denver Public Works
Manager**

- Responsible for all operations of the Denver Department of Public Works with an annual budget of over \$300 million and over 1000 employees.
- Represent the Department to inside groups such as City Council and external organizations such as the Downtown Denver Partnership.
- Supervises two Deputy Managers and nearly 30 top Department Director's.

**Denver Public Works
Deputy Manager of Finance & Administration**

- Supervise the financial; personnel; policy and planning; and fleet operations including over 200 employees.
- Managed budgets and audits for the Department.
- Served on the Department's Executive Management Team.

**Colorado Community College System
Interim Chief Operating Officer**

- Responsible for all operations of the Colorado Community College System encompassing nearly 5,000 employees with budgets of over \$300 million annually.
- Provide direct administrative and policy support to the State Board for Community Colleges and Occupational Education System.
- Supervise Community College Presidents and System administrative staff and operations.
- Represent the Colorado Community College System with external groups such as the State Legislature; the Colorado Commission on Higher Education; State Departments; federal agencies; and community organizations.

**Colorado Community College System
Executive Vice President for Finance & Administration**

- Second highest ranking officer for the Colorado Community College System.
- Supervise the Policy, Planning, and Project Management staff for the system involving strategic planning, policy analysis, development, and institutional research.
- Oversee the operation of the Lowry Campus including maintenance and support staff as well as tenant relations. The Lowry campus includes 150 acres and 19 buildings housing the Community College of

Denver, Community College of Aurora and the System Administration offices as well as other major tenants.

Community Colleges of Colorado

Interim President, Community College of Denver (CCD)

- Served as Chief Executive Officer for a community college located in downtown Denver. CCD is a college receiving over 10,000 students with an annual budget of \$32 million and nearly 400 faculty and staff.
 - The college faced a \$1 million budget shortfall which was totally eliminated in one year through improved budget awareness and management.

Community Colleges of Colorado

Vice President for Finance

- Oversees as Chief Financial Officer 13 Colorado Community Colleges, the functions of accounting, payroll, accounts payable, internal audit, facility planning, and system-wide budgeting. The system serves over 100,000 students, which is equal to 37,000 full-time equivalent students, with annual revenues of nearly \$375 million including operating and plant funds.
- Develops system-wide fiscal policies for recommendation to the President and Board.
- Supervises the facilities planning and development function for the system.
- Liaison for the system with the staff of the State Legislature, Office of State Planning and Budget, State Controller, Colorado Commission on Higher Education and other colleges, universities, agencies and organizations on financial matters of mutual concern.
- Provides Internal Audit Services to the colleges.
- Prepares system-wide financial statements.
- Responsible to the System President and participates as a member of the system executive staff.

Community Colleges of Colorado

Associate Vice President for Budget and Facilities

Coordinate the development, presentation, and allocation of budgets for the system including 14 community colleges. Responsible for developing a master plan for the system, monitoring all capital construction projects and coordinating the development and approval of project requests. Represent the system at various budget and related committees of the legislature and with the Colorado Commission on Higher Education. Responsible to the Vice President for Finance and participate as a member of the system executive staff.

Colorado Office of State Planning and Budgeting

Director

Appointed by the Governor of Colorado to direct the Executive Budget Office. Responsible for developing the annual executive operating and capital construction budget. Advocate for the request with various legislative committees and citizen groups. Develop policies and plans related to the budget and direct problem solving associated with administering the annual appropriation. Responsible for quarterly economic forecasts and revenue projections for the State of Colorado. Supervise a staff of 19 professional analysts and economists.

- Recommended and administered an annual budget that has grown from \$7.7 billion to \$10.3 billion since 1994.
- Developed and presented annual budgets which are balanced to revenues and are within the State's revenue and appropriations limits.
- Implemented a budget review process involving hearings with all departments and major contract service providers to develop the annual budget request.
- Recognized among legislators, advisory groups and interested citizens as an expert on the State's budget and financial management process and its programs and services.

Colorado Office of State Planning and Budgeting, Deputy Director

Responsible for all budget operations of the office and day-to-day supervision of the analyst staff. Provided close cooperation with all departments on the development of their annual operating and capital budget requests.

Colorado Department of Corrections, Correctional Industries/Inmate Programs

Responsible for directing the Correctional Industries programs, supervising 80 staff and approximately 1,200 inmate workers. Developed products, marketing strategies and sales and customer relations system. Through industry manager, designed production facilities and coordinated their construction and operations. Responsible for producing sufficient product and service sales income to cover the full cost of operations.

- Increased Correctional Industries annual sales from slightly over \$2 million to nearly \$10 million.
- Developed several new products, including a successful line of office furniture and a major new production facility.
- Moved Correctional Industries from a financial deficit to self-supporting.

Colorado Department of Corrections, Director, Management and Development

Directed all business and management operations for the Colorado Department of Corrections. These included responsibility for budgeting and accounting; construction management, information and technology operations; personnel and training operations; purchasing and supply; grants administration; and program evaluation. Presented the Department's annual operating and capital budgets to legislative committees and other interested groups. Supervised a professional staff of 65 employees.

- Managed a budget, which grew from \$17 million to \$44 million between 1975 and 1981.
- Coordinated the planning and construction of Colorado's first new prisons in 20 years.
- Developed the corrections training academy.
- Coordinated the development of the department's first automated management information system.

Colorado Executive Budget Office, Supervising/Senior Program Budget Specialist

Responsible for adult and youth corrections budgets in the Governor's office. As a supervising analyst, directed the work of three professionals responsible for budget analysis and development for all higher education institutions in Colorado.

City and County of Denver, Mayor's Office of Budget and Management

Budget Analyst for the Mayor

Responsible for various city department budgets.

EDUCATION:

University of Colorado

Denver, Colorado

Master's Degree in Public Administration

May 1971

University of Pittsburgh

Pittsburgh, Pennsylvania

Bachelor of Arts in Political Science and Economics

May 1969