HR/Finance Alignment University Engagement Overview

Updated as of 2/10

Prep Work
Before July 2025

Phase 1
July –September 2025

Phase 2
October –December 2025

Phase 3
January 2026 +

1

Establish Steering Committee

Established an executive steering group to guide the effort.

Improved governance, faster decisions, and clearer direction.

2

Establish Advisory Committee

Created an advisory group to provide cross-university input.

Increased practicality of recommendations and reduced blind spots.

3

Leadership Interviews

Conducted interview to gather perspective and insight into the current state.

Identified priority themes to focus design and change planning.

4

Blueprinting Sessions

Developed initial "blueprints" for future-state HR and Finance functions and how they might be grouped.

Understood what work gets done and provided a shared starting point for Phase 2 design sessions.

5

Open Forum: August

Hosted an open forum to hear questions and concerns.

Clarified sentiment and informed targeted communications and starting list of FAQs.

6

Open Forum: September

Shared a summary of work during Phase 1 of the project and gathered questions.

Developed greatly expanded list of FAQs based on submitted and live questions; posted on project website.

7

Building the Baseline Data Request

Collected and reviewed 1,530+ documents on current operations.

Established an evidence-based current-state baseline and highlighted gaps/opportunities.

8

Work Analysis Survey

HR and Finance personnel had the opportunity to complete a survey to understand an aggregate view where time is spent.

Identified duplication, fragmentation, and efficiency opportunities.

9

Future State Functional Design Sessions

Facilitated design sessions to define what HR and Finance work is needed in the future.

Ensured designs reflect real work and employee expertise.

10

Monthly Communications Kick-Off

Kick-off a series of communication cadences, which include Source briefings, existing forum presentations, and website updates, designed to share Alignment status and align on next steps.

Provided an Alignment update on what has happened and what is to come.

11

Establish Change Council

Set up a Change Council with a lead and nominated change navigators.

Expanded two-way communication and strengthened adoption support.

Overview of the Alignment Project Roles

Steering Committee

Eric Ray
Vice President for Human Resources

Brendan Hanlon
Vice President for University Operations & CFO

Carolyn Lawrence-Dill
Dean of College of Agricultural Sciences

Julie Weber
HR Consultant

Project Team

Accenture was brought in July 2025 after feedback from campus that additional support was needed

CSU
- Liesel Hans
- Claire Clemens

Accenture
- Ardis McElhaney
- Tiffany Clark
- Caroline Gray
- Milo Magno
- Charlotte Bell
- Jessica Roy

Change Management Team

The Change Management team was established in December 2025 once Change Strategy was defined.

OCM Team
- Liesel Hans
- Claire Clemens
- Blair Lee
- Sydney Varshawsky
- Evan Welch

Change Council
- Liesel Hans (Co-Lead)
- Evan Welch (Co-Lead)
- All of you!

Advisory Committee Overview & Role

Advisory Committee participants were identified by the project's executive sponsors to ensure representation across roles, functions, and university units relevant to the Alignment work.

Advisory Group's Role

Offer insights on:

- Financial sustainability
- Workforce planning
- Operational efficiencies
- Future-state finance and HR operations

Recommend innovative, collaborative solutions to financial and HR challenges.

Engage in strategic discussions that support the university's financial and HR objectives.

Identify risks, challenges, and opportunities, and develop practical solutions aligned with institutional goals.

Represent university constituencies and provide broad institutional perspectives.

Advisory Group Members

- Allison Dineen
- Angie Nielsen
- Christy Conrad
- Dave Carpenter
- Dave Ryan
- Jennifer Fisher
- Katherine Castaneda
- Kristen Felten
- Mark Ritschard
- Naomi Ward
- Stephanie Laurent Tracy

Interview Engagement Breakdown

In July, CSU executives were offered the opportunity to sign-up for one-on-one interviews with the Accenture team to share their perspectives and feedback on the alignment project.

In total, there were 76 interviews across 29 units. Please note, the total interview count is not the as total interviewees as some interviews had multiple interviewees

Interviewee List

Ali Shore
Allen Robinson
Allen Padilla
Allison Dineen
Alonso Aguirre
Alyson Rome
Amy Guy
Andrew Norton
Angela Thomspon
Angie Nielsen
Barb Gustison
Becca McCarty
Beth Walker
Bob Meehan
Brandon Bernier
Brett Anderson
Brittany Runyan
Carolyn Lawrence-Dill
Cass Moseley
Chelsey Lane
Cheyenne Hall
Christy Conrad
Colleen Webb
Corey Martin
Cris Sexton &
Dave Carpenter
Dave Ryan
Dezarai Brubaker
Dr. Marion Underwood
Dustin Grantham
Erin Mercurio
Greg Krems
Hilary Gaylord
Holly Leary
Jacob Roberts
Jacque Clark
James Pritchett
Jannine Mohr
Jennifer Fisher
Jennifer Healy
Jessica Fuentes
Jim Koebel
Jim Abraham
Joanna Holliday
John Weber
Karen Estlund
Katherine Castaneda
Kathleen Fairfax
Kathryn LePome
Kauline Cipriani
Kayla Kukowski
Kevin MacLennan
Kinda Carpenter
Kjerstin Thorson
Kris Seidel
Kristen Felten
Kyle Henley
Laura Jensen
Lacey Snyder
Lise Youngblade
Liz Tetrault
Lynn Borngrebe
Mark Ritschard
Marsha Benedetti
Mendy Smith
Michael Galchinsky
Michelle Riesel
Michelle Tate
Naomi Ward
Nick Cummings
Paula Hadley
Renee Hirschenhofer
Sammi Milyard
Sara Barrett
Sara Daley
Sarah Elliott
Scott Roberts
Sheena Freve
Stacie Magruder
Stephanie Laurent Tracy
Sarah Blessinger
Stephanie Swanson
Steven Dove
Sue James
Sue VandeWoude
Suzanna Zimmerer
Farrah Bustamante
Teri Suhr
Theresa Todd
Tracy Hutton
Trish Torrez
Wes Scharf

Five areas of focus emerged from Interviews with Leadership across campus

Updated On: August 2025

Define Roles & Responsibilities	Role definition and assigned responsibilities are inconsistent leading to duplicated efforts, talent mgmt. challenges, and lack of accountability.
Clarify Org. Structures	HR and Finance org. structures vary across campus without anchoring to common strategy or workloads, posing barriers to scale.
Transparency in Data & Systems	Systems, including shadow systems, do not “speak” to each other enterprise-wide, inhibiting data informed decision-making.
Standardize & Simplify Processes	Lack of predictable, documented process leads to inhibited performance tracking and varied customer service experience.
Leverage Change Management	There are persistent views of skepticism, resistance, and lack of trust in CSU Administration making change an uphill battle.

Phase 1 Blueprinting Sessions

The Blueprints were developed in Phase 1 as a starting point of documenting the various HR and Finance functions needed in the future state of CSU and how they might be grouped. These initial drafts provided the foundation for the Phase 2 High-Level Functional Design Sessions.

The individuals selected to be apart of these Blueprinting Design Sessions were either part of the Advisory Committee or were selected due to their deep expertise in a specific function.

The preliminary draft of the Blueprints were shared during the September Open Forum and other presentations.
This early draft is available online.

Finance	HR
Allison Dineen: COB	Bob Meehan: Division of HR
Angie Nielson: Office of Budgets	Christy Conrad: CVMBS
Dave Carpenter: CHHS	Katherine Castaneda: Division of HR
Dave Ryan: BFS	Kristen Felten: CNS
Jenn Fisher: VPSA	Marsha Benedetti: Division of HR
Mark Ritschard: WSCOE	Nick Cummings: Division of HR
Naomi Ward: CVMBS	Sara Daley: Division of HR
Allen Padilla*: CSU Foundation	Stephanie Laurent Tracey: Libraries
Scott Roberts*: Advancement	Teri Suhr: Division of HR
Farrah Bustamente*: Procurement	Tracy Hutton: Division of HR
Emily Dusatko*: Facilities	

**Did not participate in live workshops but provided review and feedback in follow-up sessions.*

Updated On: August 2025

August Open Forum: Response Themes

The August Open Forum was a hybrid event covering the project objectives, Alignment goals, what's upcoming, and facilitated a discussion to answer open questions. The themes of the open questions can be found below.

Question 1: What have you heard regarding the HR & Finance Alignment?	Centralization and Reporting Line Changes	*"All HR and finance positions across campus will be shifted to being managed and supervised by Central CSU offices."*
	Lack of Communication and Transparency	*"Very little. No one's sure how their roles will be impacted."* *"Minimal info about how and why. Very little about the logistics behind the change."*
	Job Security and Fear of Layoffs	*"My position will be eliminated."*
Question 2: What is going well in HR and Finance functions?	Responsiveness and Personalization	*"There is always a person to talk to in person instead of a bot."*
	Understanding of Unit-Specific Needs	*"Unit HR and Finance provide high level of service to their customers, understand customers' situations and environment the best."*
	WorkSTATE and Process Improvements	*"The Workstate project is a shining light for us all amidst this time."*
Question 3: Where are the current pain points in HR/Finance today?	Slow and Inconsistent Central Support	*"Central is slow and often misses the nuance of department level questions and concerns."*
	Lack of Training and Onboarding	*"Onboarding and training for HR is nonexistent; departments provide their own and it's too much."*
	Inconsistent Processes and Communication	*"HR has different responses for everything. Nothing is consistent."* *"Policy changes happening at central not being disseminated across campus."*
	System and Process Inefficiencies	*"Too many forms, and separate processes to follow."*
Question 4: What are your concerns regarding this Alignment?	Job Loss and Role Elimination	*"Positions will be eliminated."*
	Loss of Autonomy and Local Knowledge	*"We will lose our staff who know our business."*
	Increased Workload and Burnout	*"Increased workload from Central with no increase in pay."*
Question 5: What questions do you have?	Timeline and Implementation	*"What is the new suggested timeline for the realignment?"*
	Impact on Roles and Career Paths	*"How will this affect those that have fractional roles?"* *"Will this allow more HR folks to get more cross training if desired?"*
	Transparency and Decision-Making	*"Who is going to make the final decisions?"*
	Support and Communication	*"Will all online questions be answered, and if yes, where will those answers be published?"*

Forum was held Thursday August 14, 2025 as a hybrid event. Slides and recording are available online.

September Open Forum: Questions Collected

The September Open Forum was a hybrid event covering the work during Phase 1, including the guiding principles, north stars, discovery interviews, and blueprinting sessions. Questions were solicited ahead of and during the forum. These FAQs were developed in response and posted online.

Overview/Purpose
Q: Why is CSU aligning HR and Finance efforts?
Q: Why is CSU implementing these changes now?
Q: Why can't we just keep things the way they are?
Q: How does this position CSU for the future?
Q: How will this affect students and academic programs?

Governance / Who is Involved
Q: Who is helping to guide this project?
Q: How will CSU ensure transparency during this process?
Engagement Opportunities
Q: How can I provide input or ask questions about the project?

Blueprints
Q: What is a Blueprint (Phase 1 Outcome)?
Q: What do the colors on the Blueprint boxes mean?
Q: Are the Blueprints done/finalized?
Q: There are only a few "localized" boxes on the Blueprints – so is my role/job gone? Does that mean local jobs are going away?

Financial Impacts
Q: The original email announcement in January was confusing — is this tied to the budget?
Q: Is this initiative solely focused on the budget?
Q: Will there be costs associated with this change?

Staffing / Roles
Q: Will this impact staffing?
Q: Can you guarantee that layoffs won't be an outcome?
Q: What about people who are currently in cross-functional roles?
Q: Will the new structure be properly resourced?

Reporting Questions
Q: What is the difference between alignment and centralization?
Q: Will everyone move to Admin or Howes Street?
Q: Why do reporting lines matter for alignment? Can't we achieve alignment without changing them?
Q: How is the alignment project affecting current employees today?

Timing / Phases
Q: How long will the next phases of the alignment project take?
Q: What changes will staff experience this fiscal year?

Future Administrative Changes
Q: Will there be more administrative changes in the future?

Forum was held Thursday September 25, 2025 as a hybrid event. Slides and recording are available online. The FAQs online have been adjusted over time as the project has progressed so no longer exactly match these. The current FAQ's can be found **HERE**.

Updates shared at University Meetings throughout project

Following the large public forums held in August and September, the project team continued to share updates and gather input throughout the fall and winter using existing leadership and forums*. This allowed for more regular communication as the work progressed. These are the main monthly meetings where project updates are regularly shared.*

HR Community

- **Purpose:** A gathering space for all staff who support the University's HR function.
- **Monthly,** 3rd Thursday at 9amMT
- Open to any CSU Employee
- **Contact**: Amy.Guy@colostate.edu

University Financial Community

- **Purpose**: A gathering space for all staff who support the university's financial and budget functions, committed to excellence by effective and efficient stewardship of our financial resources.
- **Monthly**, dates vary. Typically, 1st week of the month.
- Open to any CSU Employee
- **Contact**: Liesel.Hans@Colostate.edu

**Updates are provided in other meetings on an ad hoc basis as well.*

Building the Baseline Data Request Activity

We collected and reviewed over 1,530 foundational documents from units across the university, including organizational charts, policies, processes, SOPs, governance materials, onboarding and training resources, technology stack details, and customer satisfaction results. These inputs were synthesized to create an evidence-based understanding of the current state and establish a baseline for future improvements.

The primary goal of this activity was to evaluate the HR and Finance functions across four key dimensions including process, technology, data, and organizational structure.

Ultimately, this assessment was designed as a **component to inform CSU's future operating model and organizational structure**, enabling strategic decision-making and guiding process, technology, and governance evolution.

Outcomes

Established Clear Baseline of Current Operations

Evaluated the existing processes, governance structures, and technology ecosystem to create a reliable reference point for future improvements.

Highlighted gaps and improvement opportunities

Uncovered specific challenges in governance, process consistency, and technology integration, which can be leveraged to help CSU prioritize critical areas for change.

Informing the design of CSU's future-state

Leveraged this analysis to inform how CSU might evolve its processes, technology, and governance to achieve its strategic and operational goals.

The Building the Baseline activity occurred in October of 2025. All Divisions, Colleges, and Offices provided their documents.

Work Analysis Survey

The survey was launched on 11/3 and closed on 11/17.
556 CSU employees completed the survey.

A survey-based work activity diagnostic that provides a deep understanding of how and where employees spend time, to derive deep insights and utilize in future state design work. The data collected from the work analysis survey is one component of the information

Insights

Hidden or Unofficial Work

Brings to light "invisible" tasks or unofficial work activities that are not formally recognized but consume time and resources.

Duplication of Activities

Identifies overlap of activities across multiple role levels or business units. Analyzes if right set of activities performed by the right employees

Fragmentation of Work

Plots the activities performed by a higher headcount (e.g., >30) but spending less time and suggests opportunities for Centralization of activities, Automation, etc.

Automation or Standardization Opportunities

Highlights repetitive, manual tasks that could be automated to save time and resources. This enables the introduction of automation tools to reduce manual effort, errors, and costs, while freeing employees for more strategic work.

Findings

*Many respondents said they **regularly take on extra tasks** when roles are vacant or understaffed. In some cases, work that used to be shared across several people now falls to one person. This has led to situations where **senior leaders are handling day-to-day administrative work instead of focusing on higher-level priorities.***

*Some tasks—such as **travel expense** management and **invoice processing**—are handled by both HR and Finance. This overlap suggests there is an opportunity to **reduce duplication** by bringing these high-volume activities together.*

*We identified more than **20 activities** that may be **spread across multiple teams, leading to inefficiencies**. Examples include offboarding, budget adjustments, and supplier or vendor management. Grouping this work into dedicated teams could **create a smoother experience for employees** and free up other teams to focus on their core responsibilities.*

*Across HR and Finance, we identified **over 50 tasks that require significant time and manual effort** because they are handled separately by many people. Examples include travel and P-Card expenses and time tracking. Simplifying or automating these processes could reduce workload and allow employees to spend more time on higher-value work.*

Other Non-Finance and Non-HR Activities

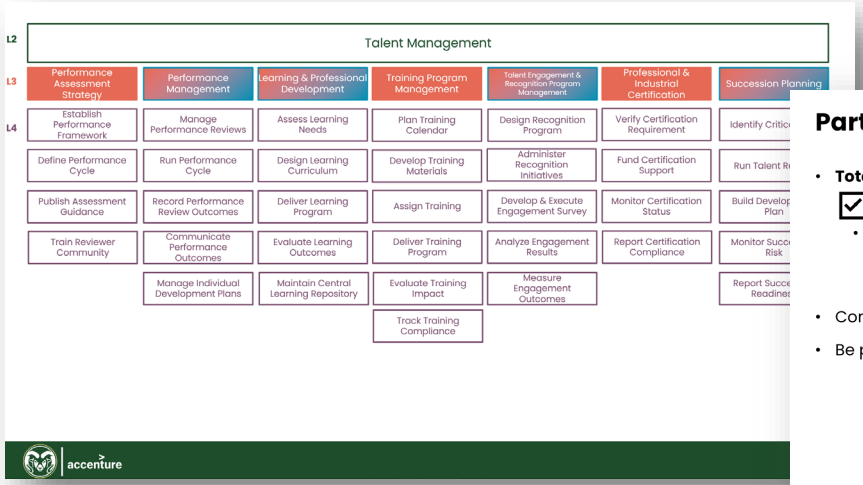
We also observed that employees also support a wide range of activities that fall outside of HR and Finance including leading cross-functional teams, managing departments with administrative duties, providing program support to students and faculty, providing IT and digital services, and operational duties like maintaining campus facilities.

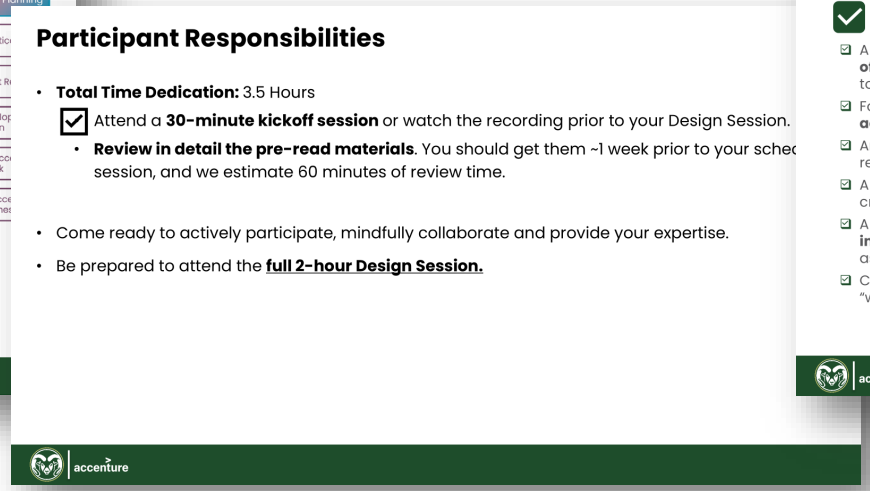
Updated On: January 2026

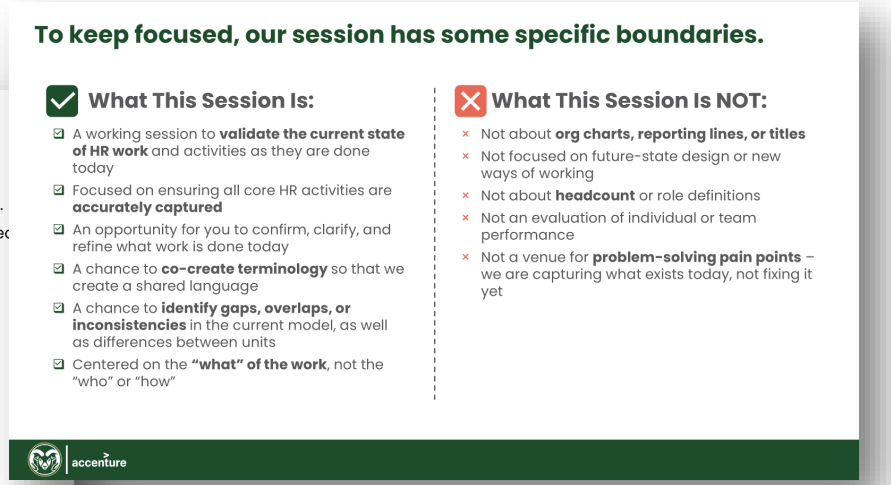
High-Level Functional Design Overview

Design Sessions brought together staff from across the university who **volunteered** or **were nominated to share their leadership perspective and/or on-the-ground expertise about a particular function** (e.g. Talent Management, or Travel Expenses). These design sessions developed a shared understanding of the HR and Finance functions, or the "L2s" across CSU identified on the Blueprints developed in Phase 1. The list of who participated in these conversations for both HR and Finance can be found on the next slides. A total of 11 HR Design Sessions and 14 Finance Design Sessions were hosted.

Each Design Session explores ***what* work needs to be done** and ***how* it might evolve** — not *who* will do it or *where* it will be done. The goal is to ensure that future-state designs reflect the real work, insights, and needs of CSU employees.







Updated On: January 2026

HR Design Session Participants

Below is the list of all individuals who participated in at least one HR design session.

Alice Moore (CVMBS)
Alyssa Baechle (Libraries)
Amy Mosser (HDS)
Andrea Keaten (CNS)
Andy Crane (WSCOE)
Becca McCarty (CLA)
Bob Meehan (Div of HR)
Brittany Runyan (CVMBS)
Chelsey Lane (COB)
Cheyenne Hall (Provost)
Christy Conrad (CVMBS)
Corey Martin (VPEA)
Cynthis Lindsey (CNS)
Debi Holmes (Div of HR)
Emily Rogers (Div of HR)
Erin Hill (CLA)
Eva Martinez (Div of HR)
Hilary Gaylord (Div of HR)
Jackie Swaro (Div of HR)
Jacqueline Derrick Herl (Div of HR)
Jenna Millman (CLA)
Jerrick Flores (UA)
Jordan Ervin (CVMBS)
Karen Guy (Div of HR)
Katherine Castenada (Div of HR)
Kathryn LePome (VPSA)
Kayla Kukowski (VPSA)
Kelilah Wise (CHHS)
Kinda Carpenter (Div of HR)
Kris Seidel (DoIT)
Kristen Felten (CNS)
Kristy Moreno (CVMBS)
Kyle Oldham (VPSA)
Liz Carter (Div of HR)
Marsha Benedetti (Div of HR)
Megan Boone (Athletics)
Melissa Morgan (Div of HR)
Michelle Hyatt (UO)
Michelle Riesel (VPIE)
Nathan Harding (COB)
Nick Cummings (Div of HR)
Rachel Ferreira (VPSA)
Rebecca Leonard (WSCOE)
Renee Hirschenhofer (WSCOE)
Samantha Garcia (CVMBS)
Sarah Blessinger (Div of HR)
Sarah Daley (Div of HR)
Sarah Hill (COB)
Shelly Lynch (CAS)
Stacie Knutson (CHHS)
Teri Suhr (Div of HR)
Tracy Hutton (Div of HR)
Tyler Heyne (CNS)

Updated On: February 2026

Finance Design Session Participants

Below is the list of all individuals who participated in at least one Finance design session.

Tracey Abel (FM)
Beth Adams (CHHS)
Katie Abrahamson (Provost)
Branden Arndt (CVMBS)
Dave Carpenter (CHHS)
Kyle Becker (Athletics)
Carolyn Bell (HDS)
Julie Bergstrom (OEE)
Ian Bishop (BFS)
Lynsey Bosch (VPR)
Tim Brennan (CHHS)
Jolene Buxman (BFS)
Farrah Bustamante (Proc)
Laura Carter (HDS)
Amy Charkowski (CAS)
Jacque Clark (BFS)
Cheyenne Hall (Provost)
Eliza Chew (CLA)
Gwen Cooper (FM)
Allison Dineen (COB)
Marie Dondlinger (CSUF)
Emily Dusatko (DUO)
Sarah Elliott (VPEA)
Jennifer Fisher (VPSA)
Sheena Freve (Libraries)
Jessica Fuentes (CAS)
Julie Giron (CNS)
Brian Grube (SRS)
Cathy Griffen (VPR)
Nancy Greenberg (HDS)
Barb Gustison (WCNR)
Alta Herndon (Proc)
Candice Hastings (CVMBS)
Jessica Hunter (VPR)
Sydney Hofinger (WCNR)
Maya Jayachandra (VPUA)
Jim Jensen (WSCOE)
Jennifer Kahrs (CVMBS)
Max Kellogg (BFS)
Tim Kefalas (VPSA)
Kris King (BFS)
Matt Klein (Athletics)
Heather Krout (CHHS)
Terilyn Larson (CSUF)
Ashley Le (VPIE)
Doug Leavell (VPR)
Janice Inman Leflet (CVMBS)
David Logan (WSCOE)
Sarah Long (WCNR)
Britt Main (OEE)
Jennifer Martin (CAS)
Rachel Martinez (Provost)
Kelly McFarland (VPUA)
Kim Melville-Smith (VPR)
Cass Moseley (VPR)
Erin Mercurio (CVMBS)
Ashley Meyer (BFS)
Sarah Miller (CSUF)
Skyler Miller (CAS)
Kelsey Miskulin (CVMBS)
Dave Mornes (CVMBS)
Angie Nielsen (Office of Budgets)
Angie Offord (BFS)
Amy Olson (CNS)
Alan Padilla (CSUF)
Val Parker (BFS)
Juleen Parks (VPR)
Bethany Peterson (CAS)
Ellen Plese (WSCOE)
Jennifer Pollman (BFS)
Kellie Rainwater (Proc)
Melissa Reynolds (VPR)
Mark Ritschard (WSCOE)
Scott Roberts (VPUA)
Alyson Rome (VPR)
Valerie Romero (WCNR)
Debbie Rutt (HDS)
Dave Ryan (BFS)
Wes Scharf (CLA)
Nicole Schleicher (COB)
Lori Schultz (VPR)
Cris Sexton (CNS)
Sandy Sheahan (FM)
Mendy Smith (FC)
Greg Smith (Proc)
Mike Singleton (FM)
Lacey Snyder (BFS)
Ashley Stahle (VPR)
Kjirsten Thorsen (CLA)
Jesse Todd (IP)
Trish Torrez (VPEA)
Eden Trujillo (CLA)
Tracey Trujillo (WCNR)
Marion Underwood (Provost)
Charlie Ulsamer (BFS)
Anthony Vecchiarelli (CHHS)
Shannon Voggesser (OEE)
Naomi Ward (CVMBS)
Staci Wasson (CVMBS)
Jon Walter (VPUA)
Anja Wahl Wells (WSCOE)
Loralin Welch (CVMBS)
Erin Whipple (CNS)
Suzanne Zimmer (BFS)

Monthly Communications Kickoff

Multiple communication channels and materials will be used to keep the University community informed. Executive materials will be shared only with the Executive Leadership Team and Change Council and should not be distributed more broadly. These materials are either in progress or contain details beyond what the wider group needs at this stage. For team communications, please rely on the university-wide materials, which Executive Leaders and the Change Council will receive early access to for review and preparation.

Audience	Communication Material	Security of Documents	Expected Cadence
Executive Leadership & Change Council	Leadership Talking Points	Medium –use as needed when talking to your College or Division	Second Week of the Month
Broader University Community	Alignment Website	Low - discussion materials	Third Week of the Month
	Monthly Alignment Briefing	Low - discussion materials	Third Week of the Month (SOURCE & Website)
	Existing Forums	Low – discussion materials	Varies: Monthly or quarterly, depending on forum

Change Council Stood Up

The Change Council includes the Change Council Lead and Change Navigators from across the University. Change Navigators were nominated by their respective College or Division leaders. For units or forums without representation, the Council Co-Leads worked with the relevant area to request a Change Navigator.

Unit	Change Navigators
Council Co-Leads	• Liesel Hans (VPUO) • Evan Welch (HR)
Athletics	• Megan Boone • Kyle Becker
BFS	• Hayley Barnes
College of Ag	• Bethany Peterson • Melesa Gonzales • Nikita Zinchenko
College of Business	• Kaesha Kaimiola-DeCosta
College of Health and Human Sciences	• Kristen Sutter • Beth Adams
College of Liberal Arts	• Becca McCarty • Wes Scarf • Kjerstin Thorson (*tentative Dean Rep*)
College of Natural Sciences	• Tyler Heyne (CPC Rep) • Andrea Keaten

Unit	Change Navigators
CVMBS	• Colin Clay • Pony (Roberta) Davis • Brittany Runyan (APC Rep) • Sarah Halstead (CAPAC Rep)
Division of IT	• Kris Seidel • Jenn Thorland
FM	• Michelle Hyatt • Amanda Smith
HR	• Amy Guy
Graduate School	• Allison DeWaele
Libraries	• Sheene Freve
MarComm	• Jeff Dodge
Engagement & Extension	• Dezarai Brubaker • Ali Shore
Provost's Office	• Tammy Prusha • Cheyenne Hall

Unit	Change Navigators
SRS	• Heather Reimer
VP for Inclusive Excellence	• Stephanie Swanson (CAAG Rep) • Michelle Riesel
VP for Student Affairs	• Carmen Rivera
VP for Research	• Meg Suter • Kim Melville-Smith (RamAround Rep)
VP for University Advancement	• Jen Healy • Cheyne Morgan
Walter Scott College of Engineering	• Joe Fattor
Warner College of Natural resources	• Sara Long • Angela Thompson