



Armando Valdez

Professional Vision:

To empower and serve the communities of southern Colorado by leading and facilitating resources which enhance educational, economic, agricultural, and social interests while championing diversity, inclusion, and justice. This vision serves to protect diverse lifestyles and foster inclusive opportunities for all, especially those within underrepresented communities.

Professional Achievement Summary:

Leadership/Administrative/Financial Expertise:

- Over 25 years of leadership & administrative management experience in dynamic organizations
- State Director for USDA-Rural Development (Colorado)
- Presidential Appointment to USDA Farm Service Agency (Colorado) Executive Committee (Chair & Member)
- Water leader representing Conejos County on the Rio Grande Water Conservation District
- Instrumental in transforming Guadalupe Parish Credit Union to a \$30 million financial institution
- Guided expansion of Guadalupe Parish Credit Union to three branches serving two counties
- Visionary in creating strategies to develop an asset base of \$16 million for Valdez Land & Livestock
- Led national strategic development team for USDA restructuring project
- Guided Farm Bill implementation focused on optimizing USDA delivery in rural communities

Economic & Community Leadership:

- Chair & Vice-Chair of the Colorado State University System Board of Governors
- Governor Appointment to 12th Judicial Nominating Commission
- Regional Appointment to the Rio Grande Water Conservation District – Vice-President
- County Appointments to Land Use Commission, Board of Adjustments - Chair, Noxious Weed District

Academic & Higher Education Experience:

- 23 years of leadership & teaching in higher education environments
- Creator of Health Care Administration program
- Developer of innovative partnership with Pueblo Community College (PCC) by offering ASU's Health Care Administration program fully at PCC
- Administrator of Career & Technical Education Programs at Front Range Community College
- State-wide rep for Comm of Higher Education (CCHE) & Community College Sys. (CCCS)

Experience, Skills, & Abilities Summary:

- ✓ Experience in academic, government (federal, state, & county), corporate, small business, & agricultural environments
- ✓ Financial Analysis & Evaluation Skills (focus on utilizing financial resources to their optimal use)
 - Budget Development & Review
 - Resource Decision-Making & Allocation
- ✓ Problem-solver with a continuous improvement approach and lean management philosophy
- ✓ Experience working with diverse populations and developing programs to enhance diverse community success, especially within LatinX/Hispanic communities
- ✓ Change management expertise with core emphasis on building change capacity among employees, constituents, and stakeholders
- ✓ Environmental scanning experience with emphasis on efficiency and effectiveness
- ✓ Strategic-minded always forward looking while respecting lessons learned from past situations
- ✓ Participative style of leadership constantly seeking innovative and creative contributions
- ✓ Networking with community partners to produce positive community contributions
- ✓ Non-profit experience working with limited resources, grant-funded resources, and constituent outreach
- ✓ Marketing development including formation of marketing plans, branding campaigns, public relations plans, and outreach programs
- ✓ Fund raising experience for non-profits
- ✓ Public speaking and event management
- ✓ Manage with emotional intelligence and relationship management
- ✓ Adaptive workstyle to meet the needs of employees and stakeholders

Leadership & Management Experience:

United States Department of Agriculture – Rural Development

Federal Agency Presidential Appointment, Lakewood, Colorado.

11/21-Present *State Director*

Chief Executive Officer for the State of Colorado leading all mission-critical, outreach, and operational functions for the agency within the state of Colorado. Rural Development is a federal agency focused on community infrastructure investment, economic development, and affordable housing. This position guides a leadership team overseeing seven offices including as many as 41 state/field employees.

- ◆ Develop and charter strategic vision for USDA-Rural Development in Colorado to achieve key 3-year goals including:
 - Elevating brand to top-of-mind awareness throughout rural Colorado
 - Develop equity strategies for increased capital investment in underserved and limited resource communities
 - Initiate place-based technical assistance for community access to USDA RD programs
 - Improve organizational culture to enhance employee centered approach
- ◆ Supervise executive leadership team (Deputy State Director; Three Program Directors)
- ◆ Outreach and engage with rural communities throughout Colorado
- ◆ Implement economic development strategies in rural communities across Colorado
- ◆ Facilitate investment opportunities in affordable housing
- ◆ Support infrastructure development including water projects, essential community facilities, high-speed internet, and electrical grid technology
- ◆ Annual loan and grant portfolio of \$350-500 million
- ◆ Key accomplishments:
 - Enhanced stakeholder relationships with underserved rural communities by creating “Equity Community” designation to include Alamosa County, Baca County, Bent County, Conejos County, Costilla County, and Saguache County, and the Ute Mountain Ute Tribe
 - Created outreach program of “Let’s Talk SHOP” (Supporting **H**ometown **O**pportunities & **P**rojects)
 - Developed modernization plans for Signal Family Housing program area and Community Programs program area to expand employee empowerment opportunities
 - Created leadership cohort to cultivate leadership skills of employees
 - Developed regional collaborations with Colorado Department of Local Affairs (DOLA), Colorado Finance & Housing Authority (CHFA), Housing & Urban Authority (HUD), and several non-profit entities

Colorado State University System

Board of Governors

Denver, Colorado.

04/19-11/23 *Governor (Board Chair – June 2023-November 2023)*

Serving as a board member for flagship university system of Colorado, this opportunity is a chance to engage in the executive leadership of higher education within Colorado. This board establishes all governing policy decisions associated with Colorado State University-Fort Collins, Colorado State University-Pueblo, Colorado State University-Global, and Colorado State University-Spur campuses. As a member of the Board of Governors, participated in all of the following functions:

- ◆ Vice-Chair – June 2021-May 2023
 - Chair of the CSU-Fort Collins Presidential Search (Successful hiring of President Amy

- Parsons as 16th president of CSU-FC)
- Chair of the Evaluation Committee (responsible for evaluation of Chancellor & Campus-Presidents)
- ◆ Govern all system functions including academics, student services, research, extension, athletics, and operations
- ◆ Fiscal agent for all budgets associated with the system office and each university entity totaling an estimated \$1.5 billion for all entities
- ◆ Recruit, hire, supervise and evaluate chancellor and each of the campus-presidents
- ◆ Review all legislative and legal issues impacting the System
- ◆ Evaluate and develop capital budgets and plans for capital resources of the System

Valdez Land & Livestock, LLC

Family farm operation, Capulin, Colorado.

05/2007-Present *President/Owner/Member/Producer*

Agriculture is one of my passions. Owning and operating my family farm and ranch continues a cultural tradition that has been part of my family for several generations. This farm and ranch operation involves the following aspects:

- ◆ Commercial cow/calf operation consisting of 400 head of cattle including Angus, Hereford, and Irish Black breeds
- ◆ Commercial ewe/lamb/wool operation consisting of 350 head of sheep including Rambouillet, Merino, Suffolk, and Columbia breeds
- ◆ Irrigated cropland of 1400 acres for forage hay and small grain production (alfalfa hay, native grass hay, malt barley, feed barley, and oats)
- ◆ Management of rangeland and pastureland of 2500 acres
- ◆ In the past few years, Valdez Land & Livestock has doubled the number of livestock and tripled the number of acres as part of its operational success
- ◆ Asset base over \$16 million
- ◆ Annual revenue of \$450,000-\$500,000

Responsibilities include:

- ◆ Negotiations of business transactions with suppliers and customers
- ◆ Hiring, terminating, supervising, and evaluating employees and contract labor resources
- ◆ Lead employees to accomplish strategic goals of the farm & ranch
- ◆ Managing cash flow & financial statements, accounts receivable and accounts payable, work schedules of employee's programs, workers' compensation insurance program, and employee compensation programs
- ◆ Active participation in USDA agricultural programs
- ◆ Liaison to US Forest Service, Bureau of Land Management, and State Land Board for participation in land rental agreements
- ◆ Preparation of all tax documents including tax returns and withholding statements
- ◆ Spokesperson for farming & ranching operations
- ◆ Marketing of livestock and commodity products
- ◆ Operating and repairing large machinery

Skills associated with this enterprise include communication skills, management skills (including, financial, time and human resources), strategic planning skills, problem solving, and maintenance/mechanical skills

Rio Grande Water Conservation District

Political Subdivision representing water rights & conservation for five counties within the San Luis Valley, CO Alamosa, Colorado

06/2018-Present *Vice-President*

Represent Conejos County as a voting director on the District board for the governance of protecting, enhancing, and developing water resources in the Rio Grande River basin. The Board supervises the General Manager and the operations of the District.

- ◆ Develop strategic vision for the District
- ◆ Oversee six sub-district entities responsible for managing groundwater withdrawals and maintaining sustainability of aquifers
- ◆ Manage financial resources of \$3.8 million budget for the District including reviewing and setting mill levy according to statutory parameters
- ◆ Serve on the Management Committee which establishes recommendations on personnel matters for the District
- ◆ Review and monitor legislation, legal proceedings, conservation activities, and educational opportunities as it pertains to water resources in the San Luis Valley

United States Department of Agriculture – Farm Service Agency

Federal Agency Appointment, Lakewood, Colorado.

01/12-12/2017 *Executive State Committee Chair*

Led the executive state committee in reviewing issues for the United State Department of Agriculture (USDA) – Farm Service Agency office for the state of Colorado. This position was the leadership team overseeing 39 county office including as many as 130 county/field employees and 27 state office employees.

- ◆ Directly supervised five executive administrative positions for the state of Colorado:
 - State Executive Director
 - State Executive Officer
 - State Administrative Officer
 - Farm Programs Chief
 - Farm Loan Chief
- ◆ Spokesperson for Committee and Agency at state, regional, and national meetings
- ◆ Established strategic vision for USDA-FSA Colorado
- ◆ Led a 10-person national team to lead restructuring efforts for USDA
 - Selected by USDA Secretary Vilsack as one of five executive chairs from across the U.S.
 - Created strategic plan which emphasized producer service and enhanced local presence in all 50 states by providing guidance to more than 2,000 service-centers
- ◆ Reviewed, analyzed, and decided on producer appeals of FSA programs
 - Served as chief magistrate for all hearings on appeals
 - Established ground rules for appeal hearings
 - Facilitated hearings between producers and their attorneys/representatives and executive committee
- ◆ Offered insight on agriculture conditions and situations within the state of Colorado
- ◆ Assessed appropriate production and price levels for various FSA programs
- ◆ Interviewed and selected County Officer Trainees (COTs) and Farm Loan Officer Trainees (FLOTs) personnel for Colorado.
- ◆ Advised FSA Colorado-State Office (STO) staff on program impact to producers
- ◆ Developed budget within the FSA-Colorado structure overseeing county offices and the state office located at the Federal Center in Lakewood, Colorado
- ◆ Reviewed, analyzed, and decided on producer appeals of FSA programs
- ◆ Responsible for operation of 39 state-wide county offices
- ◆ Responsible for managing and allocating county office budget of \$46.8 million (FY)
- ◆ Responsible for managing and allocating state-office budget of \$3.2 million (FY)
- ◆ Evaluated and approved administration of loan portfolio of \$117 million to Colorado agricultural producers
- ◆ Evaluation and oversight for 130 state-wide employees

- ◆ Evaluation and oversight for 30 state-office employees (Federal Center employees)
- ◆ Evaluation and oversight for seven loan managers

01/09-12/2011 *Executive State Committee Member*

Participated in decision-making and review of Farm Service Agency programs. The administration of these programs is intended to assist farmers and ranchers throughout the great state of Colorado in their sincere efforts of producing food and energy for Colorado, the United States, and the world.

- ◆ Served as parliamentarian for committee meetings and hearings
- ◆ Served as lead advisor on livestock, irrigation, and small commodity operations

Guadalupe Parish Credit Union

Financial Institution, Antonito, Colorado.

03/12-11/21 *Board of Directors – Board President*

Executive leadership for a \$30 million local credit union serving three Catholic parishes in Conejos and Costilla Counties located in the southern part of the San Luis Valley.

- ◆ Manage and facilitate monthly meetings
- ◆ Led strategic development efforts including ongoing development & review of strategic plan
- ◆ Created and monitored annual budget
- ◆ Served as chair for the Asset & Liability Management Committee
 - Review risk options on regular basis
 - Determine investment options for the credit union
 - Assess ongoing environmental activities to develop strategic positioning of asset & liabilities
- ◆ Decided on ongoing activities which serve members/customers
- ◆ Advised CEO on personnel issues
- ◆ Set all financial rates for saving and lending
- ◆ Facilitated expansion of credit union
 - Expanded to two new branches during tenure (La Jara, CO & San Luis, CO)
 - Increased service area to include all of Conejos and Costilla counties
 - Remodeled and expanded main branch in Antonito, Colorado)
- ◆ Reviewed delinquencies of member loans
- ◆ Evaluated all operations and monitored performance

Conejos County Planning Commission

County Government Review and Recommending Commission, Conejos, Colorado.

01/08-Present *Planning Commission Member*

Review and recommend actions to county commissioners on all issues associated with land use within Conejos County.

- ◆ Develop language, policy, and protocols used in the Conejos County Land Use Code
- ◆ Hold public hearings on land use issues
- ◆ Serve as parliamentarian for the board
- ◆ Conduct public hearings and open meetings discussing land use issues

Conejos County Board of Adjustments

County Government Decision-Making Board, Conejos, Colorado.

04/10-Present *Chair*

Decision-making body reviewing situations which require variance approval for conditions which deviate from the Conejos County Land Use Code.

- ◆ Facilitate public hearings on variance issues associated with Conejos County Land Use Code
- ◆ Lead agenda items for effective and efficient meetings
- ◆ Decide on final outcomes for variance requests

- ◆ Assist applicants on complex situations involving land use code

St. Joseph Parish

Faith-based Catholic community in Conejos County, Capulin, Colorado.

08/12-Present *Finance Committee Chair*

Lead and guide parish finances as part of five-member team in to properly operate parish assets.

- ◆ Build reserve fund to assist with fluctuating financial inflows
- ◆ Budget development and hold budget accountability for financial resources of parish
- ◆ Develop strategies for additional revenue and resource acquisition
- ◆ Oversee business manager and operations of parish
- ◆ Regularly review financial position of parish

Center for Restorative Programs

Non-Profit Entity, Alamosa, Colorado.

09/09-01/15 *Treasurer*

Non-profit, grant-funded programming aimed on restorative justice as an alternative to criminal adjudication. In addition, diverse programming assists in conflict resolution in public schools, private business, and educational trainings.

- ◆ Advised on budget development and financial transactions
- ◆ Reviewed personnel requests
- ◆ Assisted in developing and facilitating fund-raising efforts
- ◆ Instrumental in growth and expansion of organization
- ◆ Facilitated strategic planning program & process

Candidate for Colorado Senate District 35

Political Campaign, South-central & Southeast Colorado.

02/12-06/12 *Candidate*

Result: Lost in primary election

New district created in southern Colorado. Valuable experience with a tremendous amount of relationships built as a part of advocating for the interests of southern Colorado. While the outcome did not meet expectations, the amount of personal and professional reflection offered a great amount of insight into our political system.

- ◆ Managed campaign finances
- ◆ Created fundraising opportunities to generate campaign resources
- ◆ Attended and presented at several local, regional, and state functions
- ◆ Built strong network which complements other community activities & initiatives
- ◆ Created a strong campaign brand which influenced success for subsequent campaigns

Professional Academic Experience:

04/22-Present Adams State University, Alamosa, Colorado

Emeritus Professor of Business

Honorary recognition for contributions made while serving as a faculty member in the College of Business.

08/06-11/21 Adams State University, Alamosa, Colorado

Director of Healthcare Administration Program and Assistant Professor of Management School of Business

Eighteen years of teaching experience in higher education environments. Taught several business, management, marketing, and health care administration courses.

- ◆ Academic advisor of business students and their respective academic plans
- ◆ Instrumental in the development of the Agribusiness Program (FARM@ASC – Fostering

Agriculture in the Rocky Mountains)

- ◆ Co-Developed the Health Care Administration Program
- ◆ Expanded the Health Care Administration Program to Collaborate with Pueblo Community College (ASU HCA@PCC -classes and degree attainment offered at off-site location)
- ◆ Presidential Teacher Award Winner (2010)
- ◆ Presidential Teacher Award Finalist (2008; 2009)
- ◆ Student Engagement in Teaching Award Winner (2008; 2015)
- ◆ Excellence in Advisement Award Winner (2013)
- ◆ Advisor of Toastmasters International
- ◆ Past Advisor of Health Care Management Club, Agribusiness Club
- ◆ Chair of the Communications Board responsible for all university media (KASF-radio; South Coloradan-newspaper; Sand Hill Review – art/culture magazine)
- ◆ Working Group for HR searches and HR functions
- ◆ Committee responsibilities on several campus committees including representation on the following key committees:
 - Communications Board – Chair (2009-2021)
 - Faculty Senate (School of Business Representative – 2012-2015)
 - General Education Curriculum Committee (GECC – Chair – 2013-2015)
 - Academic Communication Team (2013-2015)
 - Summer Salary Task Force (2015)
 - Various tenure & retention committees
 - Various hiring committees
- ◆ Courses taught during tenure at Adams State University:
 - BUS 480 – Global Business Strategies (Strategic Management)
 - BUS 430 – Productions & Operations Management
 - BUS 419 – Organizational Change & Development
 - BUS 385 – Sports Marketing
 - BUS 365 – Small Business Management
 - BUS 361 – Principles of Management
 - BUS 356 – Retailing
 - BUS 345 – Advertising
 - BUS 211 – Business Law
 - BUS 103 – Introduction to Business
 - HCA 480 – Health Care Policy
 - HCA 462 – Quality Management in Health Care
 - HCA 455 – Health Care Economics
 - HCA 363 – Health Care Finance
 - HCA 325 – Health Care Information Systems
 - HCA 311 – Health Care Law & Ethics
 - HCA 305 – Health Care Marketing
 - ID 192 – Latino Culture & Leadership

08/00-08/06 Front Range Community College – Larimer Campus, Fort Collins, Colorado

Dean – Career/Technical Education Programs (05/06-08/06)

Chief Academic Officer for all Career/Technical Education (CTE) Programs on the Larimer Campus. This position developed as an organizational change from the growth and development of career and technical areas on the Larimer campus. For almost two years, served as chair of three different career/technical areas:

- ◆ Business, Management, and Information Technology (06/04-05/06)
- ◆ Allied Health (08/04-05/06)
- ◆ Integrated Technologies (11/04-05/06)

For approximately two years, responsibilities included the overall activities of this dean position.

The development of this position was a result of the exponential success our CTE team experienced within this timeframe (increase in CTE student population of these areas from 1,650 students to 2,800 students).

- ◆ Directly supervised 21 full-time faculty members and three administrative staff members. Evaluated all full-time faculty and administrative staff members
- ◆ Managed and monitored department budgets including allocating funds for resources including personnel, supplies, and equipment
- ◆ Administered Perkins funds for Career and Technical Education programs. Developed budgets and allocate funds to specific programs

Department Chair(s) – Business/Allied Health/Integrated Technologies (06/04-05/06)

Responsible for developing the vision and strategic direction of the instructional departments on the career & technical paths consisting of approximately 2,800 students and 19 discipline prefixes. Provided leadership for all career & technical disciplines and responsible for facilitating success and increasing student opportunities in business, technology, traditional vocational disciplines, and allied health programs on the Larimer campus. Addressed any issues, concerns, and/or problems within the department involving faculty, staff, and/or students. Formulated solutions to resolve conflict between parties in disagreement.

- ◆ Evaluated course schedules for all department programs
- ◆ Conducted strategic planning for the department and developed short-term and long-term goals, objectives, and strategies
- ◆ Served on the Northern Colorado Healthcare Consortium and assist the implementation of the Licensed Psychiatric Technician program
- ◆ Represented department on the Larimer campus Professional Development Council
- ◆ Served as a member of the FRCC On-Line Advisory Committee
- ◆ Administered National Science Foundation (NSF) and Colorado Institute of Technology (CIT) grants providing Electrical Engineering curriculum to HS & college students
- ◆ Served as supervisor for the managing director of the Small Business Development Center and its operations
- ◆ Volunteered as agricultural and agribusiness consultant for the Small Business Development Center (SBDC)

Program Director & Faculty Member – Business, Management, Marketing (06/00-06/04).

Supervised the Business, Management, and Marketing program for the FRCC-Larimer campus. Directed a business curriculum that prepared students for future opportunities (transfer and employment). Focused efforts on developing curriculum beyond core concepts to include soft skills such as teamwork, responsibility, and communication. Taught Business, Management, Marketing, & Computer Information Systems classes and supervised curriculum for all business, management, and marketing classes

- ◆ Assisted adjunct faculty with the development of curricula for their respective courses
- ◆ Served on state committee which formulated and negotiated the state-wide business articulation agreement between two-year and four-year state colleges and universities
- ◆ Represented FRCC as a leading member of a state-wide team creating the Common Course Numbering System for the Colorado Community College System
- ◆ Served as a state-wide “Escrow Credit” development team leader between two-year colleges and state high schools

01/00-05/2001 **Colorado State University, Fort Collins, Colorado**

Graduate Assistant Instructor – School of Education

ED496 Student Learning Education Program. Created and developed the curriculum for this courses and program which educated and trained student service-learning assistants. Developed

educational outreach associated with service-learning curricula integration for various courses across the university integrating service-learning into their curriculum.

08/99-05/2001 *Graduate Assistant – Office for Service-Learning and Volunteer Programs.*

Leader within an office nationally recognized as a pacesetter in service-learning and volunteer programs. Primary job responsibilities included:

- ◆ *Research Analyst.* Formulated and analyzed student perception surveys of service-learning classes using various statistical methods (This information was used for development and reporting purposes)
- ◆ *Newsletter Editor.* Designed format, solicited articles, and edited a bi-monthly, 6-page newsletter
- ◆ *Program Director.* Advised, trained, and supervised 20 undergraduate and graduate students serving as teaching assistants for Colorado State University faculty

06/98-08/98 **Trinidad State Junior College – Valley Campus, Alamosa, Colorado.**

Instructor and Grant Development Team Leader

Instructor of Adult Basic Education/GED/job skills/business communications. Developed curriculum that included ABE/GED reading and writing, consumer math problem solving, and presentation skills.

- ◆ *Team Leader.* Supervised an administrative team that worked extensively on grants and grant writing functions.
- ◆ Created the position for a Job Placement officer for the TSJC Valley Campus
- ◆ Secured grant funding for equipment in CTE programs and resources for Job Placement officer

Miscellaneous Professional Experience:

07/03-present AVAWise, LLC

Managing Member/Entrepreneur

- ◆ Consult on business operations focusing primarily on strategic management, operations management, supply chain management, change/development enhancement, and leadership development approaches. Customize value-success programs to the culture and structure of the client. Consulting programs vary depending on the nature of corporate, small business, educational, or non-profit operations.
- ◆ Core philosophy and foundation concepts which integrate into consulting approach include:
 - Shared leadership
 - Collective work approaches
 - Continuous Improvement
 - Lean Production & Total Quality Management
 - Innovation & Creativity
 - Change Capacity Development & Management
 - Empowerment of Stakeholders
 - Talent recognition & development
 - Efficiency & minimizing waste
- ◆ Clients: (Former and/or Current): Anheuser-Busch, LSI Logic, Intel, HP-Compaq, Wolf Robotics, Poudre Valley Hospital, Columbine Health Systems, Good Samaritan Society, Thompson Valley EMS, US Forest Service, Rocky Mountain National Park – Internship Program, Northern Colorado Economic Development Corporation, Larimer County Small Business Development Center, RxPlus, Sweetgrass Livestock Co-op, SLV Area Health Education Center (AHEC), ASU College Assistance Migrant Program, Rocky Mountain Prevention Research Center, and SLV Veteran Fields.

◆ Key Highlights:

- Veteran Fields – Alamosa, Colorado – (08/17-03/18)
 - Facilitated strategic planning for community group developing professional learning community for veterans, farmers, ranchers, and local food providers
 - Highlighted learning community initiatives
 - Supported development of a shared vision, shared leadership, commitment approach, and interdependent work activities
- RXPlus – Denver, Colorado – (10/11-03/12)
 - Performed strategy development session highlighting environmental scanning, collective effort performance, and benchmarking future success for independent pharmacies and pharmacists across Colorado, New Mexico, & Wyoming.
 - Mission, vision, and guiding principle development were core topics facilitated
- Sweetgrass Livestock Co-op – San Luis Valley, Colorado (10/08-04/09)
 - Facilitated sessions on development of strategic approaches for a developing cooperative of livestock producers concentrating on direct sales of meat products
 - Offered business plan guidance and strategic options for strategic plan
- Intel – Fort Collins (04/06-08/06)
 - Strategic management preparation of utilizing forward-looking, team-based approaches.
 - Facilitated sessions on team integration, team development, and synergetic outcomes as a result of team use. Selection of team members, cross-training importance, diverse representation, and team size were emphasized.
- Anheuser-Busch – Fort Collins, Colorado (07/05-05/06)
 - Developed training program for shift employees who were preparing for transition to shift supervisors/shift managers. Many of these employees were line employees whose primary responsibility was producing and packaging of beer-based beverages.
 - Worked with employees to understand their current job duties while helping them focus on analyzing their success in their current position and transition that success into a coach/guide/manager for other employees.
- LSI Logic – Fort Collins, Colorado (11/04-04/05)
 - Prepared a set of electronics interns to perform project management at the LSI Logic facility. These interns worked closely with full-time technicians to blend experience with new operations techniques.
 - Work included the development of utilization profiles, flow chart development & analysis, and efficiency improvements.
 - Use of the Six-Sigma procedures and Toyota Production System approaches.
 - Greenbelt training of Six-Sigma associated with this project.

02/91-12/21 MandoVmusiC Services – *Owner/Entrepreneur*
 Successfully started and continue to operate mobile disc jockey business. Small business owner providing services such as master-of-ceremonies for public events, disc jockey of pre-recorded music for dances, parties, and other events. Manage and operate all business functions including marketing of services, meeting the needs of customers, and negotiating contractual agreements.

Education:

01/99-05/07 Colorado State University, Fort Collins, Colorado.
 Area of Study: Doctor of Philosophy-ABD (All But Dissertation-No Degree Conferred-All

coursework completed)
 in Education & Human Resource Studies
 Emphasis: Educational/Community College Leadership
 Dissertation Topic: Analyzing the motivations of Spanish-speaking student populations in Colorado who complete the Spanish GED preparation program.

08/97-12/98 Colorado State University, Fort Collins, Colorado
 Degree Completed: Master of Business Administration, December 1998

08/95-05/97 Colorado State University, Fort Collins, Colorado.
 Major: Business Administration
 Degree Completed: Bachelor of Science Business Administration, May 1997

08/93-05/95 Adams State College, Alamosa, Colorado.
 Major: Business Administration
 Transferred to Colorado State University at the end of sophomore year.

Fundraising Experience & Event Activities:

St. Joseph Parish – Capulin, Colorado – (05/20-08/23)

- Successfully wrote and implemented Colorado Health Foundation Grant to create outdoor community park focusing on equity in health access
- Supervised construction and implementation of the following projects:
 - Developed and built three pavilion locations for multi-generational use
 - Established two playground facilities adjacent to pavilion locations targeted for youth populations
 - Installed new basketball courts
 - Initiated meditation walking path for community
 - Crafted restoration art project for youth offenders
 - Project Budget: \$287,000

Bishop of Pueblo and St. Joseph Parish – Capulin, Colorado – (01/18-04/18)

- Recently negotiated the donation four acres of land and three buildings for St. Joseph Parish in Capulin, Colorado, worth approximately \$350,000.00. Land is strategically located and adjacent to St. Joseph Parish for managing and hosting church and community activities.
- Initiated bulletin advertising program to bring in outside resources to the parish budget
 - Projected Revenue Generation \$10,000-\$15,000

Adams State University TRIO Programs (Upward Bound & Student Support Services – Alamosa, Colorado – (2013-2018)

- Served as master-of-ceremonies for public events & ceremonies
- Coordinated event activities to achieve appropriate public relations goals
- Assisted in developing agenda for public events and public meetings

Guadalupe Parish – Conejos, Colorado – (2012-2017)

- Served as auctioneer for fiesta auctions bringing in \$1,500-\$2,000 per event

Adams State University Foundation & Alumni Association – Alamosa, Colorado – (2006-2017)

- Facilitated several events over 10 years to assist in fundraising efforts for the ASU Foundation
- Served as auctioneer for dessert auctions
- Served as master-of-ceremonies for fundraising events

Center for Restorative Programs (CRP) – Alamosa, Colorado (2009-2016)

- Helped lead an initial development team to create wine-tasting event as the primary community fundraiser for CRP
- Served as master-of-ceremonies for fundraising events
- Served as auctioneer for specialty auctions at fundraising events

Scholarship & Creative Activities:

- Participated in the Preparate Conference in Los Angeles, California. The conference is titled “Educating Latinos for the Future of America”. This conference will highlight national models that are successfully preparing Latino students for college success and life. At the conference, participants discussed innovative approaches, shared best practices and collaborated with colleagues to make a difference for Latino students. (April 2018)
- Attended training seminar of the Southeastern Association of Educational Opportunity in New Orleans, Louisiana. Sessions of this seminar focused on higher education budget management and development, regulatory and review of higher education finance requirements, assessment of student needs, and retention and graduation strategies used as best practices of other post-secondary colleges and universities. (March 2018)
- Presented at the 1st Annual San Luis Valley Potato Summit in Monte Vista, Colorado. Presentation Title: “Becoming Vision-Driven with a Focus on Mission-Execution”. Topics included development of a strong vision with the crafting of strategic priorities and strategies which focus on vision achievement. (January 2018)
- Participated in a campus innovation tour which included land-granted universities in Colorado, Kansas, and Oklahoma. Visits to Colorado State University, Kansas State University, and Oklahoma State University to observe and analyze improvements made to campus environments in an effort to promote student learning and engagement. (November-December 2017).
- Attended the Mountain West Credit Union Association Financial Leadership Summit in Las Vegas, Nevada. This conference highlighted organizational leadership and governance from the executive level of financial institutions. Topics included exemplary strategic leadership, contemporary organizational structures, and financial governance. (October 2017)
- Attended the International Academic Conference on Business in New York City, NY. This conference introduced current research occurring in academic business disciplines from around the world. (July 2017) Seminars attended included:
 - Millennials and American Politics
 - Rural Health Care: A Blessing or Financial Curse
 - The Impact of Credit Management
 - Inadequate Public Health Education
 - The Impact of Emotional Intelligence on Personal Selling
 - Living the Life of Luxury: Global Millennials on the Move
- Attended veterans workshop in Denver, CO, associated with using agricultural practices to assist veterans returning from combat and being discharged from military service. (February 2017)
- Presented at an education seminar for TRIO program employees and first-generation educators. Presentation focused on the development of my Grit Determination Model” and its potential impact of future student success. (July 2017)

- Presented to Colorado veterans on emotional intelligence (EQ) and the development of my “Grit Determination Model”. The presentation was centered on getting veterans directed on future planning, business involvement, and esteem development. (May 2017)
- Presented at a Land Grant seminar at ASU. A community event sponsored by SLV Lifeways and Title V. (April 2017)
- Created and developed a new individual success model grounded in grit determination research. Initiated the development of a concept-paper on highlighting essential roles embedded in the model with grit factors connecting each of the roles. Presented on the model in May 2017 and July 2017. Both presentations were greeted with significant enthusiasm and interest. It is my intention to generate a peer-reviewed article from my research and development. (March 2017)
- Presented to a group of southern Colorado veterans the concept of developing a learning community which offered a collective use of resources and expertise. Offered foundation concepts of integrating learning communities and strategic planning. (April 2017)
- Attended the “Learning Communities Development” conference in Atlanta, GA. The primary purpose on this conference was developing High Impact Practices (HIP) in the classroom and on university campuses. In addition, it included core components to develop a successful learning community. Developed presentation from this conference which I presented to two different groups in Spring 2017 semester. (November 2016)
- Presented on land use regulations and options for property owners in Conejos County. This presentation discussed setback development, community town-site enhancement, irrigation & water rights impact of property owners, and future development of rural communities. This presentation was open to the public, yet highlighted resident needs of Conejos County. (November 2016)
- Assisted in the writing and editing of the Upward Bound STEM grant. This was a successful endeavor as ASU received the Upward Bound STEM grant in September 2017. This will result in a new Upward Bound program at ASU and bring over \$300,000.00 in funding to our university. (October-November 2016)
- Attended the Western States Economic Summit in Las Vegas, NV. This conference highlighted economic trends for the 2017 year. Much of the focus compared presidential candidates and the potential impact of both. Financial compliance was presented along with Consumer Protection Act information. Finally, Bank Secrecy Act information was presented. (October 2016)
- Attended the “Making Equity & Inclusion Real” conference sponsored by the Council for Opportunity in Education in San Diego, CA. This conference discussed opportunities for first-generation students, strategies for recruiting to HSIs, career tracking for first-generation students, impact of multiculturalism and equity as campus priorities, empowering woman leaders, and building foundation relationships with first-generation students. (September 2016)
- Presented at a USDA employee conference in Montrose, CO, and Cortez, CO. Presentation included current changes within USDA including strategic planning, priority development, resource utilization, workload models, and farm program enhancement. Over 60 USDA employees were present from Colorado and Utah. (September 2016)
- Presented at USDA Leadership Summit in Washington, DC. Presentation was focused on re-organization efforts needed with USDA. Key points which I offered were efficiency issues with Farm Service Agency,

delivery of Farm Bill programs to a new generation of producers, and proactive efforts of employees to offer strategic options to enhance delivery. (August 2016)

- Attended “Renewing the American Promise” conference sponsored by the Council for Opportunity in Education in Atlanta, GA. This conference discussed changes and transitions in educational access, financial support for students, learning strategies for assisting first generation, minority, and low income students. (September 2015)
- Participated in a working group to lead the budget development for a grant requesting funds for youth programming for the Valle Del Sol Community Center. This included creating evaluation benchmarks as a performance indicator for the grant. (January 2015-May 2015)
- Presented a faculty lecture on U.S. debt levels and the concept of moral capitalism. This lecture was provided as part of a community program sponsored by Adams State University. (April 2015)
- Attended the “Navigating with Courage” conference in New Orleans, LA. The primary focus on this conference is adapting to the rapidly changing issues impacting higher education and the direct impact those issues are having on student learning and success. This conference strengthened foundation concepts associated with emotional intelligence which I am integrating into many management classes. (March 2015)
- Attended the “Governing for Greatness” conference in Las Vegas, NV. This conference discussed leadership approaches used in financial and economic environments. (January 2015)
- Reviewed and edited several drafts for the Student Support Services grant submitted by Adams State University to the U.S. Department of Education for renewal of services for first generation students on the ASU campus. The grant application received a perfect score and was granted an unconditional approval for the next five years. (October 2014-January 2015)
- Presented at USDA Future Development of Farm Programs meeting in Washington D.C. This meeting focused on innovative strategies to deliver Farm Bill programs in a more effective and efficient manner for the next five years. (October 2014)

Professional Organizations:

Current Affiliations:

- ▶ Rocky Mountain Farmers Union (RMFU)
- ▶ San Luis Valley Farmers Union
- ▶ National Farmers Union (NFU)
- ▶ San Antonio Cattle Association
- ▶ Lagunitas Cattle Association
- ▶ Gabino Ditch Association
- ▶ McCunniff Ditch Association (President)
- ▶ El Llano Ditch Company (Vice-President)
- ▶ Spring Creek Ditch Association
- ▶ Lomita Ditch Association (President)
- ▶ Hispanic Association of Colleges and Universities (HACU)
- ▶ Toastmasters International

Past Affiliations:

- ▶ Association of University Programs in Health Administration (AUPHA) (2008-2011)
- ▶ Medical Group Management Association (MGMA) (2007-2011)
- ▶ ACTE (Association of Career and Technical Educators) and CACTE (Colorado Association of Career and

- Technical Educators) Membership (2001-2006)
- ▶ El Centro-Latino Student Community (Colorado State University – 1995-2001)
- ▶ Graduate Business Council (Colorado State University – 1997-1998)
- ▶ National Hispanic Institute (1992-1999)

Volunteer/Service Contributions:

- ▶ Soul Players of the Valley (Community Leader – 08/2017-Present)
- ▶ Rio Grande Water Conservation District (Vice-President – 04/2018-Present)
- ▶ Saint Joseph Parish Finance Committee (Chair – 08/2012-Present)
- ▶ Conejos County Noxious Weed/Pest District (03/2011-Present)
- ▶ La Jara-Conejos Rotary Club (01/2008-Present)
- ▶ Guadalupe Parish Credit Union (Board President – 03/2012-11/21)
- ▶ Alamosa River Watershed Restoration Project (04/2003-06/21)
- ▶ Colorado 12th Judicial District Nominating Commission (Member - 06/2016-01/2021)
- ▶ Conejos County Economic Development Group (01/2007-07/2012)
- ▶ La Jara Main Street Revitalization Group (03/2008-12/2011)
- ▶ Poudre School District Budget Development Group (02/2001-08/2006)
- ▶ Poudre School District Hispanic Community Dialogue Group (04/2000-08/2006)
- ▶ Northern Colorado Economic Development Project (02/2004-08/2006)
- ▶ Bridges to the Future – Collaboration between Colorado State University and University of Denver (01/2002-05/2004 – I was one of four Colorado State University students chosen to participate in this successful community building project)
- ▶ CANS Around the Oval Team Leader – CSU food drive (10/1999-10/2001)
- ▶ CSUinty Team Leader –Volunteer plunge into the Fort Collins community ('99,'00,'01)
- ▶ TRIUNFO – Tutoring of elementary children within the Fort Collins community (08/1996-5/1998)
- ▶ Church Parish Council (St. Joseph Parish-La Jara, Colorado 06/1994-08/1995)

Professional References Available Upon Request