

**Memo: Committee Structure AY 2020-21**

To: Finlandia Faculty, Staff, and Administration

From: Fredi de Yampert, VPAA

Date: October 6, 2020

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**Plan 2024's university-wide commitments:**

• <b>Identity: Distinctive – Whole – Engaged</b>
• <b>Academics: expansive learning that best prepares graduates for the 21<sup>st</sup>-century workplace and world</b> <ul style="list-style-type: none"><li>◦ Faculty, Teaching and Learning, Curriculum, and Structure:</li></ul>
• <b>Students: grow with academically successful, socially responsible, and community engaged students</b> <ul style="list-style-type: none"><li>◦ Student Enrollment, Student Success, and Student Life</li></ul>
• <b>Image: most recognized university brand in the Upper Peninsula</b>
• <b>Resources: institutional health and resilience through good stewardship, investment, and capacity-building</b> <ul style="list-style-type: none"><li>◦ Campus Growth, Personnel, Finances, Advancement, and Leadership</li></ul>
• <b>Institutional Effectiveness: thoroughgoing culture of assessment</b> <ul style="list-style-type: none"><li>◦ Culture of Assessment, Student Outcomes, Institutional Assessment Plan, Personnel Evaluation</li></ul>

**Helpful Information to Guide Committees and Committee Chairs**

- 1) Relationships and functions among the councils and standing committees:
  - a. Standing committees carry decision-making authority within their areas of responsibility.
  - b. Standing committee decisions or actions directly or significantly impacting institution-wide budget, planning, policy, practice, or procedure, normally require additional support. This additional support may be obtained:
    - i. from the Institutional Planning Council (IPC)
    - ii. by forwarding recommendations through the IPC to the Management Team
    - iii. the Academic Council normally forwards matters directly to the full faculty for approval.
  - c. Any *ad hoc* committee, taskforce (TF), or workgroup (WG) established by a standing committee and/or council will function under the direction of that standing committee and/or council. Recommendations coming forth from a TF or WG must be presented to the respective committee and/or council for ratification and/or further action prior to moving up the hierarchy.
  - d. The Management Team:
    - i. receives and forwards recommendations from the full faculty to the Board of Trustees (BoT)
    - ii. receives and forwards matters requiring ratification by the Board of Trustees
    - iii. reviews matters that cannot be resolved within the committees or councils
- 2) The councils and all committees, taskforces, and workgroups are required to record minutes, including attendance, and upload the minutes to the Google “Committee” shared drive.
  - a. Meeting minutes, attendance, and actions will also be maintained by the chair and passed along to new chairs at the time a change in leadership occurs.
- 3) The councils and all committees, taskforces, and workgroups will establish annual goals and activities. These will be filed with the VP Academic Affairs (VPAA). **Chairs are asked to post their goals to the committee shared drive no later than Monday, November 9<sup>th</sup>.**
- 4) Members of the councils or any standing committee will assign a representative when unable to attend meetings for an extended period of time, such as but not limited to an entire semester.
- 5) **Committee chairs will submit an end-of-year assessment to the Office of IR and Assessment.**

**MANAGEMENT TEAM AND PRESIDENT**

<b>Area of Responsibility:</b>	University-wide Strategy, Budget and Policy
<b>General Purpose:</b>	Support Finlandia's Mission with executive, institution-wide support and oversight
<b><u>Membership: (executive leadership)</u></b>	
Philip Johnson	President
Gary Black	Chief Financial Officer (CFO)
Fredi de Yampert	VP for Academic Affairs (VPAA)
Erin Barnett	Dean of Students (DS)
Anthony Schwass	Dean of Enrollment (DE)
Curtis Wittenberg	Athletic Director (AD)

### **Institutional Planning Council (IPC)**

<b>Area of Responsibility:</b>	Unit-level Strategic Planning
<b>General Purpose:</b>	IPC meetings will be used to provide orientation, accountability, and support related to campus planning for <b>Plan 2024</b> , facilitate implementation and continuous assessment.
<b>Primary Functions:</b>	<ol style="list-style-type: none"> <li>1) To earnestly attend to the implementation and integration of unit-level plans supporting the commitments of <b>Plan 2024</b></li> <li>1) Receive, act on, or forward matters arising from the Standing Committees</li> <li>2) Provide opportunity for campus-wide communication</li> <li>3) Regular engagement with commitments to improvement as identified in Finlandia's 2014 Self-study Report</li> </ol>

### **FOCUS for 20-21: Institutional Effectiveness/Program Review**

#### **Committee: (meets monthly) – Every FIRST Tuesday, 8:00 a.m., Jutila Chapel**

1. Philip Johnson, Co-Chair	President
2. Fredi deYampert, Co-Chair	Vice President for Academic Affairs
3. Erin Barnett	Dean of Students
4. David Bertholf	Institutional Research Manager
5. Gary Black	Chief Financial Officer
6. Scott Blake	Director of Information Technology
7. Pam Brown	PTA, Program Chair, Assistant Professor
8. Cindy Cowell	Director of TRIO/SSS
9. Rebecca Daly	Head Librarian
10. Leann Fogle	Director of Residence Life
11. Curt Hahka	Director of Plant and Facilities
12. Joe Koepel	Director, Human Resources
13. Neil Kromer	Assessment and Assurance System Coordinator
14. Jim Kurtti/Dave Maki	Director, Finnish American Heritage Center
15. Kevin Manninen	Dean, International School of Business
16. Olivia Myer	Director, Marketing & Communications
17. Jason Oyadomari	Dean, Suomi College of Arts & Sciences
18. Michelle Rauch	Director Innovative and Online Learning
19. Anthony Schwass	Dean of Enrollment
20. Irina Sergeyeva	Assistant Professor, Nursing
21. Sarah Semmler Smith	Campus Pastor
22. Jason Sullivan	Registrar
23. Lori Sullivan	Department Chair, NUR
24. Sandra Turnquist	Director of Financial Aid
25. Karin Van Dyke	Vice President for Advancement/HR
26. Denise Vandeville	Dean, International School of Art & Design
27. Curtis Wittenberg	Athletic Director

### **Plan 2021: IDENTITY**

#### **Campus Enrichment (CE) Activities integrated into established committees identified below.**

**General Purpose:** REVIEW, DELIVER, EVALUATE: campus-wide programming that supports intellectual exploration (campus read), multi-culturalism (E&D), spiritual expression (E&D), wellness (WEL), and Finlandia's Finnish American heritage (UR)

### **Campus Read (CR)**

**General Purpose:** REVIEW, DELIVER, EVALUATE: a shared experience that increases awareness and engagement in cultural and current issues

**Membership:** (faculty, staff, and student representation)

- |                          |   |
|--------------------------|---|
| 1. Carolyn Dekker, Chair | Associate Professor, English, SCAS      |
| 2. Kristie Heinonen      | Volunteer Member, English Adjunct, SCAS |
| 3. Zoe Lincoln           | TRIO/SSS                                |
| 4. Mark Lounibos         | Associate Professor, English, SCAS      |
| 5. Dana Pakulski         | Assistant Librarian                     |
| 6. April Stevens         | Manager, North Wind Books               |
| 7. _____                 | <b>Finlandia Student Representative</b> |

### **Equity & Diversity (EDI)**

**General Purpose:** REVIEW, DELIVER, EVALUATE: a campus culture that promotes equity and embraces diversity for all constituents at Finlandia; building a culture of inclusion

**Membership:**

- |                        |  |
|------------------------|--|
| 1. Leann Fogle, Chair  | Director, Residence Hall                         |
| 2. Natalia Borgen      | Administrative Assistant, ISB/SCAS               |
| 3. Scott Chrysafidis   | Men's Soccer Coach, Athletics                    |
| 4. Rene Johnson        | Assistant Professor/Director, Servant Leadership |
| 5. Emma Dorst          | Director of Career Services, CVC                 |
| 6. Sarah Semmler Smith | Campus Pastor                                    |
| 7. _____               | <b>Finlandia Student Representative</b>          |

### **LGBTQ Ad Hoc Committee**

The LGBTQ ad hoc committee stems from the work done during the 2019 LECNA Fellows Leadership program by Denise Vandeville, Dean, ISAD. The initial ad hoc project will take place this academic year.

**General Purpose:** REVIEW, DELIVER, EVALUATE: a campus culture that promotes equity and inclusion through a review of climate, policy, and processes across campus

**Primary Functions:** The LGBTQ Ad hoc Committee will address three core issues: 1) identity development, 2) campus climate, and 3) state and national social and policy contexts. We will examine and suggest university policies as they relate to the above issues.

**Membership:**

- |                             |                                    |
|-----------------------------|------------------------------------|
| 1. Denise Vandeville, Chair | Dean, ISAD                         |
| 2. Carolyn Dekker           | Associate Professor, English, SCAS |
| 3. Dana Pakulski            | Assistant Librarian                |
| 4. Caroline Kentwood        | Finlandia Student Representative   |

### **Sustainability/SKRC (SS) – Reports to IPC (membership next page)**

**General Purpose:** REVIEW, DELIVER, EVALUATE: a culture of sustainability across the campus

SKRC: The SKRC exists to inspire and connect individuals, groups, organizations, businesses, institutions, and governing agencies with regionally appropriate resources and solutions for creating sustainable communities in the Keweenaw Peninsula. (<http://skrconline.net>)

#### Membership:

- |                        |   |
|------------------------|---|
| 1. Michael Reay, Chair | Assistant Professor, Sociology, SCAS            |
| 2. Judy Budd           | Professor, Biology, SCAS                        |
| 3. Christa Mengeist    | Assistant Professor, Biology, SCAS              |
| 4. Carrie Flaspohler   | Gallery Director                                |
| 5. _____               | <b>Finlandia Student Representative</b>         |
| 6. _____               | <b>Community Representative, as appropriate</b> |

#### Wellness (WEL) – Reports to IPC

**General Purpose:** REVIEW, DELIVER, EVALUATE: a holistic approach to well-being, including physical, emotional and spiritual wellness practices

#### Membership: **(Needs a chair)**

- |                           |  |
|---------------------------|--|
| 1. Irina Sergeyeva        | Assistant Professor, Nursing, CHS  |
| 2. Cindy Blake            | Assistant Professor, Nursing, CHS/Clinic NP                                  |
| 3. Natalie Anderson       | TRIO Coach, TRIO/SSS   |
| 4. Mariah LaPointe-Dunham | Women's Basketball - Head Coach / Assistant AD for Wellness / SWA, Athletics |
| 5. Zoe Lincoln            | TRIO Coach/Personal Counselor, TRIO/SSS                                      |
| 6. Tim Nakkula            | Cafeteria/Food Services  |
| 7. _____                  | <b>Finlandia Student Representative</b>                                      |

### **Plan 2021: ACADEMICS**

#### Academic Council (AC)

**Area of Responsibility:** Academic Structure and Governance (includes policy)

**General Purpose:** To design an academic structure that promotes student learning, efficiency, relatedness among disciplines, and shared governance

**Primary Functions:**

- 1) Develop, review, and assess academic policy, practice, and procedure
- 2) Oversee all matters related to curriculum and academic program development
- 3) Develop, enforce, and assess guidelines for academic grievances
- 4) Review current academic structure of 2 college and schools, make recommendations for improvement
- 5) Study and recommend master calendar improvements, including online, weekend, and evening course offerings

#### Membership: (academic leadership)

- |                            |  |
|----------------------------|--|
| 1. Fredi de Yampert, Chair | VP Academic/Student Affairs, Dean, CHS, Professor, NUR   |
| 2. Erin Barnett            | Dean of Students   |
| 3. Kevin Manninen          | Dean, ISB, Associate Professor, Management and Marketing |
| 4. Jason Oyadomari         | Dean, SCAS, Associate Professor, Biology                 |
| 5. Michelle Rauch          | Director of Innovative and Online Learning               |
| 6. Jason Sullivan          | Registrar  |
| 7. Denise Vandeville       | Dean, ISAD, Associate Professor, Ceramic Design          |

#### Faculty Committee (FC) – Reports to Academic Council

**General Purpose:** To revise and maintain the university's faculty handbook, policies, and procedures

**Primary Functions:**

- 1) Comprehensive review of the faculty handbook content and layout
- 2) Assess and monitor relevance of current faculty policies
- 3) Review and updates of faculty evaluation process and tools

#### Membership: (one tenured and one non-tenured faculty representative from each college and school)

- |                |   |
|----------------|---|
| 1. _____       | Tenured faculty member, ISAD              |
| 2. Tom Adolphs | Assistant Professor, Graphic Design, ISAD |

- |                          |   |
|--------------------------|---|
| 3. Carolyn Dekker        | Associate Professor, English, SCAS          |
| 4. Michael Reay          | Assistant Professor, Sociology, SCAS        |
| 5. Mark Miron            | Associate Professor, Nursing, CHS           |
| 6. Theresa Rajala-Halsey | Assistant Professor, Nursing, CHS           |
| 7. Steve Nordstrom       | Associate Professor, Sports Management, ISB |
| 8. Laura Sieders         | Instructor, Accounting, ISB                 |

### **Tenure and Promotion (TP) - Reports to Academic Council ---- NEEDS A VOTE BY College/School**

- General Purpose:** To review and maintain the university's tenure and promotion policy and practices
- Primary Functions:**
- 1) Review tenure and promotion policies and practices
  - 2) Review annual tenure and promotions portfolios
  - 3) Establish guidelines for a post-tenure review process

**T&P Membership:** (one representative from each college and school, VPASA serves as *ex officio*). Membership determined under guidelines of Tenure and Promotion policy. [Nominated by department for 3-year terms]

- |  |   |
|--|---|
| 1. Mark Miron                          | Associate Professor, Nursing, CHS           |
| 2. Rich Gee (representative for ISAD)  | Associate Professor, Criminal Justice, SCAS |
| 3. _____                               | <b>Associate Professor, _____, ISB</b>      |
| 4. _____                               | <b>Associate Professor, English, SCAS</b>   |
| 5. Fredi de Yampert, <i>ex officio</i> | VP Academic Affairs, Dean CHS, Prof Nursing |

### **Institutional Review Board (IRB) – Reports to Academic Council**

- General Purpose:** To review and maintain the university's institutional research policy and activities
- Primary Functions:**
- 1) Establish and maintain the university's IRB policies and practice
  - 2) Ensure institutional compliance with ethical and regulatory research standards

**Membership:** (Faculty each college and school, two community members\*\*)

- |                            |   |
|----------------------------|---|
| 1. Hilary Virtanen, Chair  | Assistant Professor, Finnish & Nordic Studies, SCAS |
| 2. Jeff Pettibone          | Assistant Professor, Psychology, SCAS               |
| 3. Michael Reay            | Assistant Professor, Sociology, SCAS                |
| 4. Laura Sieders           | Instructor, Accounting, ISB                         |
| 5. <b>Community member</b> | <b>TBD</b>  |

\*\*Need one community member, not affiliated or previously affiliated with Finlandia (not a relative, on board, etc.)

### **Curriculum (CC) – Reports to Academic Council (continues next page)**

- Area of Responsibility:** Curriculum development
- General Purpose:** To deliver a curriculum marked by coherence, innovation, and responsiveness
- Primary Functions:**
- 1) Coherence: Assess the revised general education core
  - 2) Innovative: Develop interdisciplinary programs
  - 3) Responsiveness: Design and utilize a process to ensure that curriculum changes align with workforce needs/trends and graduate program expectations

**Curriculum Committee Membership:** (chaired by member of AC, representation from all colleges and schools)

- |                           |   |
|---------------------------|---|
| 1. Jason Oyadomari, Chair | Dean, SCAS, Associate Professor, Biology  |
| 2. Juan Marin             | Associate Professor, Math, SCAS           |
| 3. Mark Miron             | Associate Professor, Nursing, CHS         |
| 4. Nathan Perrault        | Visiting Assistant Professor, ISB         |
| 5. Jeff Pettibone         | Assistant Professor, Psychology, SCA      |
| 6. Tom Adolphs            | Assistant Professor, Graphic Design, ISAD |

### **Teaching/Learning Committee (TL) – Reports to Academic Council**

**Area of Responsibility:** Best practices in teaching and learning; faculty development

**General Purpose:** To excel in teaching that is relationship-driven, holistic, and transformative

- Primary Functions:**
- 1) Assess student-to-faculty ratios consistent with discipline and area of study
  - 2) Institute LEAP's High Impact Practices in each college and school
  - 3) Establish pedagogies that intentionally stimulate and develop
    - Intellectual exploration, Vocational discernment, and Professional identity and confidence
  - 4) Expand study abroad and study away opportunities
  - 5) Develop teaching practices that encourage students to grow toward a life philosophy

Membership (Faculty representation from all colleges and schools, with student representation)

- |                          |   |
|--------------------------|---|
| 1. Michelle Rauch, Chair | Director for Innovative and Online Learning |
| 2. Rebecca Daly          | Head Librarian                              |
| 3. Mark Lounibos         | Associate Professor, English, SCAS          |
| 4. Veronica Horning      | Academic Success Coach                      |
| 5. Kevin Manninen        | Dean, ISB                                   |
| 6. Marnie Polkky         | Assistant Professor, Nursing, CHS           |
| 7. _____                 | <b>Finlandia Student Representative</b>     |

### Advising (AD) – Reports to Academic Council

**General Purpose:** To evaluate and refine academic advising policies and practices

- Primary Functions:**
- 1) Assess current academic advising policies and processes, including the current advising survey
  - 2) Investigate expansion and use of EMPOWER modules needed to expand electronic advising processes
  - 3) Plan and conduct workshops for academic advisors and students

Membership: (representation from each college and school, academic/student affairs, registrar, student success)

- |                                      |   |
|--------------------------------------|---|
| 1. Judy Budd, Chair                  | Professor, Biology, SCAS                |
| 2. Steve Nordstrom                   | Associate Professor, Sports Mgt, ISB    |
| 3. Terri Olsen                       | Academic Specialist, TRIO/SSS           |
| 4. Theresa Rajala-Halsey             | Assistant Professor, Nursing, CHS       |
| 5. Jason Sullivan, <i>ex officio</i> | Registrar                               |
| 6. _____                             | <b>Finlandia Student Representative</b> |

<b>Plan 2021: STUDENTS</b>
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### Student Success and Intervention Team (SIT) – Reports to Academic Council

**General Purpose:** To improve rates in key student success indicators including student persistence and first-time, full-time graduation through the proactive identification and engagement of students who may be at risk or in crisis. Everything discussed within the SIT meetings is confidential.

- Primary Functions:**
- 1) Strengthen student support services through collaboration and early intervention
  - 2) Strengthen, extend, and coordinate services that directly impact student learning: peer and professional tutoring services, faculty advising, first-semester seminars, summer bridge program, and on-campus learning communities

Membership: (student success, athletics, residence life, campus ministry, security, TRIO/SSS, TLC)

- |                        |                      |
|------------------------|----------------------|
| 1. Erin Barnett, Chair | Dean of Students     |
| 2. Natalie Anderson    | TRIO Coach, TRIO/SSS |

- |                         |  |
|-------------------------|--|
| 3. Cindy Cowell         | Director, TRIO/SSS                       |
| 4. Leann Fogle          | Director, Residence Life                 |
| 5. Scott Hendrickson    | Manager, Campus Safety and Security      |
| 6. Veronica Horning     | Academic Success Coach                   |
| 7. Nick Kwiek           | TRIO Coach/Career Services               |
| 8. Zoe Lincoln          | TRIO Coach, Personal Counselor, TRIO/SSS |
| 9. Terri Olsen          | Academic Specialist, TRIO/SSS            |
| 10. Sarah Semmler Smith | Campus Pastor                            |
| 11. Grace Sokolow       | Head Women's Soccer Coach, Athletics     |

### **Conduct Board (CON) +**

- General Purpose:** To establish, review, and implement conduct policy
- Primary Functions:**
- 1) Review conduct policy annually, make recommendations to SIT
  - 2) Hear cases that warrant board actions
  - 3) Hear conduct appeals cases

#### **Membership:**

- |  |   |
|--|---|
| 1. Rich Gee, Chair                     | Associate Professor, Criminal Justice, SCAS                 |
| 2. _____                               | Faculty Representation                                      |
| 3. Nick Kwiek                          | TRIO Coach/Career Services                                  |
| 4. Travis Wiltzius (football)          | Athletics (1 <sup>st</sup> alternate)                       |
| Scott Chrysafidis                      | Athletics (2 <sup>nd</sup> alternate)                       |
| Evan Brandt                            | Athletics (3 <sup>rd</sup> alternate)                       |
| 5. Erin Barnett, <i>ex-officio</i>     | Dean of Students and Enrollment, Title IX Deputy            |
| 6. Fredi de Yampert, <i>ex-officio</i> | VP Academic Affairs, Dean CHS/Nursing, Title IX Coordinator |

### **Academic Achievement and Recognition (AA) – Reports to Academic Council (membership next page)**

- General Purpose:** To plan and implement events designed to celebrate academic achievement
- Primary Functions:**
- 1) Review and revise honor awards process and criteria
  - 2) Select honor/scholarship award recipients and arrange annual banquet
  - 3) Arrange spring commencement and baccalaureate ceremonies

#### **Academic Achievement Membership:** (representation from each college and school, registrar's office, financial aid)

- |                             |   |
|-----------------------------|---|
| 1. Jason Sullivan, Co-Chair | Registrar   |
| 2. Amanda Kerttu, Co-Chair  | Administrative Assistant, Nursing, CHS              |
| 3. April Stevens            | North Wind Books                                    |
| 4. Darren Bausano           | Assistant Registrar                                 |
| 5. Olivia Myers             | Director, Marketing & Communications                |
| 6. Nicole Polakowski        | Instructor, PTA, CHS                                |
| 7. Laura Sieders            | Instructor, Accounting, ISB                         |
| 8. Sandy Turnquist          | Financial Aid                                       |
| 9. Denise Vandeville        | Dean, ISAD  |
| 10. Hilary Virtanen         | Assistant Professor, Finnish & Nordic Studies, SCAS |

### **Faculty Athletic Representative**

- General Purpose:** REVIEW, DELIVER, EVALUATE: institutional governance over intercollegiate athletics
- Duties:**
1. Collaborate with Athletic Director and Registrar's Office on SA academic standing and eligibility.

#### **Faculty Rep (FAR)**

Bill Knoblauch	Associate Professor, History, SCAS
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## Plan 2021: RESOURCES

### **Instructional Resource Committee (IRC) – Reports to IPC**

**General Purpose:** REVIEW, DELIVER, EVALUATE: instructional resource needs

**Membership:** (chaired by academic personnel, faculty representation each college and school, IT, library, TLC)

- |                          |                                    |
|--------------------------|------------------------------------|
| 1. Bill Knoblauch, Chair | Associate Professor, History, SCAS |
| 2. Marnie Polkky         | Assistant Professor, Nursing, CHS  |
| 3. Scott Blake           | Director, IT                       |
| 4. Rebecca Daly          | Head Librarian                     |
| 5. Nata Borgen           | Administrative Assistant, ISB/SCAS |

### **Benefits Committee (BEN) – Reports to IPC**

**General Purpose:** REVIEW, DELIVER, EVALUATE: Changes to benefit package for employees

**Membership:**

- |                          |  |
|--------------------------|--|
| 1. Gary Black, Co-Chair  | Chief Financial Officer                |
| 2. Joe Koepel, Co-Chair  | Director, Human Resources              |
| 3. Juan Marin            | Associate Professor, Mathematics, SCAS |
| 4. Theresa Rajala-Halsey | Assistant Professor, Nursing, CHS      |
| 5. Bill Kuru             | Facilities Union representative        |
| 6. Brad Beaudette        | Creative Director, Communications      |

### **Emergency Management Committee (EMC) – Reports to IPC**

**General Purpose:** REVIEW, DELIVER, EVALUATE: Emergency Response and Recovery Plans.

**Membership:** (chaired by Director of Safety and Security, representation from campus community)

- |                             |  |
|-----------------------------|--|
| 1. Scott Hendrickson, Chair | Manager, Campus Safety & Security        |
| 2. Brad Beaudette           | Director of Publications                 |
| 3. Scott Blake              | Director, IT                             |
| 4. Leann Fogle              | Director, Residence Life                 |
| 5. Curt Hahka               | Director of Plant and Facilities         |
| 6. Lori Sullivan            | Chair, Associate Professor, Nursing, CHS |

## Plan 2021: EFFECTIVENESS

### **Assessment and Institutional Review (ASC) – Reports to Academic Council**

**General Purpose:** REVIEW, DELIVER, EVALUATE: campus-wide continuous improvement plan

- Absorb duties related to the assessment of new Institutional Learning Outcomes
- Establish guidelines and related activities in assessment and program review

**Membership:** (representatives from each college/school, TRIO, res life, and athletics)

- |                             |  |
|-----------------------------|--|
| 1. Denise Vandeville, Chair | Dean, ISAD                                     |
| 2. Pam Brown                | PTA Program Director, Assistant Professor, CHS |
| 3. Neil Kromer              | Assessment/Assurance System Coordinator        |
| 4. Tom Adolphs              | Assistant Professor, ISAD                      |
| 5. David Bertholf           | IR Manager                                     |
| 6. Cindy Cowell             | Director TRIO                                  |
| 7. Carolyn Dekker           | Assistant Professor, English, SCAS             |
| 8. Rich Gee                 | Associate Professor, Criminal Justice, SCAS    |
| 9. Johnna Therrian          | Associate Professor, Nursing, CHS              |
| 10. Anne Halgren            | Administrative Assistant, PTA, CHS             |
| 11. Nathan Perreault        | Visiting Asst Professor, Management, ISB       |
| 12. Veronica Horning        | Academic Success Coach                         |
| 13. Brian Lamppa            | Women's Soccer - Head Coach, Athletics         |
| 14. Curtis Wittenberg       | Athletic Director                              |

