

APARNA D.~N. PALMER, Ph.D.

EDUCATION

Doctor of Philosophy Degree in Zoology **1999**

Department of Zoology, Washington State University, Pullman, Washington.

Thesis: *Molecular Phylogenetics & Character Evolution of Polychaetous Annelids & their Allies.*

Thesis Advisor: P.C. Schroeder.

Recipient of the Guy Brislaw Award & Fellowship for Graduate Student Excellence.

Bachelor of Science Degree in Biological Sciences, cum laude. **1993**

Department of Biology, Colorado State University, Fort Collins, Colorado.

University Honors Program & Phi Beta Kappa National Honor Society Scholar.

Bachelor of Arts Degree in English, magna cum laude. **1993**

Department of English, Colorado State University, Fort Collins, Colorado.

Thesis: *An Analysis of Female Roles and Strategies in Three Shakespearean Plays.*

Thesis Advisor: R. Henze.

University Honors Program & Phi Beta Kappa National Honor Society Scholar.

PROFESSIONAL EXPERIENCE

Chancellor **2023-present**

University of Alaska Southeast (UAS), AK with campuses in Juneau, Ketchikan, and Sitka. UAS serves 3400 students annually.

As Chancellor, I serve as the chief executive officer (CEO) of the University of Alaska Southeast (UAS) and report directly to the President of the University of Alaska System. In this role, I am responsible for leading the institution in fulfilling the mission, vision, and values of the university so as to ensure that students have access to exceptional learning opportunities and both students and employees feel welcome, can thrive, and achieve success. I am also responsible for building and maintaining the external relationships that are key not only to the university's prosperity but also to the success of the of the communities that we serve. I lead the Cabinet and directly oversee all of the divisions at UAS, including Academic Affairs, Enrollment Management & Student Affairs, Administrative Services, University Advancement, Community Relations & Strategic Partnerships, Alaska Native Programs, and Equity & Compliance. I also provide leadership in creating and implementing the university's Strategic Plan and the University Master Plan, and am responsible for the fiscal health and sustainability of the institution. I work collaboratively with the UAS Cabinet to develop and present the annual budget and capital plans to the President of the System and the Board of Regents (BOR) of the University of Alaska. My responsibilities also include interpreting and applying the UA Board of Regent policies and university regulations, collective bargaining agreements, institutional and program-specific accreditation standards and policies, the Family Educational Rights & Privacy Act (FERPA), and memoranda of agreement. As

chancellor, I advance items for consideration by the BOR and actively participate in Board meetings. In collaboration with the leadership at our sister institutions (University of Alaska Anchorage & University of Alaska Fairbanks) and the System Office, I work to advance the educational opportunities in the state of Alaska. Finally, I serve on the Board of the University of Alaska Foundation to help advance donorship for the System.

Vice President (VP)

2021-2023

Front Range Community College (FRCC), CO with campuses in Fort Collins (Larimer Campus), Westminster (Westminster Campus), and Longmont (Boulder County Campus). FRCC serves 28,000 students annually.

As a VP, I was a member of the President's Cabinet and I served as the Chief Operating Officer (COO) of the Boulder County Campus (BCC) of FRCC, located in Longmont, CO as well as the Interim COO for the Larimer County Campus (LC) of FRCC, located in Fort Collins, CO. In these positions, I collaborated with the College leadership to design and implement the college-wide vision, strategic plan, and goals to ensure that FRCC functioned as one cohesive organization. I was also responsible for overseeing the BCC and LC budgets, facilities, hiring and promotion processes, evaluations, deans, faculty, staff as well supporting the goals and values associated with student success, student support, teaching excellence, and diversity, equity, and inclusion. Essentially, I provided leadership, direction, and management to ensure that the two campuses delivered outstanding service to students, provided excellent working environments for employees, and partnered effectively with the Boulder County and Larimer County communities. Below, I characterize my responsibilities in the key areas to which I contribute:

Academic Affairs, Student Affairs & Shared Governance: As the COO of the Boulder County Campus (BCC) and the Larimer Campus (LC), I oversaw Academic Affairs including the programs, courses, departments, deans, chairs, and faculty on each campus. Similarly, I managed all the departments under the umbrella of Student Affairs on each campus, including the dean, directors, and staff. Departments I oversaw include the Library, Disability Services, the Academic Success Center, Student Life, Advising, Career Services, and Testing. I liaised with the other college vice presidents (VPs) and executive directors on the President's Cabinet to align what is done on the BCC and the LC with the other campuses so that FRCC could function effectively and efficiently as a single educational institution. As part of my role as a cabinet member, I led and participated in campus and college-wide project teams for strategic planning and initiatives dealing with Academic Affairs and Student Affairs. I also directly worked with the Faculty Senate on each campus and with the Faculty Affairs council (which includes the Faculty Senate presidents on all 3 campuses) in collaborative decision-making, problem-solving, policy discussions, and representing their views to the Cabinet. Similarly, I worked with the Affiliate/Part-Time Faculty Organization and the Classified Employee Council on each of the campuses as well. Finally, I was responsible for overseeing COVID policies, procedures, and testing on the campuses in addition to helping determine the college-wide response.

Workforce, Community Relations, and Partnership Development: I was responsible for creating and maintaining partnerships with regional businesses, town/cities in Boulder, Weld, and Larimer counties, economic development organizations, county workforce offices, chambers of commerce, educational institutions, and non-profits to build academic programs and customized training that meet workforce needs and support students. Also, as part of my responsibilities, I oversaw concurrent enrollment and worked to maintain strong relationships with all of the school districts

we serve. While I was at FRCC, I created or grew connections with numerous businesses, industry representatives and organizations including the Longmont Economic Development Partnership, Longmont Chamber of Commerce, Boulder Chamber of Commerce, Fort Collins Chamber of Commerce, Boulder Economic Council, Northern Colorado Manufacturing Partnership, Longmont Community Foundation, Boulder Community Foundation, the University of Colorado at Boulder, Colorado State University at Fort Collins, St. Vrain Valley School District, Boulder Valley School District, Poudre School District, Thompson Valley School Districts, Estes Park School Districts (and many smaller K-12 districts). Becoming a leader in Northern Colorado was critical to this arena of my responsibilities; as such I sat on chamber boards, economic councils, and participated in industry convenings, particularly in healthcare and manufacturing. I also met with the advisory councils for each of FRCC's technical/vocational degree programs.

Facilities Operations, Planning, and Safety: I supervised the Facilities Maintenance Lead on the Boulder County Campus and the Director of Facilities on the Larimer Campus at FRCC and oversaw the campus building/capital construction operations, custodial work, and repairs. I collaborated with the college-wide facilities management team and the Cabinet to develop long-term projects for campus construction, maintenance, and remodeling. I also oversaw the campus emergency and security operations in collaboration with the college-wide Director of Campus Safety and our campus security teams.

Enrollment Management, Promotion, Grants, and Fundraising: As the VP, I led the admissions and outreach efforts and collaborated with the deans, faculty, and staff on each campus and college-wide to create and implement regional marketing plans. I also worked with our college-wide Director of Marketing and the Cabinet to create and implement the College's overall marketing strategy. Key to succeeding in this area was building relationships with community organizations, school districts, businesses, and industries in the region; as such, I built these relationships to increase the visibility of the campuses and to draw enrollment for both for-credit and non-credit coursework as well as customized training. The corporate training that is done at the FRCC Center for Integrated Manufacturing (CIM) contributed to the largest auxiliary fund on the BCC and was also under my supervision. I was also involved in garnering industry support and growing our donor base to fund scholarships and equipment for new or existing programs. I worked with both our Grants office and our Foundation regularly to raise funds for projects, programs, students, and faculty to enhance our offerings, support our students, and provide professional development for our faculty and staff.

Assistant Vice President for Academic Affairs (AVPAA)

2018–2021

Specialization: Student and Faculty Success

Colorado Mesa University (Grand Junction & Montrose, CO campuses) & Western Colorado Community College, Grand Junction, CO. CMU/WCCC serves 12,000 students.

As the AVPAA, my responsibilities had great breadth, but generally centered around four distinct themes applied across all of CMU's campuses (the main campus in Grand Junction, CO; Western Colorado Community College (also in Grand Junction); and the university campus in Montrose, CO): (1) Student Success; (2) Faculty Success; (3) Shared Governance; and (4) Liaising with external entities such as the Colorado Department of Higher Education, other institutions of higher education, and business/organizations within the community.

In addition, as a member of the Academic Affairs team, I also contributed to the areas of assessment, program reviews, curriculum, and accreditation, especially when it comes to compliance with the requirements of the CDHE and Higher Learning Commission (HLC) requirements. I was also a key member of the COVID Academic Adaptations team, leading the design of protocols for all university laboratories, academic services, and early start programs. I contributed to our adaptations to COVID-19 by being a member of the VPAA's COVID Academic Policies team, leading the subcommittees on Academic Services and Laboratory Adaptations to COVID, and by serving as the liaison to the COVID-19 Random Testing Protocol Effort led by the Biology Department faculty. Below, I characterize my responsibilities in the four principal areas in which I contributed.

Student Success: I was responsible for the leadership, budgetary oversight, hiring, and evaluation of staff and faculty in several offices/departments as well as programs all of which supported student enrollment management, onboarding, success, and retention across both the university and community college campuses. These included the Office of Student Success & Engagement, Educational Access Services, the TRiO Programs Office, the Testing Center, the Department of Developmental Education, the Tutorial Learning Center, the Writing Center and the three Early Start Programs. In addition, I collaborated with the leadership of our Admissions, Financial Aid, Registrar, and Integrated Resources for Information and Solutions (IRIS) teams to develop and execute the strategies associated with the enrollment management, onboarding, registration, retention, and overall success of students. As a key member of the Academic Affairs team, I was one of the leads on the campus-wide Retention Committee and I co-chaired the Advising Subcommittee of the Retention Committee. The AVPAA position also: receives and resolves student complaints; works with Student Services on the Students of Concern Committee and Title IX cases; deals with grade and academic dishonesty appeals; and mediates conflicts between students, professors, and department heads. Finally, the AVPAA is the Director of the Student Showcase, a conference that exhibits the research/scholarly/creative activities that undergraduates do in collaboration with their faculty mentors. During the years that I led the Student Showcase, the level of participation was among the highest in its history.

Faculty Success: I played a lead role in organizing and executing faculty professional development workshops; organizing the faculty professional development fund competition; doing and overseeing departmental faculty mentoring; setting up faculty colloquia; engaging in faculty onboarding; and serving as a liaison for the development of faculty research/scholarship.

Shared Governance: I worked closely with the Senate and the Standing Committees of the Senate to advance General Education course creation and evaluation, Guaranteed Transfer-Pathways course submissions, Academic Policies, Distance Education and Technology, and Faculty Success. I also work with academic departments and departmental partnerships to advance novel and cooperative learning opportunities for students.

Liaison with External Entities: I was a member of the Colorado Department of Higher Education's General Education Council and worked closely with academic departments and several of the standing committees of Faculty Senate to make progress on issues relating to statewide transfer articulation agreements, the implementation of new statewide initiatives and legislation (such as those impacting Open Educational Resources (OER), Prior Learning Assessment (PLA), and developmental education), general education coursework, and academic policies. I was also actively involved in building relationships between the community (such as the Chamber of

Commerce, regional employers, and Mesa County Workforce) and the university's Career Services office and won funding from Mesa County Workforce to increase student knowledge of internship and employment opportunities for our students. I also worked with the VP for Community and Intergovernmental Affairs on an MOU for a shared position in Career Services and Mesa County Workforce to increase collaboration between the two entities for the benefit of our students and local employers.

Professor of Biology **1999-2021**

Department of Biological Sciences
Colorado Mesa University, Grand Junction, CO

- **Full Professor** **2009-2021**
Department of Biological Sciences
Colorado Mesa University
- **Associate Professor** **2004-2009**
Department of Biological Sciences
Colorado Mesa University
- **Assistant Professor** **1999-2004**
Department of Biological Sciences
Colorado Mesa University

During my time as a professor, I worked hard to achieve excellence in the four areas for which all tenured and tenure-track professors are responsible: teaching, scholarship, advising, and service. My performance evaluations as a professor were consistently excellent and I received the Exemplary Merit Award for nearly every year it has been in existence. I also won the Grand Junction Teaching Award, the Distinguished Faculty Award, and was selected to give the Commencement Speech by the Student Government. I taught twenty-five different classes, served on over 30 different committees (leading many of them), was a faculty senator, elected as the Faculty Senate President, and elected as the faculty member of the CMU Board of Trustees. I also led the University Honors Program as its Assistant Director and Director and helped craft the Teacher-Scholar Statement for CMU in collaboration with peers and administrators.

Interim Department Head **2018-2019**

Physical and Environmental Sciences Department
Colorado Mesa University

During this time, due to the untimely passing of the department head, I assumed the role of Department Head in collaboration with the Senior VP for Strategic Initiatives while continuing to serve as the AVPAA. As the Interim Department Head, I was responsible for the department budget, budget requests, conflict resolution, complaints, hiring, faculty/staff evaluations, and, most importantly, leading the members of the department during this very difficult period.

Faculty Trustee **2015-2017**

Board of Trustees
Colorado Mesa University/Western Colorado Community College

My responsibilities in this elected position were to represent the interests of the faculty by contributing ideas and views to the Board during our discussions at every meeting. In addition, I gave the Faculty Trustee's report to the Board; participated in legislative events on behalf of the

university; and served as a liaison between the Faculty Senate and the Board. One of my key accomplishments was to increase the communication between the Senate, the Board, and the faculty at a time when the relationships among these entities was suffering. I also served on the Strategic Planning Committee with the President, the VPAA, several members of the Board, and community stakeholders. I particularly advocated for increased faculty funding for research/scholarship and pushed for an increase in the diversity among faculty/staff; both goals were incorporated into the final plan.

Faculty Senate President & Faculty Senate President-Elect **2013-2015**
Faculty Senate
Colorado Mesa University/Western Colorado Community College

My responsibilities in these two elected positions were to organize and lead the Senate meetings; manage recordkeeping; oversee the budget; coordinate and review the work of the Standing Committees and Working Groups; communicate with the faculty; lead the Executive Council meetings (meeting of Officers, the University President, and the VPAA); meet with the President and VPAA to problem-solve critical issues dealing with faculty; and work with department heads to optimize the functioning of the university. During my time in these two positions, I enhanced the communication and transparency between the Senate and the Administration, led an initiative to have department heads be evaluated by their faculty, and presented proposals developed by the Standing Committees on issues such as increasing dependent tuition benefits.

Director of the Academic Honors Program **2005-2007**
Colorado Mesa University/Western Colorado Community College

During the time that I was in this position, I increased the enrollment of honors students to the highest level in its history, created several new interdisciplinary offerings for honors students, and integrated the Program with County activities including the One Book One County effort. My responsibilities included advising honors students; recruiting them; registering them in the honors classes; overseeing the budget; organizing and scheduling the honors courses in collaboration with Academic Affairs; working with faculty to create new honors courses and experiences; supervising the honors theses; teaching honors courses; maintaining the Honors House; leading the Honors Council; organizing the Honors Lecture Series; organizing the Honors Graduation Ceremony; and participating in the regional and national honors conferences.

Assistant Director, Academic Honors Program **2004-2005**
Colorado Mesa University/Western Colorado Community College

As the Assistant Director, I helped with the enrollment of honors students, helped recruit the speakers for the Honors Lecture Series; assisted in the recruitment and registration of honors students; assisted in created new honors courses and experiences; taught honors courses; participated in the Honors Council; helped to organize extracurricular activities for the honors students; and helped organize the Honors Graduation Ceremony.

Graduate Teaching Assistant **1994-1999**
Department of Zoology
Washington State University, Pullman, WA

I was the Graduate Teaching Assistant in Invertebrate Zoology, Invertebrate Zoology Lab, Developmental Biology, Developmental Biology Lab, Contemporary Issues in Biology, Cell Physiology, Introductory Biology, Introductory Biology Lab, & General Zoology Lab.

Visiting Academic Faculty Member

Spring 1996

Department of Biological Sciences
University of Idaho, Moscow, ID

During this Visiting Professorship, I taught the upper-division Invertebrate Zoology course and supervised the Invertebrate Zoology lab and the teaching assistant for the lab.

Instructor

Spring 1994

Department of Arts & Sciences,
Morgan Community College (MCC), Fort Morgan, CO

As an instructor on the main campus, I taught Speech Communication to the students on the main campus of MCC.

Coordinator & Lead Teacher

1993-1994

English to Speakers of Other Languages (ESOL) Program.
ABLE Center of Morgan Community College, Fort Morgan, CO

The goal of the ESOL Program was to enable adult learners from many different countries who had zero to little facility in English to be able to communicate well and author an essay in English in approximately 6 months. Most of the students were migrant workers from Eastern Europe, Central America, and South America. As the Coordinator and Lead Teacher, my responsibilities were to schedule and teach the English Immersion classes; do data collection and analyses of student enrollment and progress; supervise, train, and evaluate all teachers working in the Program; do fund-raising for the Program; and write and submit grants for the Program. This remains one of the most powerful and transformative teaching experiences of my life.

Undergraduate Lecture & Laboratory Teaching Assistant

1988-1993

Honors Biology Program, Department of Biology
Colorado State University
Supervisor: M.W. Nabors

As a teaching assistant, I designed & taught the honors biology labs on Invertebrate Zoology, Freshwater Ecology, Plant & Animal Biology, & Nature Writing for the 1st year Honors Biology courses. I also graded lecture exams, gave lectures, & helped students prepare for exams.

Undergraduate Teaching Assistant

Spring/Fall 1992

Classical Greek Language, Department of History,
Colorado State University
Advisor: J. Jordan

As a teaching assistant, I tutored students & evaluated student performance in the Greek Language Courses I & II.

Undergraduate Research Assistant

1991

Department of Biology,
Colorado State University
Advisor: P. Kugrens

I performed undergraduate research on aquatic toxicology study using freshwater algae as indicators of bio-toxicity.

Naturalist Intern/Volunteer,

Summers 1989 & 1990

Mora Substation, Olympic National Park
Washington

I made herbarium collections, did identifications, wrote descriptions, & did photography of marine invertebrates & algae native to the Olympic coast for Colorado State University and for Olympic National Park.

COURSES TAUGHT

1999-Present

BIOL 101/101L	General Human Biology, lecture & lab
BIOL 102/102L	Plant & Animal Biodiversity, lecture & lab (both online)
BIOL 105	Attributes of Living Systems, lecture
BIOL 106/106L	Principles of Animal Biology, lecture & lab
BIOL 333*	Marine Biology, lecture
BIOL 335/335L	Invertebrate Zoology, lecture & lab
BIOL 387	Structured Research, supervision/training of undergraduate researchers.
BIOL 396*	Topics: Natural History of the Pacific Northwest Coast, lecture
BIOL 396*	Topics: Marine Mammals, lecture
BIOL 396*	Topics: Phycology (the study of algae), lecture
BIOL 396*	Topics: The Nature & Philosophy of Science (honors course)
BIOL 403	Evolution, lecture (honors & regular sections)
BIOL 433*	Marine Invertebrate Communities, field course
BIOL 483	Senior Thesis, capstone course for biology majors
BIOL 487	Advanced Research, supervision/training of undergraduate researchers
BIOL 495	Independent Study, supervision of undergraduates
BIOL 499	Internship, supervision of undergraduate interns
BIOL 533*	Marine Invertebrate Communities, field course at the graduate level
ESSL 290**	Maverick Milestone: Biology & Children's Literature
HNRS 196	Topics in Honors for the Academic Honors Program
HNRS 498	Honors Thesis/Honors Thesis in Biology
UNIV 101	Introduction to Higher Education--Freshman Year Initiative (FYI)

*Denotes new courses that I have created at CMU; **ESSL 290 was a new course created in collaboration with Dr. Robin Calland.

Specialized Teaching Experiences: Field Campuses and Experiences:

I have spent most my academic career working with students in the field at remote field campuses across North, South, and Central America. I am familiar with working on mountain, marine, lowland rainforest, cloud forest, and desert field campuses. I am experienced in creating and

supervising experiential learning not only in biological research but also experiences involving personal and leadership development and interdisciplinary projects. I have also been involved in citizen-scientist training in the outdoors, having been a consulting scientist on Earthwatch expeditions. The Earthwatch Institute is an environmental organization that gives the public a chance to connect with scientists and social scientists all over the world and contribute to peer-reviewed research. Corporations, such as banks, also work with the Institute to provide training opportunities for their executives. While at the field site/campus, they receive leadership development while contributing to research done in the field.

COLLEGE & UNIVERSITY SERVICE

1999-Present

At the University of Alaska Southeast (UAS), I serve on/in the following committees/groups:

UAS Strategic Planning Steering Committee (chair)	2024-present
UA Board of Regents Ad Hoc Working Group (member)	2024-present
President's System Executive Council (member)	2023-present
University of Alaska Foundation Board (member)	2023-present
UAS Executive Cabinet (chair)	2023-present
UAS Chancellor's Cabinet (chair)	2023-present
Juneau Campus Advisory Council (convener, member)	2023-present
Ketchikan Campus Advisory Council (member)	2023-present
Sitka Campus Advisory Council (member)	2023-present

At Front Range Community College, I served on/in the following committees/groups:

Cabinet Liaison to the FRCC Foundation	2022-present
President's Cabinet (member)	2021-present
BCC and LC Leadership Teams (chair)	2021-present
Recruitment & Retention Committee, Boulder County Campus (chair)	2021-present
Cabinet Strategic Planning Committee (member)	2021-present
Enrollment Taskforce, college-wide (member)	2021-present
Strategic Planning Group for State Controlled Maintenance (CM) & Non-CM Needs	2021-present
Colorado Dept. of Higher Education (CDHE) Transfer Taskforce (member)	2021-present
CDHE Transfer Receptive Culture Subcommittee (chair)	2021-present
Rapid Response Team (for meeting workforce/corporate training needs)	2021-present

At Colorado Mesa University/Western Colorado Community College, I served the campuses by participating in the following committees and/or in the following roles:

IRIS/Student Success & Engagement/Financial Aid/Admissions Collaboration	2020-2021
Admissions Holistic Student Evaluation Committee	2020-2021
Financial Aid Packaging Committee (member)	2020-2021
COVID-19 Academic Policies Adaptations Committee (member)	2020-2021
COVID-19 Academic Adaptations Committee (member)	2020-2021
COVID-19 Adaptations Subcommittees (chaired 3 subcommittees)	2020-2021
CDHE General Education Council representing CMU (member)	2018-2021
Student Showcase Committee (chair)	2018-2021
Milestone & Essential Speech Review Committee (chair)	2018-2021

Open Educational Resources Committee (chair)	2018-2021
Advisory Subgroup of Retention Committee (co-chair)	2018-2021
Developmental Education Subgroup of Retention Committee (lead member)	2018-2021
Essential Learning Committee (ex officio)	2018-2021
Complete College America Committee (chair)	2018-2021
Distance Education and Technology Committee (ex officio)	2018-2021
Nursing Program Advisory Board	2018-2021
Surgical Technology Program Advisory Board	2018-2021
Academic Policies Committee (member, chair, now ex officio)	2010-2012 & 2018-2021
Retention Committee/WIGISAS (member)	2015-2021
Diversity and Inclusion Working Group (member)	2013-2021
Biology Department Webmaster	2005-2019
Alpha Chi Honor Society (co-sponsor)	2001-2019
AA/EO Committee (members oversee searches)	1999-2002 & 2009-2021
Assessment Committee (member)	2002-2003 & 2017-2018
Faculty Success Committee (chair)	2017-2018
Biology Master's Program Development Committee (chair)	2017-2018
Writing Center Working Group (member)	2017-2018
Ad Hoc Committee to Improve Tenure & Promotion Guidelines (member)	2017-2018
Promotion & Tenure Committee (senior member)	2013-2018
Biology Department Travel Committee (member & chair)	2006-2018
Biology Department Equipment Committee (member)	2005-2018
Faculty Search Committees (chair & member)	2000-2018
Campus Calendar Committee (member)	2016-2017
Faculty Trustee on the CMU Board of Trustees	2015-2017
Working Group to Improve Student Academic Success 3.0 (member)	2015-2017
Faculty Senate (Senator, President-Elect, President)	2012-2017
Faculty Senate Executive Council (President-Elect, President, Faculty Trustee)	2013-2017
Faculty Effort Allocation Committee/Teacher-Scholar Committee (member)	2015-2016
Strategic Planning Committee (member)	2015-2016
Honors Program Development Committee (member)	2013-2014
Internationalization Committee (member)	2013-2014
Pre-Tenure Committee (member)	2009-2013
Graduate Curriculum Committee/Graduate Council (member)	2010-2012
Acting Director of the CMU Herbarium	2010-2011
Assistant Director & then Director of the University Honors Program	2004-2007
Honors Council (member)	2003-2007
Library Advisory Council (member & chair)	1999-2007
Sabbatical Leave Committee (member)	2007
Merit Pay Committee (member)	2006
Lectures & Forums Committee (member)	2005
Distinguished Faculty Award Committee (member)	2004

RECRUITMENT & RETENTION ACTIVITIES

As the Chancellor of UAS, I oversee the work of the Strategic Enrollment Taskforce, which is in charge of creating/revising the Strategic Enrollment Plan and reporting their accomplishments to the university annually. I also oversee the work of the University Retention Committee, which is in charge of creating an annual plan, ensuring that initiatives for retention are robust, and reporting their accomplishments yearly.

As the COO of the Boulder County and Larimer County campuses of FRCC, I oversaw the deans who supervise the teams charged with advising, admissions, outreach, registration, and orientation. In addition to participating in advising and recruitment events, I also collaborate directly with the teams to connect them with opportunities, review their progress, and do strategic planning.

As the Assistant Vice President for Academic Affairs at CMU, I collaborated with the Admissions, Financial Aid, and Student Life teams and led the Office of Student Engagement to design and execute orientation/registration events. I also designed and oversaw the First Year Experience (FYI) program to support students with a 1-week Student Success course that freshmen took a week before the semester started in each fall during Orientation Week. As a professor at CMU, I had between 40 & 60 advisees each year. I also participated in 2-3 recruitment & student orientation/registration events each year. In addition, as the Director & the Assistant Director of the Academic Honors Program, I led or assisted in the honors recruitment & student registration sessions during summers & the academic years.

GRANTS

- 2021 Colorado Department of Higher Education OER Grant. PI.
Title: Growing the Use of OER on the CMU Campus: Stipends to Kick-Start Change, Innovation, and Savings for Students
- 2021 Colorado Department of Higher Education Developmental Education Grant.
- 2020-2021 Colorado Department of Higher Education OER Grant. Co-PI with Co-PI Sylvia Rael.
Title: Laying the Foundation for OER at Colorado Mesa University: Training Faculty and Staff to Build Capacity for and Awareness of OER on Campus.
- 2019-2020 Employment Support Funds Community Grant, Mesa County Workforce Center. PI
These funds were used to expand the ability of Career Services to reach students in person and electronically and connect them with employers and the Mesa County Workforce Center.
- 2017-2018 Faculty Professional Development Fund Grant, Colorado Mesa University. PI
Title: DNA, Diversity, and Marine Sanctuaries: How the Genetics of Coastal Seaworm Populations Can Inform on the Effectiveness of Marine Conservation Policies
- 2014-2015 Faculty Professional Development Fund Grant, Colorado Mesa University. PI
Title: Assessing the Effectiveness of Marine Preserves Using DNA Sequence Analysis: A Study of Population Genetic Differentiation in a Coastal Invertebrate Species.
- 2014 Saccomanno Summer Research Internship Grant, Colorado Mesa University.
I was awarded this stipend to work with a summer research student intern studying tardigrades in Western Colorado and Northern Iceland.
- 2013-2017 Desert Ecological Analysis & Restoration Fund Grant. PI

- Title: A Survey of the Species Composition and Distribution of Bryophilous Tardigrades in the High Desert Environments of Western Colorado and Eastern Utah.
- 2013-2014 Faculty Professional Development Fund Grant, Colorado Mesa University. PI
Title: Assessing the Effectiveness of Marine Preserves: A Study of Population Genetic Differentiation in a Coastal Invertebrate Species.
- 2013 Saccomanno Summer Research Internship Stipend, Colorado Mesa University.
I was awarded this stipend to mentor a summer research student intern studying polychaete molecular genetic differentiation.
- 2012-2013 Faculty Professional Development Fund Grant, Colorado Mesa University. PI
Title: DNA Barcoding, Cryptic Species Identification, and Evolution in Polychaetes: A Molecular Genetic Experience for Undergraduates.
- 2009 NSF Major Research Instrumentation Grant. Co-PI, with Co-PI Thomas Walla & PI Kyle McQuade. NSF Award Number: 0960178
Title: MRI - R2 Acquisition of a Digital Stereomicroscopy System for Research, Research Training and the Integration of Research and Education at Mesa State College
- 2008-2009 Faculty Professional Development Fund Grant, Colorado Mesa University. PI
Title: Diversity, Genetics, Geography, and Evolution of Marine Invertebrates: An Undergraduate Experience in Molecular Biology.
- 2007 Turner-Biosystems Fluorometer Grant, Turner-Biosystems Fluorometer Grants Program. PI. This awarded us a table-top fluorometer to be used in the Molecular Genetics Research Lab in the Department of Biology at CMU.
- 2004-2005 Faculty Professional Development Fund Grant, Colorado Mesa University. PI
Title: A laboratory research experience in the molecular genetics and evolution of pipers (Piperaceae: *Piper*).
- 2002-2003 Faculty Academic Enrichment Fund Grant, Colorado Mesa University. PI
Title: A laboratory research experience in the molecular genetics and evolution of pipers (Piperaceae: *Piper*).
- 2000-2001 Bruce Dixon Scholar & Mentor Grant, Colorado Mesa University, Fall 2000. PI
Title: A laboratory research experience in the molecular genetics of marine invertebrates: Probing the phylogenetic position of Poeobius and Tomopterus (Annelida: Polychaeta).
- 2000-2001 Office of State Colleges Grant, Office of State Colleges, Colorado. PI
Title: A laboratory research experience in the molecular genetics of marine invertebrates: Probing the phylogenetic position of Poeobius and Tomopterus (Annelida: Polychaeta).
- 2000-2001 Biggs-Zollner Grant, Colorado Mesa University Foundation. PI
Title: An Undergraduate Research Experience in Molecular Biology: Sequencing and Analysis of Genetic Data.
- 1999-2000 Faculty Academic Enrichment Fund Grant, Colorado Mesa University. PI
Title: An Undergraduate Research Experience in Molecular Biology: Sequencing and Analysis of Genetic Data.
- 1998 Graduate Student Travel Grant, Graduate School, Washington State University.
- 1998 Sigma-Xi Grant-In-Aid of Research, Sigma Xi Research Society.
- 1997 Guy Brislawn Graduate Student Award & Fellowship, Department of Zoology, Washington State University.
- 1996 Graduate Student Minigrant, College of Sciences, Washington State University

- (matching awarded by the Department of Zoology at WSU).
1996 Lerner-Gray Marine Fund Grant, American Museum of Natural History.
1996 Edward Meyer Minigrant, College of Sciences, Washington State University. (P.I.:
P.C. Schroeder; Author of Proposal: A.D.~N. Palmer).
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REFEREED PUBLICATIONS

- Palmer, A.D.~N.**, Rebecchi, Lorena, Vecchi, Matteo, *Felipe, Kaitlynn, Guidetti, Roberto, Cesari, Michele, Bertolani, Roberto, *Watry, Chris, & *Palmer, Mickala. A description of a new species of Milnesium from the Colorado National Monument and surrounding areas. *Manuscript in preparation* (Abstract published in the Zoological Journal of the Linnaean Society, 2016 for the Proceedings of the International Tardigrade Symposium of 2015).
- Nadelson, L., **Palmer, A.**, Bendon, T., Basnet, R., Bissonnette, Meghan, Cantwell, L., Jouflis, G., Elliot, E., Fromm, M. Lanci, S. 2018. Developing Next Generation of Innovators: Teaching Entrepreneurial Mindset Elements across Disciplines. International Journal of Higher Education 7 (5): 114-126.
- Cesari, M. Vecchi, M., **Palmer, A.**, Bertolani, R., Pilato, G., Rebecchi, L., & Guidetti, R. 2016. What if the claws are reduced? Morphological and molecular phylogenetic relationships of the genus *Haplomacrobotus* May, 1948 (Eutardigrada, Parachela). Zoological Journal of the Linnaean Society 178: 819-827.
- Palmer, A.D.~N.** 2009. DNA isolation and amplification from formaldehyde-fixed animal tissues rich in mucopolysaccharides, pigments, and chitin. Preparatory Biochemistry & Biotechnology 39: 72-80.
- *Richens, T., **Palmer, A.D.~N.**, *Hucks, J., *Prescott, J. & Schountz, T. 2008. Genomic organization and phylogenetic utility of deer mouse (*Peromyscus maniculatus*) lymphotoxin-alpha and lymphotoxin-beta. BMC Immunology 9: 62-72.
- Dyer, L., & **Palmer, A.D.~N.** Eds. 2004. Piper: A model genus for studies of chemistry, ecology, and evolution. Kluwer/Plenum Academic Press. New York.
- *Herbst, M., *Prescott, J., **Palmer, A.D.~N.**, & Schountz, T. 2002. Sequence and expression analysis of deer mouse interferon-gamma, interleukin-10, tumor necrosis factor, and lymphotoxin-alpha. Cytokine 17 (4): 203-213.

*Denotes the names of the undergraduates with whom I have published or will publish.

UNIVERSITY PUBLICATIONS

- Palmer, A.** 2017. Editor. New to CMU, 2017-2018: A Resource Guide for New Faculty. Academic Affairs. Colorado Mesa University.
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BOOK REVIEWS

- Palmer, A.D.~N.** 2005. Review of: Tribal Health & Medicines (eds. Kalla, A.K. & P.C. Joshi). The Applied Anthropologist 25(2): 167.

PROFESSIONAL PRESENTATIONS

- Palmer, A.D.~N.** 2020. Invited Lecture. "Water Bears of the Colorado Canyons—Microscopic and Magnificent." McInnis National Conservation Area 20th Anniversary Lecture Series. Colorado Canyons Association. Fruita, CO.
- Palmer, A.D.~N.** 2019. Invited Lecture. "Tiny but Tough: Water Bears of the Colorado National Monument." Colorado National Monument. Fruita, CO.
- Palmer, A.D.~N.** 2018. Invited Lecture. "The Jungles & Oceans Under your Feet: How Aquatic Invertebrates Thrive in Desert Sands." Lithic Bookstore. Fruita, CO.
- Palmer, A.D.~N.** 2016. Keynote Speaker. "Bioluminescence." Given for the John McConnell Math & Science Center Fundraising Banquet. Grand Junction, CO.
- Palmer, A.D.~N.** 2016. Invited Oral Presentation. "DNA & its Applications." Given to the Philanthropic Educational Organization. Grand Junction, CO.
- Palmer, A.D.~N.** 2015. Oral Conference Presentation. "Characterization of a Putative New Species of the genus *Milnesium* Doyerè, 1840 from the Colorado National Monument, U.S.A. 13th International Symposium on Tardigrada. Modena, Italy.
- Calland, R. & **Palmer, A.D.~N.** 2014. Oral Presentation. "Gaining Cultural Capital for the Pink Velvet Worm & Other Underrepresented Endangered Species." National Children's Literature Conference. Columbia, South Carolina.
- Calland, R. & **Palmer, A.D.~N.** 2013. Oral Presentation. "Lacy Elimias & Fat Pocketbook Pearly Mussels: Children's Literature's Role in Elevating the Status of Overlooked & Undervalued Endangered Species." Four Corners Conference. Grand Junction, Colorado.
- Palmer, A.D.~N.** 2011. Invited Lecture. "Tardigrades of the Colorado National Monument." Colorado National Monument. Grand Junction, Colorado.
- Palmer, A.D.~N.** 2009. Invited Lecture. "Toads, Trees, & Tardigrades." Gateway Resorts, Gateway, Colorado.
- Palmer, A.D.~N.** 2007. Invited Guest Lecture. "Women in Science: Careers, Balance, & Success." Lee Dyer. Department of Ecology & Evolution. Tulane University, New Orleans, Louisiana.
- Palmer, A.D.~N.** 2006. Invited Lecture. "The Jungles & Oceans Under your Feet: How Aquatic Invertebrates Thrive in Desert Sands." Gateway Resorts, Gateway, Colorado.
- Palmer, A.D.~N.** 2005. Oral Presentation. "Alice Eastwood." National Honors Collegiate Council Regional Conference. Las Vegas, Nevada.
- Palmer, A.D.~N.** 2003. Invited Lecture. "How to Integrate Science Fair Curriculum from Kindergarten through to the Sixth Grade." New Emerson School Staff, School District 51. Grand Junction, Colorado.
- Palmer, A.D.~N.** 2000. Invited Lecture. "Molecular Genetics & Character Evolution of Polychaetous Annelids & their Allies." Department of Biological Sciences, Eastern Illinois University, Charleston, Illinois.
- Palmer, A.D.~N.** 1998. Poster Presentation. "Phylogenetic Analysis & the Evolution of Reproductive Strategies with the Syllidae (Annelida: Polychaeta)." Sixth International Polychaete Conference. Curitiba, Brazil
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MENTORSHIP OF UNDERGRADUATE RESEARCHERS

Since beginning my career at CMU in 1999, I have mentored approximately 3-5 undergraduate researchers each year working on research projects. Below are the mentees who went on to earn graduate degrees at each of the listed institutions:

Aneka Singlaub	M.S.	Western Washington University
Marcus Hooker	Ph.D.	Washington State University
Angela Smilanich	Ph.D.	Tulane University
Maria Trigg	P.A.	Yale University
Matthew Minturn	M.D.	CU Health Sciences Center
Amee Replogle	Doctor of Pharmacy	CU Health Sciences Center
Michael Bautsch	M.S.	Colorado School of Mines
Micah Nelp	Ph.D.	University of Arizona
Ryan Bixenmann	Ph.D.	University of Utah
Colleen Cooper-Vanosdell	M.S.	Montana State University
Whitney Marquardt	J.D.	University of Wyoming
Joseph Talboom	M.S.	Northern Arizona University
Emmarose Lujan	M.S.	Southwest Acupuncture College
Joseph Prescott	Ph.D.	University of New Mexico
Bradley Winters	Ph.D.	Washington State University
Kaitlynn Felipe	M.S.W.	University of Hawaii, Manoa

HONORS, FELLOWSHIPS, & SCHOLARSHIPS

Colorado Governors Fellowship. The Leader's Initiative of Quarterly Forum. 2017-2018

Coleman Fellowship. Coleman Foundation. Colorado Mesa University. 2017-2019.

Exemplary Merit Award, Colorado Mesa University, Years 2006, 2008, 2011, 2012, 2013, 2016, & 2017.

Academic Management Institute Conference Nominee & Participant, Leadership Workshops for Women in Academia. Colorado-Wyoming Chapter. 2016-2017.

Distinguished Faculty Award, Colorado Mesa University. 2016.

Keynote Commencement Speaker, Chosen by the Associated Student Government. Colorado Mesa University. December 2015.

Distinguished Faculty Award Nominee, Colorado Mesa University. 2008 & 2016.

Sabbatical Leave Award, Colorado Mesa University, Spring 2007 & Spring 2014.

City of Grand Junction Excellence in Teaching Award, Grand Junction, Colorado, Spring 2005.

Guy Brislawn Graduate Student Award & Scholarship (for outstanding achievement in teaching and/or research), Department of Zoology, Washington State University, 1997.

Graduate Student Teaching Assistantship, Department of Zoology, Washington State University, August 1994-May 1999.

University Honors Program Scholar, Colorado State University. August 1987-May 1993.

University Honors Program Scholarship, Colorado State University, Spring 1992.

Phi Beta Kappa Scholar, Colorado State University. August 1992-present.

Colorado Merit Work Study Recipient, Colorado State University, August 1988-May 1993.

Hewlett-Packard Scholarship, Colorado Springs Division, Colorado. Fall 1987.

COMMUNITY ENGAGEMENT & VOLUNTEERISM

1999-Present

Member , Glacier Valley Rotary Club, Juneau, AK	2024-present
Member & Board Member (2024-), Juneau Chamber of Commerce	2023-present
Member , Navy League of the United States, Juneau Council Board, Juneau, AK	2023-present
Vice-Chair , Juneau Economic Development Council, Juneau, AK	2023-present
Board Member , Coeur Kensington Advisory Board, Juneau, AK	2023-present
Board Member , Hecla Greens Creek Advisory Board, Juneau, AK	2023-present
Member , Fort Collins Chamber of Commerce, Fort Collins, CO	2022-2023
Volunteer , St. Vrain Valley School District Foundation, Longmont, CO	2022-2023
Member , Boulder Economic Council, Executive Committee, Boulder, CO	2022-2023
Member , Longmont Economic Development Council, Longmont, CO	2022-2023
Member , Boulder County Talent Collaborative, Boulder, CO	2021-2023
Member , Boulder Chamber of Commerce, Boulder, CO	2021-2023
Member & Board Member , Longmont Chamber of Commerce, Longmont, CO	2021-2023
Member , Northern Colorado Manufacturing Partnership, CO	2021-2023
Volunteer , Longmont Community Foundation, Longmont, CO	2021-2023
Member , St. Vrain Valley School District Community Equity Partner Committee, Longmont, CO	2021-2023
Volunteer , Colorado National Monument, Fruita & Grand Junction, CO	2019-2021
Secretary & Board Member , Museums of Western Colorado, Grand Junction, CO	2019-2021
Flautist , Sentimental Journey Band (performs exclusively at nursing homes), Grand Junction, CO	2019-2020
Member , Working Group, John McConnell Math & Science Center Grand Junction, CO	2016-2018
Judge & Invited Speaker , Western Colorado Regional Science Fair Grand Junction, CO	2002-2018
Volunteer & Invited Speaker , Mesa Valley School District 51 (Fruita Monument High School, Palisade High School, Central High School, West Middle School, East Middle School, Redlands Middle School, Dos Rios Elementary School, New Emerson Elementary School, & Tope Elementary School) Grand Junction, Palisade, Clifton, Orchard Mesa, & Fruita, CO	2000-2018
Consulting Scientist , Earthwatch Institute Sites in Costa Rica & the United States	2002/2007/2013/2015
Invited Speaker , Junior Scientist Program, Mesa County Public Library, Grand Junction, CO	2013/2015/2016
Panelist , Mesa County Public Library One Book One County Program.	2010
Board Secretary , Population Biology Foundation Board (Established for funding the study of endangered neotropical species)	2006-2010
Member , Delta Kappa Gamma (a women’s teacher education organization) Grand Junction, CO chapter	2002-2003