



February 19, 2021

Message from Dean Larry Kaptain—Financials, Global Education in CAM, and a Personnel Change

Dear Colleagues,

- I. The Deans received fiscal updates in some level of detail that is helpful. As with budgets, there are many ways to look at things and try to make determinations. Here are some broad strokes that I can share:
  - 1) CAM ranks highly in the costs vs. expenses category. Compared with other units we are receiving less subvention (subsidy) than most other units.
  - 2) We are leading CU Denver in the differentials of attracting many non-resident students. We don't have the most non-residents—but our proportions are notable and powerful. This is difficult to explain, but CAM is benefiting the institution the most—through non-resident tuition. That's good.
  - 3) Just like we all want (and I insist) that our 3 departments are all supported in the same manner—it is important for us to realize that without a strong CU Denver, our student experience will diminish.
  - 4) It is important to know that our Assistant Dean of Business and Operations, Karen Ludington, is highly skilled and respected by the fiscal leaders at CU Denver. If you have a question about finances, please go to her.
  - 5) As Dean I have final authority and responsibility in all fiscal and human resource matters.
  - 6) The New Budget Model stops at the college level—and does not go into the units. As CAM gains, so will the units, based on enrollment, research and creative work, student success, external funding, EDI, and other metrics.
- II. OK, let's talk about global education, Study Abroad, Semester Abroad, and the incredible opportunities for all CAM students. From 2009-2020, 297 CAM students travelled to Europe, 58 to Asia, 8 to Latin America, and 4 to Africa, with 25 trips to Europe, 4 to Asia, 1 to Latin America and 1 to Africa. Another way to look at this are percentages of unit participation: 81% VA, 16% MEIS, and 3% FiTV. BRAVO to our faculty who have led these trips that enriched the lives of our students, added to the cultural vibrancy of CAM, and extended the networks of our students and faculty. All good!

Several weeks ago, I put out a call for faculty interested in leading Semester Abroad trips to Asia, where the cultures, religions, and creative industries contrast those of many other regions.

Eight faculty have stepped forward to lead trips, and now I will be backing out of the picture—so that the programming and curricula are designed by faculty and supported by our stellar Office of International Programs (OIA). Four faculty will be selected by a diverse interview committee composed of CAM faculty, staff, students, OIA staff, and a faculty member from another college who specializes in international programs. I will not be involved in the process of selecting these faculty—but I will be working to raise funds for scholarships to support all study abroad and semester abroad programs. I have asked Mark Rabideau to manage the CAM Semester Abroad programs, work with OIA, and assure that CAM faculty design, shape, and lead the programs. Mark has deep experience with study abroad and has eagerly accepted this opportunity to advance our students. Interim Vice-Chancellor Alana Jones has been telling me for three years that CAM is well positioned to model semester abroad programs for the entire campus. Alana has assigned primary responsibility from CAM planning to Jessica Tharp. Jessica and Mark will be working together—to assure that faculty lead, direct, shape, and design semester abroad programs in the creative industries—across the 3 departments.

As your Dean (and a former Fulbrighter to Mexico, recording artist in Montreal, Prague, Managua, Mexico City, and Milan), I'm very dedicated to increasing equity, diversity and inclusion through Global Education, specialized study abroad, and creative industries semester abroad. I hope that all of the European trips continue and increase—alongside growth in diverse opportunities in Asia, Latin America, and Africa.

- III. With the care that we take in our hiring, we attract outstanding faculty and staff. When outstanding faculty and staff join us we fully expect that they will be in demand in today's highly competitive job market. Kelli Rapplean has served CAM students and hundreds of LYNX Campers, during her 4 years with us. She has accepted another position with a private agency that is part of a custom network of nonprofit universities and learning providers offering a range of educational programs that are closely tied to large employers. Her last day in CAM will be on March 10<sup>th</sup>. Thank you, Kelli, and—Onward!

*Larry*

