Regents begin search for University Counsel, Secretary of the Board[1]

UPDATED MARCH 30: The deadline to apply has been extended to April 10.

The CU Board of Regents has begun its search for the next Vice President, University Counsel and Secretary of the Board of Regents.

The position is the senior administrative position for the Board of Regents and senior legal professional position at the University of Colorado. The Board of Regents is the appointing authority for the position.

Currently serving in the role is Dan Wilkerson, who last week was named[2] interim general counsel and secretary to the Board of Regents. Wilkerson, who is not a candidate for the permanent post, replaced Patrick O'Rourke, who last week became the chief operating officer[3] at CU Boulder.

Details on the position and the search are posted here[4]. Applications are due at the end of the month, with interviews scheduled for April and May.

The search committee is:
Regent John Carson, chair Regent Lesley Smith President Mark Kennedy Kathy Nesbitt, vice president for administration Eric Olson, solicitor general, Office of the Colorado Attorney General Mary Coussons-Read, UCCS psychology department chair and professor
For more information, please contact the search administrator, Amanda Billing, business operations manager, Office of University Counsel, 303-860-5686 or amanda.billing@cu.edu[5].

Five questions for Ying Fan[6]

[7]

In her third year of the Ph.D. program at the Ivey School of Business, Western University in Ontario, Canada, Ying Fan's adviser invited her to a party to honor another adviser's 20-year career in academics. Fan's adviser, Carol Prahinski, had previously been a Ph.D. student of the honoree, W.C. Benton. Prahinski, along with other former Ph.D. students from all over the country and the world celebrated by presenting their current research projects. Also in attendance was D. Clay Whybark, who had been Benton's adviser.

Someone snapped a photo of Fan and the others – a four-generation lineup of advisers and students – and at that moment, she says, she felt as if she had become part of an academic family.

Now the native of China is part of the University of Colorado Colorado Springs family, which she joined in 2009, and is an associate professor of operations management in the College of Business. Some of her research focuses on how the use of social media affects service operations.

"What clicked with me most is the collegiate environment and the warmth of people, a rare find," she said. "This is what drew me to CU and is what I happily experience every day at work. On top of it, the beautiful scenery of Pikes Peak and stunning view of Garden of the Gods just had me at hello!"

Her favorite "me time" activities are hot yoga and kickboxing. "The two activities are very different and very similar: Both empower the mind, body and spirit." She also spends time with her young children visiting museums and Cheyenne Mountain Zoo, and watching movies like "Inside Out," "Zootopia" and "Coco."

1. One of your research interests is service quality. Is brand or store loyalty a reality anymore?

Today's service companies face fierce competition thanks to the popularity of the internet and social media. They need to compete for customers with the competitors around the corner and online. Online shopping and social media

platforms have given consumers the power to get quality service with lower costs.

Service companies cannot just rely on customer loyalty. Just look at the major retailers that filed bankruptcy in the past few years: Sears, Forever 21, Payless ShoeSource, Toys R Us, David's Bridal and Sports Authority, to name a few. Pier 1 Imports is next.

Research has shown that a majority of customers make purchasing decisions based on online reviews. Positive online reviews can influence hotel and restaurant pricing and sales performance. One of my current projects is to investigate how service companies manage online reviews to improve service operations. A nationwide survey has been conducted through several regional Convention and Visitor Bureau member companies. We found that there are a few things service managers can do to effectively manage online reviews. For instance, for a hotel, it means having policies and procedures for managing online reviews and ensuring that personnel in charge of managing online reviews have the knowledge and expertise to interact with customers on social media. It also means personalizing responses to both positive and negative online reviews, and relying on a formal quality control system, like a customer satisfaction survey.

2. You also have studied social media and airline service recovery strategies. What has your research found?

As the popularity of social media continues to rise, many organizations use platforms such as Twitter to communicate with their customers in real time. Social media platforms have also become a way for customers to express their positive and negative experiences with organizations in a very public way.

To explore how social media is used to deal with service failures within the airline industry, my co-author Run Niu and I conducted the research, "To tweet or not to tweet, exploring the effectiveness of service recovery strategies using social media," featured in the International Journal of Operations and Production Management and the 5th World Conference on Production and Operations Management (P&OM, 2016). We examined how five major international airlines – Delta, United Airlines, JetBlue, American Airlines and Air Canada – have managed service failures using Twitter. It explores the effect a Twitter agent's response can have on customers' emotions and levels of satisfaction.

3. As a customer, what should I expect from a company when I make a service complaint?What is the best way for a customer to complain in order to get results, including compensation?

A lot of customer complaints in the airline industry require imminent response. Imagine you missed your connection due to a delay of the first leg of your flight. You would expect a solution as soon as possible. That is why most major airlines have set up their Twitter customer service account for service recovery. For other types of services, recovery strategy may differ depending on the nature of the service.

Based on our research, if you complain about airline services, do not expect much compensation. As shown in our study, compensation was only offered in 2% of the 347 cases we included in our research. We found that customers care more about problem solving. A majority of the customers (78%) felt better after the Twitter agents took actions to solve their problems. When Twitter agents only provide further directions and customers need to act further to resolve their issues, customers' frustration remained unchanged, or got worse in 74% of the cases.

4. Another aspect of your research deals with emergency response. What are your studies in that area looking at?

My colleagues Monique French, Rebecca Duray and I, in collaboration with Gary Stading at Texas A&M University, have been working on how to improve the operational capabilities of emergency response services in the public sector. Public institutions such as emergency response services do not have a profit motive, they operate in a political system as opposed to a market system, and they face unique operational challenges.

To help the public sector take up the challenge, we have been conducting analysis based on the data collected through the National Fire Incident Reporting System, where over 23,000 fire agencies nationwide report their incident response activities. The system includes seven years of data with approximately 22 million incidents per year. One of our papers that appeared in the public sector special issue of Service Industries Journal found that under an integrated or centralized governance structure, where neighboring agencies merge to operate under one joint authority or operate

under a mutual aid agreement, controlling for environmental uncertainty and effectively making strategic choices become more important for improving operational performance of an emergence response service. We are further examining the impact of other factors such as organizational structure, task complexity and integration choices on the performance of emergency response.

5. What do you miss most about your home country? What do you like most and least about the United States?

What I miss most is my family and friends. Social media makes things easier.

What I love about the U.S. is the abundant opportunity to learn and grow. I did not go to school in the U.S. until college, so I have been learning about the curriculum and what kids are doing in school beginning with kindergarten. It is fascinating!

What I like least about the U.S. is the parental leave policies and the skyrocketing cost of daycare. When I had my first baby in Canada, my husband, who worked in a bank, got six weeks of fully paid parental leave. Canada's Employment Insurance Plan covers one or two parents with partially paid leave for up to one year. The U.S. has a long way to go in this respect. I am happy to see that CU is taking actions to make improvements to the parental leave policy.

Proposed change to how regents are chosen prompts Staff Council discussion[8]

Proposed legislation that would change how members of the CU Board of Regents are chosen was the topic of a special meeting Monday of the University of Colorado Staff Council (UCSC) and campus council chairs.

Speaker of the House KC Becker, D-Boulder, who is listed as the draft legislation's sponsor, had requested that the council provide feedback to her concerning how the change might affect university staff members.

UCSC Chair Ryan Untisz emphasized that the council would not take a position on the proposed bill. Instead, he said, the meeting at 1800 Grant St. was an opportunity to learn more about the proposed change and hear from Regents Heidi Ganahl, R-Superior, and Jack Kroll, D-Denver, who attended the meeting.

Currently, voters elect regents: one from each of the state's seven congressional districts and two from the state at large. The bill, as written, would establish a process for the Colorado General Assembly to elect regents.

The draft bill establishes an advisory council consisting of 13 members who would recommend three candidates for each board opening as regent terms end. The advisory council would include a member of the CU student government, a member of the CU Foundation, and one member each from the CU Faculty Council and Staff Council. Other advisory council members would include state senators and representatives, a former regent, a CU alumni association member and business and industry leaders.

A joint legislative committee would review the council's recommendations. The committee would be composed of four members from the Senate (two each from the major political parties) and four members from the House of Representatives (two from both parties).

The committee would pare the recommendations down to two for each vacancy. The General Assembly would then elect one candidate for each vacancy by joint resolution. Should the legislature fail to elect a regent, the governor would fill the vacancy.

If passed by the legislature, the bill would take effect on Jan. 1, 2021, after voters will have elected three new board members in November.

Untisz noted that during a previous meeting with Becker, the legislator said the bill is meant to shift the selection from a

political process to one that would instead identify nonpartisan experts who understand university communities and issues.

Both Ganahl, a Republican, and Kroll, a Democrat, said they oppose the change to the election process.

Kroll said if the legislature appoints or elects regents, then accountability shifts from voters and university communities to the legislators who appointed the regent. He said that would make the board more partisan instead of less partisan. He also said he felt regent appointments would become part of “legislative deal-making.”

“One of the things I worry about is that being appointed by the legislature, regents will be hesitant to get out in front of the legislature and enact more progressive policies than the legislature itself would do,” Kroll said. That would lessen Staff Council’s ability to petition the board because “regents would feel they could not lead on an issue but (would need to) take their cues from the Capitol.”

Ganahl said the suggested change in election process is about control.

“I always prefer the control to be in the hands of the voters,” she said. “There is no better way to provide input or feedback on how you want the university run than to be able to vote and elect the people running it.”

Council members questioned whether the process would hurt the council-regent relationship and whether membership on an advisory council would be feasible for time-strapped students and staff members.

Untisz asked members in attendance to consider the bill’s potential impacts to staff and send feedback to him or Vice Chair Tara Dressler. Those comments will be compiled and sent to Becker.

Staff Council requests nominations for Excellence Awards[9]

Nominations are being accepted for the University of Colorado Staff Council’s (UCSC) annual Staff Excellence Awards, which recognize staff members who have “gone above and beyond their job duties and who have surpassed expectations.”

The nomination process is open until March 13.

Ten award winners, two from each campus and system administration, will be honored at the UCSC all-staff council Professional Development Day and Recognition Lunch, set for April 17 at the Hilton Inverness, Englewood.

All classified and university staff are eligible to be nominated for the award. Honorees will receive a recognition plaque and a $250 prize.

For more information about the awards and to nominate a colleague, visit https://www.cu.edu/ucsc/ucsc-staff-excellence-award[10]. UCSC members will review nominations and choose winners using a scoring rubric.

The professional development event is open to campus staff council members as well as the awardees. Susan Heinzeroth, director of SageRiver Consulting and a faculty member in the management division of CU Denver’s Business School, will be the keynote speaker.

CU communities monitoring, communicating latest on coronavirus[11]

University of Colorado campuses and system administration offer the following updates and information resources on

the coronavirus outbreak:
CU Boulder:https://www.colorado.edu/coronavirus[12]**UCCS:**https://www.uccs.edu/recwellness/coronavirus[13]**CU Denver:**https://news.ucdenver.edu/what-you-need-to-know-at-cu-about-coronavirus/[14]**CU Anschutz Medical Campus:**https://news.cuanschutz.edu/news-stories/university-monitoring-2019-coronavirus[15]**CU system:**https://www.cu.edu/coronavirus[16]
The state of Colorado also is providing regular updates here: https://www.colorado.gov/pacific/cdphe/2019-novel-coronavirus[17]

Buffs excel in Peace Corps rankings[18]

For 78 nursing students, white coat ceremony symbolizes start of careers [19]

With the oath to patient care and the presentation of their white coats, 78 nursing students in the Helen and Arthur E. Johnson Beth-El College of Nursing and Health Sciences took the symbolic step to start their paths to careers in compassionate patient care during the White Coat Ceremony Jan. 27 in Berger Hall.

Thinking STEM career: Boys and Girls Club engages in education research [20]

Alzheimer's Center gets a new name[21]

CU Boulder hires new visiting scholars in conservative thought, policy [22]

Flaig appointed vice chancellor of research [23]

Müller-Sievers honored with Distinguished Research Lectureship[24]

Links
[1] https://connections.cu.edu/stories/regents-begin-search-university-counsel-secretary-board[2] https://connections.cu.edu/people/wilkerson-named-interim-general-counsel-secretary-board-regents[3] https://www.col

[4] https://www.cu.edu/doc/vpucposition-descpdf[5] mailto:amanda.billing@cu.edu[6] https://connections.cu.edu/spotlights/five-questions-ying-fan[7] https://connections.cu.edu/sites/default/files/5q-fan_01.jpg[8] https://connections.cu.edu/stories/proposed-change-how-regents-are-chosen-prompts-staff-council-discussion[9] https://connections.cu.edu/stories/staff-council-requests-nominations-excellence-awards[10] https://www.cu.edu/ucsc/ucsc-staff-excellence-award[11] https://connections.cu.edu/stories/cu-communities-monitoring-communicating-latest-coronavirus[12] https://www.colorado.edu/healthcenter/coronavirus[13] https://www.uccs.edu/recwellness/coronavirus[14] https://news.ucdenver.edu/what-you-need-to-know-at-cu-about-coronavirus/[15] https://news.cuanschutz.edu/news-stories/university-monitoring-2019-coronavirus[16] https://www.cu.edu/coronavirus[17] https://www.colorado.gov/pacific/cdphe/2019-novel-coronavirus[18] https://connections.cu.edu/stories/buffs-excel-peace-corps-rankings[19] https://connections.cu.edu/stories/78-nursing-students-white-coat-ceremony-symbolizes-start-careers[20] https://connections.cu.edu/stories/thinking-stem-career-boys-and-girls-club-engages-education-research[21] https://connections.cu.edu/stories/alzheimer-s-center-gets-new-name[22] https://connections.cu.edu/people/cu-boulder-hires-new-visiting-scholars-conservative-thought-policy[23] https://connections.cu.edu/people/flaig-appointed-vice-chancellor-research[24] https://connections.cu.edu/people/m-ller-sievers-honored-distinguished-research-lectureship