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Todd Saliman

Experience

July 2021 – present
President, University of Colorado

President and chief executive officer of a public university system with four campuses, 67,000 students, 37,000 employees and a $5.4 billion annual budget. Carry out – in collaboration with the Board of Regents, campus chancellors and executive team – policies, programs, and directives of the Board of Regents. Plan and direct CU system wide efforts in financial matters, academics, administration, fundraising and government relations. Engage with Regents to ensure a responsive and collaborative environment. Consult and collaborate with system-wide shared governance groups.

- Advance an environment that facilitates the university achieving excellence in academics, research, health services and service to communities and the state.
- Support, promote and advance systemwide efforts to ensure the university reflects the

diversity of people and opinions in Colorado and the nation.
- Committed to building a high-functioning leadership team and supporting a positive culture of collegiality, excellence, and collaboration.
- Ensure effective, measurable, and transparent implementation of CU system strategic plan.
- Advance efforts to ensure the university and its campuses foster an environment that is welcoming and inclusive to all people and ideas.
- Ensure university policies and structures foster a diverse and inclusive CU community
- Prioritize and advance system-wide business and academic initiatives such as online education, technology infrastructure and IT security
- Work closely and collaboratively with shared governance to further university's strategic goals, maintain communication with students and support an excellent and fair work environment.
- Collaborate with, and effectively navigate, internal and external stakeholders to implement an adaptive and dynamic strategic vision for the university.
- Serve as primary advocate and spokesperson for CU.
- Establish collaborative vision to effectively advance through marketing and outreach efforts: CU's standing in Colorado, awareness of the value of a four - year degree, affordability of a CU degree and offerings that make each campus uniquely valuable to the state.
- Ensure CU has regular contact with communities around the state to cement CU's statewide presence, value and reputation.
- Connect CU to external constituencies in business, industry, education, service, and local communities throughout Colorado.
- Serve as CU's chief donor steward by developing and cultivating donors to support students, faculty, programs, and research entities.
- Effectively delegate to and manage campus chancellors and executive team to advance and prioritize excellent, effective, and efficient work.
- Provide a stable environment that enables, encourages, and expects creative thinking to maximize planning for the future.

August 2020 – June 2021
Senior Vice President for Strategy, Government Relations and Chief Financial Officer, University of Colorado

Planned and directed annual budget, legislative advocacy, and strategy for the university in collaboration with the Board of Regents, president, campus chancellors, campus chief financial officers and executive team. Responsible for building and managing university's $5.4 billion annual budget. Planned and directed university's federal, state, and local government relations efforts. Coordinated strategic efforts to advance the university's interests in finances, academics, research, advocacy, diversity, business operations and community outreach.

- Managed leadership teams in Budget and Finance, Treasurer's Office, Procurement Services Center, University Controller, University Risk Management, and the Real Estate Office.
- Regularly engaged with Regents and campus leadership to ensure a responsive and collaborative environment.
- Worked directly with Colorado university CEOs, CFOs and lobbyists to advocate on behalf of the higher education and CU at the state and federal level.

- Successfully co-led the university's strategic planning process and ensure transparent annual tracking and reporting.
- Successfully convened a working group to examine CU's relationship with Colorado Correctional Industries, which resulted in changes to the relationship and contributed (in partnership with the Regents' University Affairs Committee) to the creation of an educational partnership with the Colorado Department of Corrections.
- Worked directly with shared governance groups to build a collaborative and trusting environment on budget, legislative and strategic issues.
- Helped ensure a stable operating and budget environment during disruptions due to COVID.
- Served on the CU Foundation Finance Committee.
- Served on the CU Treasurer's Investment Advisory Committee.
- Chaired the CU real estate management group called CUPCO.

July 2012 – July 2020
Vice President and Chief Financial Officer, University of Colorado

Planned and directed annual university budget in collaboration with Board of Regents, president, campus chancellors, campus chief financial officers and executive team. Oversaw several central business units that provide services to the entire university system. Built a transparent and responsive university budget setting process.

- Regularly engaged with Regents and campus leadership to ensure a responsive and collaborative environment.
- In partnership with Regents and campuses, transformed the CU budget setting process to dramatically improve the availability of information and transparency.
- In partnership with Regents and campuses, created thorough and transparent annual review of the university's reserves.
- Led the creation of thorough and interactive data resources to inform the Regents and interested stakeholders.
- Led the creation of data dashboards to measure campus performance on key metrics over time such as graduation rates, affordability, and fiscal strength.
- Work directly with shared governance groups to build a collaborative and trusting atmosphere.
- Coordinated with Government Relations on legislative strategy and advocacy.
- Led state budget lobbying efforts for the university.
- Participated in various statewide working groups to develop policy and budget proposals for higher education.
- Worked directly with university CEOs and CFOs to build trust and advocate on behalf of the higher education and CU.
- Managed leadership teams in Budget and Finance, Treasurer's Office, Procurement Services Center, University Controller and University Risk Management.
- Created Colorado's only long-term state revenue and expenditure forecast used by CU for longer term budget planning and by state budget and policy leaders to inform state-wide budget decision making.
- Served on the CU Foundation Finance Committee.
- Served on the CU Treasurer's Investment Advisory Committee.
- Chaired the CU real estate management group called CUPCO.
- Participated in the CU Real Estate Foundation.

June 2011 – July 2012
Owner and Principal, Policy Matters LLC

Co-owned state and federal government relations firm. Advocated at the state and federal level on behalf of over a dozen clients such as the University of Colorado, Bill and Melinda Gates Foundation, Health Grades, Community Reach Mental Health Center, The Colorado Forum and History Colorado.

January 2011 – May 2011
Senior Advisor to the Governor, Governor John Hickenlooper

Reported to the Governor and served as a member of his cabinet and worked on his senior staff. Provided strategic advice on budget and legislative issues. Worked with the administration and Governor and legislature to modify and implement the state budget in a continuation of work for the previous Governor.

January 2007 – January 2011
Executive Director, Office of State Planning and Budgeting, Governor Bill Ritter

Reported to the Governor and served as a member of his cabinet and worked on his senior staff team. Collaborated with governor, cabinet, state legislators and state agencies to craft Colorado state budget of approximately $12 billion.

- Ensured budgeting decisions were based on the notion that budget is a values document.
- Ensured the state budget was balanced.
- Analyzed hundreds of budget requests annually and made recommendations to the Governor.
- Worked closely with cabinet members and their state agencies while assessing and reviewing their annual budget requests.
- Rebalanced budget 12 times in two years due to adverse effects of the Great Recession (2007-08) to meet constitutional requirement for balanced budget.
- Provided budget balancing recommendations that protected the K-12, higher education, and the most vulnerable Coloradans.
- Ensured effective implementation of actions to reduce spending during Great ;Recession such a hiring freeze across state government.
- Advised governor, cabinet and state legislature on fiscal matters and implications of budget decisions.
- Led executive branch lobbying on state budget and fiscal matters.
- Led efforts to create specialty programs such the State K-12 Counselor Corps and Criminal Justice Anti-recidivism programs.

February 2002 – December 2006
Owner and Principal, Todd Saliman and Associates

Represented nonprofit and governmental entities focused on higher education, K-12 education, health care (including mental health), developmental disabilities and the environment with the Colorado Legislature and local government. Clients including:

- University of Colorado
- Colorado Department of Higher Education
- Valley Wide Health Services
- Boulder Mental Health Center
- Jeffco Mental Health Center
- Imagine! Development Disabilities Center
- Colorado Hospital Association
- The Colorado Health Foundation

- Mile High Youth Corps
- Adams 12 School District
- Denver Public Schools
- Boulder Valley School District
- City of Denver
- Boulder County
- Environmental Defense Fund

- Jared Polis

January 1995 – January 2003
Colorado General Assembly, House of Representatives

Elected to the Colorado House of Representatives from District 11, which included Boulder County and communities including Boulder, Lyons, Jamestown, Allenspark and Ward. Focus in State Legislature included state budget, revenue and finance, higher education, K-12 education, human services, children's health care and early childhood education. Served on a variety of legislative committees, including the Joint Budget Committee, Finance, Appropriations, Transportation, and Local Government. Served on several interim committees and task forces, focusing on health care, tax policy, fire and police pensions, and children's issues.

January 1991 – December 1994
Policy Analyst, Boulder County Commissioners

Developed and reviewed local government policies in areas including human services, local control, and funding. Assisted in advocacy at the state legislature at the direction of the County Commissioners and the Director of Intergovernmental Relations. Co-led Boulder County community outreach to develop and maintain relationships with the people of Boulder County. Represented Boulder County at Colorado Counties Inc.

Community Engagement Activities

- CU Foundation
- CU Foundation Finance Committee
- CU Investment Advisory Committee
- University of Colorado Hospital
- Denver Metro Chamber of Commerce
- Colorado Business Roundtable
- Colorado Concern
- Building a Better Colorado Fiscal Reform Task Force
- Shining Mountain Waldorf School Finance Committee
- Imagine! Developmental Disabilities Center
- Colorado Health Care Reform Commission
- Colorado Tax Policy Commission
- Rocky Flats Local Impacts Initiative

Education

- BA, Political Science, University of Colorado Boulder, 1989

Interests

- Woodworking, Skiing, Yoga, Hiking and Guitar

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