

From: Mark T Hernandez <mark.hernandez@colorado.edu>
Sent: Thursday, March 14, 2019 11:56 PM
To: edwardsm@vt.edu
Subject: History of Important Action you Led at the University of Colorado: Diffusion of Conflict to Successful Resolution

Within a year of my joining the University of Colorado faculty, conflicts arose between the then Civil Engineering Chairman, and the pool of assistant professors in the Environmental Engineering group. This pool included, but was not limited to, Marc Edwards, Mark Hernandez and Angela Bielefeldt. I remember this situation well, because the Chairman at the time had declined to honor what we had previously agreed upon to constitute key elements of my “start-up” package—more than a year after my first faculty contract was in force.

Dr. Edwards diffused this situation and formally negotiated a solution as part of a retention offer the University of Colorado extended to him, in response to a faculty bid by Virginia Tech. Both mine and Angela’s start up packages were later honored due to Dr. Edwards actions on our behalf; the then Chair was replaced by a senior colleague soon thereafter. This was a pivotal event in my early career: had Dr. Edwards not intervened, my progress toward tenure would have been seriously handicapped.

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