

**Juston C. Pate, Ph.D.**

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8001 Marshall Dr.  
Maysville, KY 41056

January 15, 2015

RPA, Inc.  
Norman Stewart, Senior Consultant  
Kendra Boyles, Search Manager  
Re: Northwest Florida State College Presidential Search

Members of the College and Search Committee:

It is with great pleasure that I submit to you my cover letter and vita for the position of President at Northwest Florida State College. I believe NWF State College is a learner-centered institution with a dedicated staff and first-rate faculty. It is my sincerest desire to be a part of leading your college into the next decade of growth and discovery as we strive to be the nation's premiere college.

Upon review of the NWF State College mission, values, and vision, I believe I would be an excellent fit for your college and community. My life and professional experiences have prepared me to work in a comprehensive college and my professional strengths and leadership philosophy seem to align with your core values and goals. Furthermore, I believe Niceville and the surrounding communities to be a region that shares my personal beliefs and principles, which is of great importance to me. I am not just seeking a career opportunity, but a place from which my children will learn the values that will shape their lives.

I have had the opportunity to work in several fields during my career, ranging from education to athletics to auto mechanics. This background has given me a solid understanding and deep appreciation of our comprehensive mission. Ours is a vast and challenging mission, but I believe it to be the most important in higher education. Our work provides our graduates with greater career options, but also gives them a deeper understanding of the world in which they live. This growth not only affects their lives, but the lives of their children and their children's children.

That effect is a great responsibility, and one that I consider my first priority. It begins with efforts to uphold the integrity of the college and its programs. I firmly believe that the integrity of a college must be centered on a commitment to teaching and learning. As part of this commitment, I believe in the principles of the liberal arts curriculum and general education core. Now more than ever we must develop holistic students who are capable of adapting to the challenges of the 21st Century culture and

workplace. The critical thinking skills, cultural awareness, global citizenry, emphasis on math and natural sciences, and effective communication stressed in the liberal arts are key components to this preparation.

I am also a very strong proponent of career and technical education (CTE), and after having worked with CTE programs for the past twelve years believe they are indispensable to higher education. Technical education builds and maintains a workforce to meet the needs of evolving markets and industries. All forms of technical education, ranging from short-term training to baccalaureate-degree academic programming, are designed to keep our students and our communities relevant to these needs.

This is work we cannot do alone, however. The comprehensive mission we are afforded is the most powerful in all of higher education, but it is also one of the most difficult. As such, it can only be accomplished by building strong partnerships with our stakeholders. It's the strength of those relationships that determines the relevance of our programs and our graduates. I believe the best way to accomplish this goal is to be extremely active and involved with our workforce and community agencies. I have spent a good deal of my time working with organizations such as Rotary, Chambers of Commerce, and industrial authorities. Personally I find it very rewarding, but professionally I have found these connections invaluable.

Some of the most important of these partnerships are those developed with our legislators, community officials, and state educational leaders. I have always held to the belief that while we may not always agree with those in a position of influence, we are continually dependent upon their assistance. As the primary representative of the college and its interests, I would always consider it a top priority to protect and advance our standing with those who have the power to help or hinder our goals.

I have had the chance to work with state government in the pursuit of college goals and projects, including several capital campaigns, which has led to many opportunities to advance college work through capital projects and legislative support. It has been my experience that these efforts are best approached by joint efforts with college and community partners, and are only successful through the unification of a purposeful, impactful message. While serving as Interim President of Hazard Community and Technical College I have had the opportunity to lead a capital legislative campaign from concept to implementation, including efforts to unify a collective regional message and many personal meetings with state officials. Thus far we have unified five counties in mutual support of our initiative, and feel very confident in our message and our approach. While the success of this project is yet to be determined, it is indicative of my philosophy regarding community and legislative work. I believe purpose is important, but the unification of purpose is powerful.

The quality of our interactions, however, depends on the quality of the communication in which we engage. One of my strengths as a leader is communication, particularly my desire to understand and be understood. Our mission and our initiatives are not advanced based solely on our connection with them. They are advanced based on the level of connection others feel with them. I believe effective communication is much like effective teaching; it doesn't matter what we know, only what we help others understand. By adopting this point-of-view I have become a more effective communicator and a much more effective leader.

My philosophy of leadership has become centered on the premise that leadership is not about me; it's about my effect. As such, I believe that leadership only exists for the betterment of those who follow. I certainly believe in a transformational, collaborative style and find your desire to hire a leader who is committed to inclusive leadership to be very attractive. The most success I have ever experienced has come when my teammates have become all they could be. In that sense, the only way I have ever been able to get from good to great is by including and supporting those around me.

While I do believe the people are at the heart of leadership, however, we are ultimately judged by the results of our work. I believe that we must be very purposeful in our efforts to grow our college and serve our students. Recruiting, retaining, and completing students does not happen by accident, especially at the baccalaureate level. I use the philosophy of relevance through to excellence to drive my plans and processes. We can only make a difference in our students' lives by providing programs and services that provide a direct link to their future goals, and we can only become a premiere college by being excellent in those services. If we constantly strive to be relevant and excellent we will not only meet our high expectations, but become significant to our students.

I also use this principle to guide my approach to finances and the budget. I believe in spending money to support our mission and our programs, but I am strongly committed to making the most efficient use of our resources. I value transparency and collaboration in the budgetary process, but consider it my responsibility to ensure our financial health. I have operated budgets in years of revenue excess and years of revenue shortfalls, and have consistently ended each cycle in a surplus by eliminating waste from our expenditures and maintaining a focus on a relevant purpose. Budgeting is important not just for the funding of programs, but for the setting of institutional priorities. The breadth of our mission is a wonderful opportunity, but it is also a fiscal strain. If we do not remain committed to purposeful, prioritized, and efficient operations, we can never make the most of our opportunities.

At the heart of everything I believe, however, is my desire to be inclusive of diversity – and this is not just a line I recite to remain politically correct in today's times. I have found that a commitment to diversity is not just a moral responsibility; it's also the best way to succeed. If I have but one secret to success, it's that I am inclusive of diverse perspectives and opinions. I draw my strength as a leader

from those with whom I work and have only succeeded because I listen with a passion and remain open-minded to other opinions. I owe it to those I serve to make the best decisions, not just my decisions, and I can only do that by drawing from *our* experience, not *my* experience.

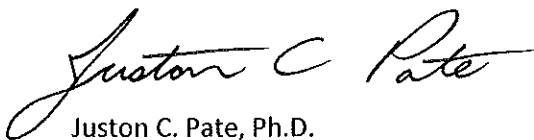
It is certainly the approach I would bring to my relationship with the Board of Trustees. After having served on and collaborated with several boards, I understand that any efforts to advance an institution begins with the relationship between the president and the Board. It's that relationship that determines the direction of our college, and I would want to make every effort to ensure both that bond and that direction are as strong as they can be. Any board with whom I work can count on my loyalty, my honesty, and my effort. With this type of relationship, I believe our partnership would be a strong one for many years to come.

Overall, I believe that if we align purposeful goals with our mission, do the work it takes to accomplish those goals, and hold ourselves accountable for the results, there is nothing we can't accomplish. I want us to find new, better, and innovative ways to take our college to the next level in the coming years, and would certainly do my part to support the preparation, dedication, and collaboration it would take for us to do so.

To bring this letter to a close, I want you to know that my wife and I are not looking for a stepping stone in a career, and we are not looking for a place to close a career. We are looking for a place to contribute, live, thrive, and grow for many years to come. We absolutely believe that the NWF State College region will be that place.

I believe the future is bright at Northwest Florida State College, and I would be honored to be a part of its legacy. I know that together we can accomplish our goals and give our students every opportunity to succeed. I would greatly appreciate the opportunity to meet with you, the college, and your community stakeholders to discuss my candidacy for the position of president, and I thank you for your time and consideration of my application.

Respectfully submitted,

A handwritten signature in cursive script that reads "Juston C. Pate". The signature is fluid and elegant, with the first and last names being more prominent than the middle initial.

Juston C. Pate, Ph.D.

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## Office

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## Home

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## Objectives

- To advance Northwest Florida State College as an educational and economic leader.
- To provide opportunities for the growth and development of the students, faculty, and staff.
- To ensure the integrity of our programs and our college.

## Education

**University of Louisville**, Louisville, KY (2006-2009)

Ph.D. in Higher Educational Leadership and Organizational Development

*Dissertation Topic: Factors Influencing Minority Student Enrollment in  
Technical Programs*

**Morehead State University**, Morehead, KY (2001-2003)

Rank I Certificate—Instructional Leadership

Master of Arts—Educational Administration

**Union College**, Barboursville, KY (1998-2000)

Bachelor of Science—Secondary English Education

**Southeast Community College**, Cumberland, KY (1994-1997)

Associate of Arts—Education

## Professional Experience

**Interim President** – Hazard Community and Technical College

January, 2016 to Present

### Responsibilities

- Responsible for the overall administration of the college
- Ensure the policies and procedures of KCTCS and the Rules of the Faculty Senate
- Ex officio member of all college committees

- In conjunction with faculty, responsible for the development and implementation of instructional programming and academic curricula
- Ensure alignment of programming with student/community needs
- Responsible for the assignment of duties to all persons, and for the service provided by all college personnel
- Review and finalize the performance review process
- Responsible, without delegation, for recommendations on salaries, appointments, reappointments, terminal appointments, decisions not to reappoint, post-retirement appointments, promotions, and granting of tenure
- Responsible for administering the requirements and procedures of the college concerning the admission, probation, and dismissal of students
- Preparation and oversight of the budget and business/financial operations of the college
- Maintaining community and business/industry relationships
- Maintain strong relationships and communication with the college Board of Directors
- Responsible for college fundraising efforts

#### **Objectives**

- Leading a legislative initiative to bring a new building project to Jackson, KY
- Developing a budget to make up for a \$1.5 million shortfall
- Re-establishing/strengthening connections with the community
- Implementing stronger recruitment practices, particularly those regarding adult students
- Finalizing a SACS-COC reaffirmation report and hosting the visiting team

### **Provost – Maysville Community and Technical College**

July, 2015 to Present

#### **Responsibilities**

- All duties of CAO +
- Provide leadership to the Student/Enrollment Services, Diversity, and Financial Aid units of the college
- Responsibility for enrollment management and recruiting practices
- Oversight of Cohort Default Management Plan
- Provide supervision to 150+ full-time and 150+ part-time faculty and staff

#### **Accomplishments**

- Wrote and secured a \$142,000 workforce grant to start a Physical Therapy Assistant Program
- Unified Academic Services, Enrollment Services, Financial Aid, and Diversity
- Established an office of Recruitment and Retention, and increased retention rates within the first year
- Initiated a KY-FAME chapter to better support manufacturing industries in the Maysville region
- Streamlined the budget to save over \$500,000 in the first year
- Revamped course scheduling to become 10% more efficient in course offerings
- Led efforts to reshape financial aid and business practices to reduce the amount of students cancelled the week before classes for nonpayment by over 50%

### **Chief Academic Officer – Maysville Community and Technical College**

January, 2009 to June, 2015

#### **Responsibilities**

- Provide leadership to the Academic Services unit of the college, including general and technical education, library services, testing, adult education, advising, extension campuses, transfer, developmental education, professional development, distance learning, and dual credit

- Serve as senior college administrator during periods of the President's absence
- Assist with legislative initiatives
- Participate in setting strategic goals and monitoring performance on strategic initiatives
- Oversee the academic budget, including personnel, programming, and extension campuses
- Build and maintain strong community relationships
- Assist in the development of grant proposals and other fundraising initiatives
- Oversee compliance with all SACSCOC Standards in the academic unit, including faculty credentials, off-campus sites, assessment, and support services
- Support the faculty promotion process
- Provide supervision to 100+ full-time and 100+ part-time faculty and staff
- Oversee the enrollment management of the college

#### **Accomplishments**

- Established first Enrollment Management Team and Strategic Enrollment Plan at MCTC. This team effort increased enrollment by 200 students during a period of state and national contraction, increased the conversion rate of applicants to enrollments by 15%, decreased the number of stop-out/drop-out students by 10%, and decreased student loan debt by \$1.2 million.
- Led efforts to coordinate and design a \$28 million technical training facility
- Led academic reporting for Fifth-Year Report in SACSCOC accreditation process
- Led initiative to help establish the KCTCS Academic Council and served as its second chair
- Increased developmental education success rates by over 15%
- Established the first middle college at MCTC
- Expanded programming to include extension sites at Mt. Sterling and Paris
- Established an annual statewide division chair conference
- Assisted in the design, development, and construction of a \$4.3 million, 19,000 square foot Science Building
- Oversaw the renovation of a 64,000 square foot facility in Mt. Sterling, KY for technical training
- Expanded online course offerings by 100% to become the third largest provider in the state
- Increased program offerings through new certificates, diplomas, and Associate Degrees

### **Interim Academic Dean – Maysville Community and Technical College**

September, 2007 to March, 2008; July, 2008 to December, 2008

#### **Responsibilities**

- Assume the duties of the Chief Academic Officer
- Retained the duties of the Associate Academic Dean

#### **Accomplishments**

- Served as CAO during SACSCOC reaffirmation visit and two separate Substantive Change visits

### **Associate Dean of Academics – Maysville Community and Technical College**

January, 2006 to December, 2008

#### **Responsibilities**

- Provide academic leadership to the Rowan Campus (formerly Rowan Technical College)
- Oversight of grants for the academic services unit of the college, including the Perkins Grant
- Establish partnership with community and educational partners

#### **Accomplishments**

- Expanded General Education course offerings at the Rowan Campus by over 50%
- Assisted in the development of the Energy Systems program
- Expanded dual credit partnerships in Rowan, Morgan, Montgomery, and Fleming Counties
- Reestablished an evening program at the Rowan Campus

**Principal – Mason County Area Technology Center**

October, 2004 to December, 2005

**Responsibilities**

- Responsible for the programming and direction of the Area Technology Center
- Responsible for the school's budget and facilities maintenance

**Accomplishments**

- Increased dual credit offerings by 50%
- Increased reserve budget by 33%
- Increased student enrollment by 10%
- Established an apprenticeship program with MCTC and local industry

**Director of Student Services – Mason County High School**

June, 2003 to October, 2004

**Responsibilities**

- Facilities management and oversight of maintenance/custodial personnel
- Oversight of school discipline, including teacher evaluations and interventions
- Special education liaison for student hearings and accommodations
- District representative to the justice system for student court hearings and truancy

**Secondary Instructor (English and Humanities) – Mason County High School and Harlan High School, August, 2000 – July, 2003**

**Responsibilities**

- Taught Junior- and Senior-level English, humanities, and special education courses
- Served as assistant athletic director, assistant football coach, and assistant basketball coach

**Community Board Service/Leadership**

- Kentucky Coal Academy Directors (2016)
- Maysville/Mason County Industrial Development Authority Board of Directors (2007 – Present); Chair (2014 – Present)
- Hazard/Perry County Chamber of Commerce (2016)
- Challenger Space Center Board of Directors (2016)
- Rotary Club of Maysville, (2011 – Present); Board Member (2013 – Present)
- Hospice of Hope Board of Directors (2012 – Present); Finance Subcommittee (2012 – Present); Assessment Committee (2014 – Present)
- Tom Browning Boys and Girls Club Board of Directors (2012 – Present); Secretary (2015 – Present); Hiring Committee for Executive Director (2014-2015)
- Maysville/Mason County Chamber of Commerce (2007 – Present); Nominating Committee (2014 – Present)
- Morehead State University Career and Technical Education Committee (2009 – Present)
- Morehead State University Applied Engineering Advisory Board (2010 – Present)
- European-American Chamber of Commerce Education Forum (2013), Panelist
- Work Ready Community Workgroup, Mason County (2012 – Present)
- Eagle Scout Board of Review – Boy Scouts of America (2007 – Present); Chair (2012 – Present)
- Frenchburg Community Council (2007 – 2011)



- Job Core Advisory Council (2007 – 2011)
- Moderator for Bourbon County Political Forums (2007 – Present)
- KY Department of Education Program Review Team Member (2006 – present)

### **Committee Assignments – Hazard Community and Technical College**

- President’s Cabinet (2016), Chair
- SACS-COC Leadership Team (2016)
- College Leadership Team (2016), Chair
- Crisis Management Team (2016)
- Ex-officio on all other committees (2016)

### **Committee Assignments – Maysville Community and Technical College**

- College Leadership Team (2008 – Present)
- Academic Services Effectiveness Council (2006 – 2007); Chair (2007 – Present)
- SACS Leadership Team (2007 – Present), member and chair of several subcommittees
- Program Review Committee (2007 – 2009); Chair (2009 – Present)
- Workforce Transitions Committee (2011 – Present)
- Enrollment Management Team (2011 – Present), Chair
- Employment Review Committee (2012 – Present)
- Rowan Regional Postsecondary Education Center Planning Committee (2009 – Present)
- Presidential Search Committee (2008)
- Foundations of Excellence Dimension Team Leader (2011 – 2012)
- Adult Basic Education to Credentials Team (2011 – 2015)
- Substantive Change Committee (2007 – Present), Co-chair
- Administrative Council (2006 – Present)
- Credential Review Committee (2011 – Present); Chair (2010 – 2011)
- Quality Enhancement Plan Committee (2007 – Present)
- Assessment Committee (2007 – Present); Chair (2007 – 2009)
- Rowan Campus Advisory Board (2006 – Present)
- Montgomery Campus Advisory Committee (2007 – Present); Chair (2007 – 2009)
- Curriculum Review Committee (2009 – Present)
- Title III Leadership Committee (2008 – 2013)
- College Advocacy Team (2009 – 2011)
- Technology Planning Committee (2006 – Present)
- Crisis Management Team (2010 – Present)
- Safety Committee (2009 – Present)
- Service Learning Committee (2006 – 2010)
- Sustainability Committee (2010 – 2014)

## **Committee Assignments – KCTCS**

- KCTCS President’s Leadership Team (2016)
- KCTCS Business Champions Team (2016)
- KCTCS Academic Council (2009 – Present); Chair (2010 – 2011)
  - Best Practices Subcommittee (2009 – 2010), Chair
  - Policy Subcommittee (2009 – 2011)
  - Curriculum Subcommittee (2011 – Present); Chair (2015 – Present)
- Program Review Workgroup (2012), Co-chair
- Financial Aid Advisory Committee (2012 – 2014)
- Developmental Education Workgroup (2012 – 2013)
- KCTCS Distance Education/eLearning Strategic Plan Ad-Hoc Team (2014)
- Enrollment Management Workgroup (2013)
- Statewide Dual Credit Workgroup (2012)
- Dual Credit Advisory Committee (2006 – 2010)
- Academic Management Training Committee (2008 – 2010)
- IdeaFestival Planning Committee (2007 – 2010)

## **Awards, Scholarships, Honors Received**

- President’s Leadership Seminar Graduate – KCTCS, 2006
- New Horizons Award – Maysville Community and Technical College, 2010
- NISOD Excellence Award, 2010
- Eagle Scout – Boy Scouts of America, 1994
- Most Energetic New Member – Rotary Club of Maysville, 2013
- Golden Key Honor Society, Graduate Academics – University of Louisville, 2006
- Innovation Award – National Association of Development Organizations, 2012
- Graduated Summa cum Laude – Union College, 2000
- Iota Sigma Nu Honor Society, Academics – Union College, 2000
- Alpha Psi Omega Honor Society, Theater – Union College, 2000
- William Faulkner Rushton Collegiate Writing Competition: First Place One-Act Play, First Place Overall – Union College, 2000
- Mason County Education Association Scholarship – Morehead State University, 2002
- Education Scholarship – Union College, 1999
- Who’s Who among American Executives, 2005

## **National Publications**

- “Next-Level Leadership,” Dog Ear Publishing, Indianapolis, IN (in publication)
- “Next-Level Leadership Resource Guide,” Dog Ear Publishing, Indianapolis, IN (in publication)
- “The Leadership Pyramid: Today’s Effort Determines Tomorrow’s Success,” Dog Ear Publishing, Indianapolis, IN

- “Factors Important to Academic Leadership,” *The Kentucky Journal of Higher Education Policy and Practice*, University of Kentucky
- “Having the Tough Discussions: Deal with Difficult Situations, Not Difficult People,” *The Department Chair*, Jossey-Bass (Also featured in the *Tomorrow’s Professor Newsletter*, distributed to 45,000 subscribers at over 850 institutions in more than 100 countries)
- Book Review - “Confessions of a Community College Dean,” by Matt Reed, *The Department Chair*, Jossey-Bass
- “Accommodating Increased Dual Enrollment Numbers,” *Connections*, Vol. 20, No. 5
- “Ten Tough Realities of Academic Administration,” *The Department Chair*, Jossey-Bass (Distributed by the Council of Colleges of Arts and Sciences for the *Chair Academy*)
- “Factors Influencing Minority Students to Enroll in Technical Programs in the Kentucky Community and Technical College System,” Dissertation, *ProQuest*
- Publication in Review: “Three Key Elements for Transformational Leadership when Facing Institutional Budget Cuts,” *Community College Journal*

## National Presentations

- “Leadership in Times of Crisis,” SACS Annual Meeting, Houston, TX
- “Leadership in Times of Transition,” SACS Annual Meeting, Nashville, TN
- “The Leadership Point-of-View,” Rural Community College Alliance Conference, Prescott, AZ
- “Leadership in Times of Crisis,” SACS Annual Meeting, Atlanta, GA
- “Leadership Development: Connecting Curriculum with the Workforce,” National Career Pathways Network Conference, San Antonio
- “Developing a Leadership Philosophy,” National Association of Concurrent Enrollment Programs Conference, Seattle
- “Increasing Access to Higher Education through Innovative Secondary Partnerships,” Annual Meeting of the Commission on Colleges (SACS), Atlanta
- “Learning to Lead,” NISOD, Austin
- “Innovative Online Education Programs,” Rural Community College Alliance, Oklahoma City
- “Leadership in Times of Change or Innovation: The Importance of a Philosophy to Guide Behavior,” Rural Community College Alliance Conference, Newry, ME
- “Innovation through Online Courses,” National Career Pathways Network Conference, Dallas
- “Effective Dual Credit Partnerships through Innovative Instructional Delivery Methods,” National Career Pathways Conference, Cincinnati

## State Presentations

- Panelist: Congressman’s Roundtable – Broadband Technologies (2016), Hazard, KY
- Workshop: “Developing the Leader Within,” CTE Summer Conference, Louisville, KY
- Panelist: Developmental Education – Contextualization Strategies, KCTCS New Horizons Conference, Covington, KY
- Panelist: KCTCS “Achieving the Dream Diversity Hour,” Versailles, KY
- Presentation: “The Development of a Leadership Philosophy,” KCTCS New Horizons

Conference, Covington, KY

- Presentation: “Innovative Dual Credit Practices,” KCTCS New Horizons Conference, Louisville, KY
- Presentation: “Career Preparation and Placement through Technical Education,” Council on Postsecondary Education Conference, Lexington, KY
- Presentation: “The Leadership Pyramid,” 21<sup>st</sup> Century Leadership Conference, Maysville/Mason County Chamber of Commerce, Maysville, KY
- Presentation: “Conducting an Effective Meeting,” KCTCS New Horizons Conference, Lexington, KY
- Presentation: “Elements of Organizational Change,” Kentucky Association of School Administrators Conference, Louisville, KY
- Presentation: “The Inclusion Process,” Exceptional Learners Conference, Louisville, Kentucky
- Workshop: “Technology Resources for Academic Classrooms,” Maysville Community and Technical College Technology Conference, Maysville, KY

### **Leadership Development Activities**

- Received Master’s and Ph.D. in educational leadership programs
- Completed the Presidents Leadership Seminar with Dr. Michael McCall
- Taught multiple credit-bearing leadership classes in college and industry settings
- Served as advisor for the development of The KCTCS LEAD Academy
- Conducted two separate year-long leadership development programs for MCTC employees
- Participated in presidential leadership training with Dr. Jeff Hockaday
- Attended over 50 hours of professional development, including SACS leadership workshops
- Wrote articles and presented conference sessions on various leadership topics
- Conducted Leadership Development Program, “The Leadership Point-of-View,” for Hospice of Hope (2014)

### **Postsecondary Instructional/Academic Experiences**

- Served as a member of the KCTCS Education Curriculum Committee. (2008 – 2010)
- Served as liaison to the KCTCS Faculty Senate, Curriculum Review Committee, and Rules Committee from the KCTCS Academic Council (2010 – 2011)
- Assisted in the development of new Associate Degree program proposals (Criminal Justice, Medical Laboratory Technician, Applied Engineering Technology, Physical Therapy Assistant, Veterinary Assistant, Advanced Manufacturing Technology)
- Doctoral Committee Member – Morehead State University
- Advisory Board Member for *The Department Chair*, Jossey-Bass
- Wrote and proposed a new course (GEN 240 – Applications of Leadership), accepted on Sept. 23, 2013
- Developed three new online courses for Maysville Community and Technical College:
  - GEN 140 – Development of Leadership
  - EDU 204 – Technology for the Classroom
  - GEN 240 – Applications in Leadership
- Taught over 100 credit hours of collegiate 100 and 200 level general education courses

- Conducted Multiple Professional Development Activities – Assessment, Pedagogy, Online Instruction
- Served as Robinson Scholars reviewer for the University of Kentucky (2014)

### **Additional Trainings/Certifications**

- Introduction to the Incident Command System, U.S. Dept. of Homeland Security
- IT Acceptable Use Certification, KCTCS
- Harassment in the Workplace, KCTCS
- Workplace Safety Certification, KCTCS
- Crisis Media Training, KCTCS