

Christine K. Cavanaugh, Ed.D.
Curriculum Vitae - 2022

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BUSINESS ADDRESS

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EDUCATION

Doctorate in Education (December 1999), University of West Florida

Major Field: Educational Leadership

Specialization: Instructional Technology

Dissertation: *Learner analysis variables as components of collaborative learning in post-secondary Web-based (distance) learning*

Masters in Business Administration (July 1996), University of West Florida

Major Field: Business Management

Specialization: Organizational Development

Bachelor of Science (May 1977), University of Maryland

Major: Business Management

Minor: Personnel

PROFESSIONAL CERTIFICATIONS

Human Resource Certifications

- Certified Senior Professional in Human Resources (SPHR)
HR Certification Institute (Alexandria, VA)
- SHRM Senior Certified Professional (SHRM-SCP)
Society for Human Resource Management Association (Fairfax, VA)
- Certified Performance Technologist (CPT)
International Society for Performance Improvement (Silver Spring, MD)

Executive Coaching Certifications

- Associate Certified Coach (ACC)
International Coach Federation (Washington, DC)
- Certified Professional Co-Active Coach (CACC)
Coach Training Institute (Washington DC)

Leadership Development Certifications

- Certified Quality Manager
Okaloosa-Walton Community College (Niceville, FL)

- Certificate of Completion, Economic Development Institute
University of Oklahoma (Norman, OK)
- Florida Educational Leadership Certification
Department of Education, State of Florida

Assessments Certifications

- Certified in Integrative Enneagram Solutions/iEQ9
(Cape Town, South Africa)
- Certified in Assessment Administration/Hogan Assessment
Hogan (Tulsa, OK)
- Certified in Assessment Administration/360 Assessment
Center for Creative Leadership (Greensboro, NC)
- Certified Myers-Briggs Instructor
Center for the Application of Psychological Type (CAPT)
University of Florida (Gainesville, FL)

EXECUTIVE COACHING/PROFESSIONAL MENTORING/LEADERSHIP DEVELOPMENT

Provide professional executive coaching and psychological assessments for clients in various sectors including all sectors of higher education, government, healthcare, non-profit, and financial sectors. In addition, provide a range of consulting engagements that include mentoring, leadership development workshops, facilitation, workforce development, career and professional executive coaching. Engagements have been conducted in collaboration with the American Council on Education (ACE) Office of Women in Higher Education, the ACE Fellows Program, the University of Maryland University College National Leadership Institute, The Hispanic Theological Initiative, and the University of Michigan National Center for Institutional Diversity New Leadership Academy. Completed UMUC's National Leadership Institute and Coach Training Institute's Leadership Program.

EMPLOYMENT HISTORY

Pathseekers II, Inc., Chapel Hill, NC

President and Executive Coach (2005-present)

Responsibilities include managing a woman-owned consulting business focused on certified executive coaching and consulting engagements emphasizing leadership development, organizational effectiveness, and professional development in all sectors of higher education, healthcare, financial sector, and non-profits. Pathseekers II, Inc. also consults with other academic and healthcare institutions to assess and review operational effectiveness, engage in strategic planning, facilitation, and analysis of financial and procedural workflows, policies, and procedures along with providing executive coaching for senior executives. For more details, see www.pathseekers2.com. Below are selected engagements and accomplishments.

Major Engagements and Accomplishments

- **Certified Executive Coaching and Consulting** to numerous executives, teams, and emerging leader clients with emphasis on all sectors of higher education that result in

successful job promotions and improved performance. Trained and Certified by Coaches Training Institute (CTI) as Certified Professional Co-Active Coach (CPCC) and Associate Certified Coach (ACC) by International Coach Federation (ACF). Includes certified administration of psychological assessment (Center for Creative Leadership, Devine Group, Hogan, StrengthsFinder, and MBTI). Academic clients include Deans, Vice Presidents and Presidents. For more information, see www.pathseekers2.com.

- **National Center for Institutional Diversity, University of Michigan Ann Arbor, MI**– 2014-present. Provided consulting, leadership curriculum development, facilitation, delivery, and executive coaching for The New Leadership Academy to develop talent for emerging administrators across all sectors of higher education. In 2015, created, designed and facilitated workshop on Engaging and Reconciling Cultures in the Academy. In 2016-2017, designed programs on “The Wisdom of Women Leaders in Higher Education” <http://ncid.umich.edu/>. In 2017, redesigned and delivered curriculum to engage via webinar. Also see <https://www.youtube.com/watch?v=9fRxJQjal2M>
- **Hispanic Theological Initiative, Princeton, NJ** – 2014-present. HTIC Scholar and Summer Workshops. Latinas in Leadership 2021-2022. Created, designed, delivered leadership development workshops including Articulate the Possible and Career Orientation Workshop <http://www.ptsem.edu/hti/>
- **Foreign Service Institute, Washington DC**. 2016 - 2019. Provided presentation on transitioning career service officers into consulting careers.
- **ACE Fellows, Detroit, MI** – June – Aug 2015 – Designed and delivered a series of workshops to ACE Fellows (a national leadership development program for mid-career leaders representing all sectors of Higher Education) Class of 2015-16 and Train-the-Sages program on Benchmarks 360 and Professional Development Planning.
- **Executive Director – PAeHI, Harrisburg, PA** – 2010-2014– Major consulting contract to serve as the Executive Director for the Pennsylvania e-Health Initiative (PAeHI), a 501(C) 3 collaborative think-tank focused on using information technology to train healthcare leaders to improve quality, efficiency, and safety. Accomplishments included: (a) management of operational processes and board relations resulting in improved effectiveness, implementation of policies and procedures, professional education, and more productive monthly board and quarterly All-Committee meetings; (b) development of all leadership/professional education curriculum and programs (CEU offerings); (c) presentations nationally of research conducted by PAeHI regarding healthcare IT and sustainability issues; (d) planned and conducted numerous board retreats and strategic planning facilitations; and (e) developed program evaluations, redesign and management of website, and membership database along with all marketing/communication materials (brochures/ newsletter). <https://www.paehi.org/>.

- **AASCU-Penson Center for Professional Development Workshop, Denver, CO – July 2015** – Designed and delivered seminar/workshop to AASCU-Penson Presidential Consultants on *The Consulting Coach: Best Practices for Superior Results*.
- **University of Wisconsin Parkside's Advancement Division, Kenosha, WI – 2010-2013** – Provided Leadership Development Workshops (2013), Process Mapping and Implementation (2011), and Operational Review (2010) with recommendations for restructuring operations, procedures, and workflow; review of job descriptions; and designed feedback instruments for continuous process improvement. Included individual assessments and executive coaching for senior leaders.

University of Maryland, Global Campus (UMGC), Adjunct Professor, 2018 - present; Adjunct Associate Professor 2014 - 2018, Curriculum Coordinator for HRMN 406 (Training & Development), HRMN 408 (Employment Law) and HRMD 620 (Employment and Labor Relations) - 2019 to present

College of Business -- BMGT 365 Organizational Leadership (Bolling Air Force Base) and online HRMN 302 Organizational Communications, HRMN 400 HR MGMT: Issues and Problems; HRMN 300 Human Resource Management; and HRMN 406 Employee Training and Development HRN 408 Employment Law, and HRMN 495 Contemporary Issues in HR Practice. Also selected to be a member of the redesign task force for the Doctor of Management curriculum.

Major Accomplishments

- Awarded Outstanding Adjunct Faculty Awards three consecutive years 2019, 2020, and 2021.
- Curriculum Coordinator for HRMN 406 and HRMN 408 (with course redesign for Employment Law for Business in 2019-20) and now HRMD 620 in 2022.
- Redesign task force member (2017-18) for the Doctor of Management in Community College Policy and Administration (DMCCPA) Curriculum for the UMGC Graduate School in collaboration with Aspen Institute to launch program fall 2019.
- Teach both F2F and online in the College of Business focused on Leadership, Communications, and Human Resource Management.

Immaculata University, Adjunct Professor, 2013-present

Develop curriculum and instruct in the Doctoral Program in Higher Education (EdD) and Summer Institute. Courses include HED 702 Research Methods, HED 704 Qualitative Research, HED 710 Higher Education Administration, HED 730 Ethics and Decision Making and HED 790 Dissertation Seminar. Serve as chair on numerous doctoral dissertations.

Major Accomplishments

- Teach both F2F and online with doctoral students to produce original works that demonstrates ability to analyze and synthesize major ideas and principles and produce a doctoral level research product.
- Serving as Chair on numerous dissertations for doctoral candidates as well as on committees as methodologist and content expert. (See section on Doctoral Candidates/Dissertations Directed for a comprehensive listing)
- Redesign curriculum for online version of HED 704 Qualitative Research Spring, 2022

Chaminade University of Honolulu, Adjunct Professor, 2012-2019

Instruct for master's in education online for EDUC 794 Culminating Capstone Experience which draws upon principles, methods, and content acquired through the M.Ed. experience along with EDUC 703, 791, and 793 (Action Research – Three Course Series).

Major Accomplishments

- Each term (12 weeks) graduate students produce an original work (literature review) that demonstrates ability to analyze and synthesize major ideas and principles and produce a graduate level culminating product as their master thesis.
- Redesigned Action Research Course Curriculum from eCollege to CANVAS in 2017.

The George Washington University, Washington DC, 2009-2010

Director of Training and Professional Development and Adjunct Instructor (GSEHD)

Responsibilities included leadership role as the primary learning consultant providing focused learning experiences to management and employees of all levels with customized and targeted programs to address organizational and performance improvement needs. This includes development, management, and delivery of curriculum addressing employee professional development for the division of Development and Alumni Relations consisting of over 200 employees with an existing endowment of over \$1.1B in preparation for a multi-year billion-dollar capital campaign. Instructor in Graduate School of Education and Human Development (GSEHD) courses included Institutional Advancement and Women in Higher Education. Served as methodologist on numerous doctoral dissertations.

Major Accomplishments

- Designed and implemented the Division's professional development needs assessment to determine the areas of strength and gap analysis for performance improvement
- Led the Division's Performance Evaluations Process (Goals/Metrics/Evaluations)
- Established and convened a division-wide strategic planning (IDEA) Advisory Team
- Led the development and implement of curriculum that includes such program as orientation, role play, field officer forums, planning retreats, and all-staff sessions
- Designed the Division's Leadership Academy Initiative
- Created, designed and implemented the Young Professionals in Philanthropy program
- Led the Division's *Recognizing Employee Success* taskforce
- Led the *Sustainability* Initiative within the division
- Presidential Innovation Task Force Steering committee member

The University of West Florida, Pensacola and Fort Walton Beach, FL, 1997-2008

Through a series of rapid promotions, held numerous administrative positions of increasing responsibility, scope, and authority across academic and administrative divisions with joint faculty appointments in multiple colleges. Major assignments and accomplishments include:

Director, Human Performance Technology and Director, University-Community Engagement
Responsibilities included: Joint faculty and administrative appointment that included design of the methodology for and conducting of community listening sessions and survey research (market assessment) to define UWF's downtown Executive Education Center. Planned programmatic and geographic growth strategies to design infrastructure (technology, facilities,

security, funding) requirements for an urban downtown campus offering credit courses, executive and professional continuing education programs, and professional programs as part of a \$70 million public/private partnership development.

Major Accomplishments

- Developed partnerships with key constituencies (e.g., Chambers of Commerce, Community Colleges, Workforce Development Boards, United Way, and other community and educational partners) across the panhandle of Northwest Florida to promote talent development and identify pipeline issues with K-12, career academies, and community colleges (specifically with Pensacola Community College, Okaloosa-Walton Community College, Panama City Community College, Chipola Community College) for preparing students to enter careers, especially in STEM-related disciplines.
- Led UWF's process for the Carnegie Classification as an Engaged Campus that describes the collaboration between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity from institutional, curricular and outreach activities.
- Developed curriculum and taught courses online (in asynchronous and synchronous modes) related to Human Performance Technology (Performance Consulting, Evaluation for the MSA Professional, and Human Performance Technology Tools) in Desire2Learn (online platform) and Elluminate Live!

Interim Director of Research and Sponsored Programs (Pensacola Main Campus)

Responsibilities included: Manage a \$16.6 million revenue operation of federal/state/local grants and contracts, with operational budget over \$1.2 million, supervise operations staff of twelve in pre- and post-award functions, and assist with federal and state lobbying efforts. Oversaw compliance, intellectual property policy, institutional review board, and pre- and post-award grants management.

Major Accomplishments

- Created the new strategic vision for UWF Research and Sponsored Programs operation
- Redesigned the workflow of operation to improve efficiencies and streamline processes
- Led implementation and oversight of UWF's revised intellectual property process (disclosures and decisions regarding licensures, patents, copyrights, trademarks, etc.) and royalty income distribution, conflict of interest policies, export control, institutional review board (IRB), animal care and use committee (ACUC), faculty and staff research incentive programs, campus wide grant writing training, federal facilities and administration (F&A) rate negotiations, liaison with external research partners
- Significantly increased revenue while decreasing expenses.

Assistant to the Associate Vice President for Research (Pensacola Main Campus)

Responsibilities included: Provided guidance to faculty, chairs, and deans on research activities and served as a regional liaison to workforce, economic development, and military groups.

Major Accomplishments

- Led the creation and implementation of an overall strategic set of research initiatives and redesigned efforts in research and outreach

Interim Director for Extended Credit Instruction (Fort Walton Beach Branch Campus)

Responsibilities Managed programs and services on all joint use campuses (with Okaloosa Walton Community College [now called Northwest Florida College]), military educational facilities (NAS Pensacola, Whiting Field, Hurlburt AFB, and Eglin AFB), and academic partners (Chipola College) across Northwest Florida

Major Accomplishments

- Successfully led the Fort Walton Beach initiatives for regional economic development, military, workforce, and civic organizations
- Significantly improved community engagement activities for UWF's educational, research, and outreach programs
- Developed UWF federal agenda for Fort Walton Beach Campus

Associate Director of the Haas Center for Business Research and Economic Development (Fort Walton Beach Branch Campus)

Responsibilities Manage the FWB operation, its budget and supervise five Center staff.

Major Accomplishments

- Obtained over \$1 million in federal, state, and local funding for projects on economic forecasting, business and industry trends, market research, business expansion, tourism, and real estate development focusing primarily on the sixteen county Northwest Florida region.
- Research study conducted to document best practices for the State of Florida's Agency for Workforce Innovation 1st Jobs Institute. The focus was targeted at at-risk youths and first-time employment seekers.

American Council on Education Fellow

**(Host Institution: Spring Hill College, Mobile, AL; Home Institution: University of West Florida)
(2004 to 2005)**

Primary Mentor: Fr. Gregory Lucey, S.J. (President)

Secondary Mentors: Dr. Noreen Carrocci (Provost) and Dr. Charmane May (Executive Vice President)

Okaloosa Walton Community College (FL), Instructor, 1997-1999

- Provided instruction in computer and technology courses in continuing education and adult learner classes.

Okaloosa County Elections Office (FL), Assistant Supervisor of Elections, 1993-1997

- Responsible for operations of a multiple-site organization which included direct line supervisor, human resources, computerized voter registrations/records for more than 100,000 registered voters, statistical analysis, finance, budget, compensation planning, logistics planning and staffing, payroll, and purchasing
- Led technology-related activities, including strategy, design, procurement, implementation, testing, maintenance, and support of daily computing in multiple locations, application development, WAN & LAN (Novell) networking, telecommunications, Internet, election tabulation and results reporting

- Implemented multi-location image/network/database systems for voter registration
- Human resource responsibilities included selection, placement, training and development, job reclassification, job descriptions and performance appraisals, mentoring, discipline, sexual harassment and ADA training, termination, benefits, workers' compensation, insurance committee member and computer security
- Charter member of the Okaloosa County Technology Committee.

Pensacola Junior College (FL), Instructor, 1993-1994

- Led curriculum design and instruction in computer and technology courses in continuing education and adult learner classes.

International Business Machines (IBM) (Washington, DC and Pensacola, FL), Client Specialist and Marketing Executive, 1977-1993

- Held, through a series of rapid promotions, increasingly responsible positions in Marketing and Systems Engineering with a special emphasis in state, local, and federal government, health and higher education clients
- Responsibilities included marketing and systems engineering, business planning information, market research, proposals (RFP's), installation and training, job analysis and design, testing, security, Total Quality Management (TQM), and recommendations regarding technologies
- Developed and implemented strategies in areas of human resource systems, client/server technologies, administrative and academic networks/systems, telecommunications, imaging, database, distance learning, and expert systems □ Clients included:
 - Washington, DC area: NASA, FBI, Department of Commerce, Health Education & Welfare, Georgetown University, Northern Virginia Community College, and more than thirty (30) health care providers and hospitals.
 - Southern States: Healthcare specialist covering hospitals and medical schools across FL, AL, GA, MS, and TN.
 - Pensacola area: State of Florida, local government entities (e.g., Counties of Escambia, Santa Rosa, Okaloosa, and Walton), the University of West Florida, Pensacola Junior College, and Okaloosa-Walton Community College.

AWARDS

UMGC – Outstanding Adjunct Faculty Award 2021–2022

UMGC – Outstanding Adjunct Faculty Award 2020-2021

UMGC – Outstanding Adjunct Faculty Award 2019-2020

Paul Harris Fellow (2008 and 2011)

University of West Florida Million Dollar Club, Research and Sponsored Programs Inducted (2006)

Academic Achievement Scholarships awards in 1998 (\$500) and 1999 (\$350) from the University of West Florida, College of Education.

Awarded seven (7) IBM 100% Club-Recognition Awards

Awarded numerous IBM merit and achievement awards (1977-1993)

GRANTS and CONTRACTS (Principal Investigator unless otherwise noted)

Principal Consultant, University of Wisconsin – Parkside –Leadership Development and Review of the UW Parkside Advancement Division – (2013)

Principal Investigator on study “Pediatric HealthCare IT” for the Pennsylvania’s eHealth Initiative (2013)

Principal Investigator on research design “Consumer Education and Awareness Survey” for the Commonwealth of Pennsylvania’s eHealth Collaborative (May - June 2012)

Principal Consultant Engaged as Executive Director for the Pennsylvania e-Health Initiative (PAeHI), a 501(C) 3 collaborative “think-tank” focused on using information technology to improve healthcare quality, efficiency, and safety. (2010-2014)

Principal Consultant, University of Wisconsin – Parkside –Process Mapping and Implementation Review of the UW Parkside Advancement Division – (2011-2012)

Principal Consultant, University of Wisconsin – Parkside –An Operational Review of the UW Parkside Advancement Division – (2010-2011).

Co-Principal Investigator, Evaluation Services for NETPDTC (subcontractor for time and material) with General Dynamics Information Technology as prime contractor (2007-2008) Awarded August 2008

Co-Principal Investigator, Next Generation Learning Community (CAIC), Ford Foundation (2007-2008) (\$20,000) with the Greater Pensacola Bay Area Chamber of Commerce

Co-Principal Investigator, Women’s Payday: Got Equity? 2006-2007 Campus Action Project, Planning for an Economically Secure future (\$5,000) with Dr. Deborah Ford

Co-Principal Investigator, Research and Measurement for Baptist Leadership Institute 2005-2006 (\$55,800), with Dr. Sherry Schneider

Co-Principal Investigator, Eglin AFB Range Expansion Grant, Okaloosa County and Enterprise Florida, Inc., 2004-2005 (\$350,000) with Dr. Wilbur Hugli

Co-Principal Investigator, State of Florida Military Impact Study, Enterprise Florida, Inc., 2003 (\$250,000) with Dr. Richard Harper

Co-Principal Investigator, Virtual Business Accelerator, U.S. Small Business Administration (SBA) Grant Award, 2003 (\$1,000,000) with Dr. Richard Harper

Co-Principal Investigator, Northwest Florida Comprehensive Assessment, Defense Infrastructure, 2003 (\$75,000) with Dr. Wilbur Hugli

Co-Principal Investigator, Greenway Project, Northwest Florida Assessment of Eglin Range Capabilities, 2003 (\$250,000) with Dr. Klaus Meyer-Arendt

Regional Labor Market Study Grant for Workforce Escarosa and the Pensacola Chamber of Commerce, Region 1, Escambia and Santa Rosa Counties, FL 2003 (\$75,000)

Co-Principal Investigator, Opportunity Florida, Community Assessment and Action Plan for High Technology Industry Recruitment and Development, 2001 (\$23,000) with Guy Livingston

1st Jobs Institute Grant, Agency for Workforce Innovation, State of Florida. 2001-2001 (\$200,000)
Attitude Awareness Study Grant for the Walton County Tourist Development Council, 2000 (\$44,000)

Economic Impact of Tourism for Walton County, Tourist Development Council, Walton Chamber of Commerce, and Economic Development Council of Walton County, 2000-2003 (\$40,000)

Co-Principal Investigator, Economic Impact of the Military, Defense Community Grant for Okaloosa County Economic Development Council, 2000 (\$30,000) with Dr. Richard Harper

RESTART Defense Community Grant for Okaloosa County Economic Development Council (\$44,000)

Regional Labor Market Study Grant for Workforce Development Board, Region 2, Okaloosa and Walton Counties, FL 2000 (\$27,000)

- Co-Principal Investigator, Evaluation grant of the TOOLS 2000 program, Okaloosa County School District, Fort Walton Beach, FL with Dr. G. Michael Barry, Sept. 1998 – May 1999 (\$3,000)
- Co-Principal Investigator, Research Grant for “e-research” -- Providing Internet links for Research, The University of West Florida with Dr. G. Michael Barry, 1998 (\$1,050)
- Co-Principal Investigator, Evaluation grant for the PACT program, Warrington, Brownsville Middle Schools and Weis and Warrington Elementary Schools, Escambia County, FL with Dr. G. Michael Barry, November 1997- May 1998 (\$3,000)

PUBLICATIONS and RESEARCH REPORTS

- Hendrickson, K. & Cavanaugh, C.K. (2021), Co-Author & Editor, *How the Role of Coaching is Impacting Higher Education*. ICF Raleigh Chapter Paper and Presentation.
[https://icfraleigh.org/resources/Documents/Coaching%20In%20Higher%20%20Education%20\(2\).pdf](https://icfraleigh.org/resources/Documents/Coaching%20In%20Higher%20%20Education%20(2).pdf)
- Cavanaugh, C.K. (2021). Consulting Editor, The COVID-19 Crisis and Racial Justice and Equity: Addressing the Twin Pandemics. *Journal of Higher Education Management*, Volume 36(1). (March 2021, Publication) ISSN 2640-7515.
https://issuu.com/aaua10/docs/twin_pandemics.
- Cavanaugh, C. K. (2020). Special Editor, Women’s Leadership In Higher Education. *Journal of Higher Education Management*, Volume 35 N1 (March 2020, Publication). ISSN 2640-7515.
https://issuu.com/aaua10/docs/final_jhem_35_1_2020 .
- Cavanaugh, C. K. (2020). *The Arc of Women Academic Leadership: A Survey of Women University Presidents through the Lens of Awareness, Vision, Intentionality, Impact, Joy, and Legacy*. *Journal of Higher Education Management*.35(1). pp 4-12.
https://issuu.com/aaua10/docs/final_jhem_35_1_2020
- Cavanaugh, J. C., & Cavanaugh, C. K. (2020). *Understanding Polarization Through a Cognitive-Developmental Lens*. Chapter to appear in J. D. Sinnott & J. S. Rabin (Eds.), *The psychology of political behavior in a time of change*. New York: Springer.
- Cavanaugh, C. K. & Cavanaugh, J. C. (2018). *The Importance of Executive Coaching for Academic Administrators*. *Journal of Higher Education Management*. 33(1).
http://www.aaua.org/journals/pdfs/JHEM_2018_33-1.pdf#page=28.
- Ford, D., & Cavanaugh, C. K. (2017). *Reflections from Women University Presidents on the Joys of Leadership and the Challenges of the Academic Pipeline*. *Journal of Higher Education Management*. 32(1) pp 14-27, http://www.aaua.org/journals/pdfs/JHEM_32-1_2017_FINAL.pdf#page=20.
- Sandeen, C., Cavanaugh, C. K., and Ford, D., (2017). *Leadership Challenges for Women College and University Presidents: Personal Perspectives from Women Making a Difference: Inclusive Leadership in Higher Education*. In P. Blessinger, & L. Stefani (Eds.), *Inclusive Leadership in Higher Education: International Perspectives and Approaches*. 2017. New York, NY: Taylor & Francis Group.
- Cavanaugh, J.C., & Cavanaugh, C.K. (2017). It’s Not About “Coddling” – It’s About Learning. *Inside Higher Ed*, in press. Washington, DC. Retrieved from
<https://www.insidehighered.com/views/2017/05/11/colleges-arent-coddling-students-teaching-them-how-handle-disagreeable-situations>

- Cavanaugh, J.C., & Cavanaugh, C.K. (2016). *Election 2016: A teachable moment for higher education*. Retrieved from <http://www.educationdive.com/news/election-2016-a-teachable-moment-for-postsecondary-education/430139/>.
- Cavanaugh, C.K., Fox, S.J., Gillespie W., Goss, A. Torres, R., "Privacy and Security Update for Pennsylvania" (2014) Research Report State of Pennsylvania
- Cavanaugh, C.K. *Pediatric HealthCare IT*, Pennsylvania eHealth Initiative White Paper. (2013-14)
- Cavanaugh, C.K., Gillespie W., & Brown, C.H. (2011). Financing Research and Framework Development for an HIE: Can HIE's Really Achieve Financial Sustainability? *Journal of Healthcare Information Management* (summer 2011 edition)
- Cavanaugh, J.C., & Cavanaugh, C.K. (2010). *Aging in America* (co-editor 3-volumes). Westport, CT: Praeger.
- Cavanaugh, C.K. (2008). Helping Overcome Poverty through Education: Using Career Academies as an Educational Strategy, *Forum on Public Policy: A Journal of the Oxford Round Table*.
- Cavanaugh, J. C., & Cavanaugh, C. K. (2006). Viewpoint: Franchising higher education. *The Chronicle of Higher Education*. April 21, B20.
- McCouston, V., Wooldridge, B. R., & Pierce, C. K. (2004). Leading today's diverse workforce: Profit, prospects & progress. *Leadership & Organization Development Journal*, 25, 73-92.
- Pierce, C. K. (2003). *Regional Labor Market Study* (Workforce Escarosa and the Pensacola Chamber of Commerce, Region 1, Escambia and Santa Rosa Counties, FL). Pensacola, FL: University of West Florida Haas Center for Business Research and Economic Development.
- Pierce, C. K. & Spence, R. (2003). Growing your own workforce. *Florida HR Review*.
- Pierce, C. K., & Spence, R. (2002). *1st Jobs Institute Report*. Pensacola, FL: University of West Florida Haas Center for Business Research and Economic Development.
- Pierce, C. K., (2001, March). *Regional Labor Market Study* (Okaloosa and Walton County Workforce Development Board) Pensacola, FL: University of West Florida Haas Center for Business Research and Economic Development.
- Pierce, C. K. (2001, January). *RESTART: Retired and separated targeted transition study* (Economic Development Council of Okaloosa County). Pensacola, FL: University of West Florida Haas Center for Business Research and Economic Development.
- Pierce, C. K. (2000, March). *Career Technical High School Study Report* (Okaloosa County School District). Pensacola, FL: University of West Florida Haas Center for Business Research and Economic Development.

PROFESSIONAL PRESENTATIONS

- Cavanaugh, C. K. (2022, March 18), HTI Latinas in Leadership – Pearls and Question on Academic Leadership, Princeton, NJ (conducted Online)
- Cavanaugh, C. K. (2022, March), ACE Annual Meeting – Council of Fellows Panel on the Executive Search Process, San Diego, CA.
- Cavanaugh, C. K., (2019, June) The Do's and Don'ts of Search: Expert Advice and Insights from Search Consultants Panel Discussion at the American Association of University Administrators (AAUA) Summer Annual Meeting, Detroit Michigan.
- Cavanaugh, C.K. (2019, Mar and 2018 Aug) Foreign Service Institute, Presentation on transitioning career service officers into consulting careers. Arlington, VA.

- Cavanaugh, C. K. & Cavanaugh, J. C. (2018, July), Panel and Video Interviews on “Social Isolation in Aging” Foggy Bottom, West End Village, Washington, DC.
- Cavanaugh, C.K., Lee, K.M., & Neuner, J. (2018, June), Pre-seminar Workshop for American Association of University Administrators, “Ethics Case Study Writing Workshop.” Philadelphia, PA.
- Cavanaugh, C.K. & Cavanaugh, J.C. (2017, June), Leadership Seminar of the American Association of University Administrators, “Are You Ready for Executive Coaching? Demystifying the New Professional Development Tool for Leaders and Administrators”. New Orleans, LA
- Cavanaugh, C. K., Ford, D., Leland, C., & Cooper, M. B., (2017, June), Advancing Women in Leadership: Cultivating Our Whole Selves, WLAG’s 3rd Biennial Conference, “Women of Influence, Women of Vision: What is our legacy, our impact, and our future?” Omega Institute, Rhinebeck, NY.
- Cavanaugh, C.K., & Lee, M. K., (2017), Student Engagement and Feedback: Using Executive Coaching Techniques. UMUC Faculty Development Conference, Feb. 1, 2017.
- Cavanaugh, C.K. (2016, Oct) Foreign Service Institute, Presentation on transitioning career service officers into consulting careers. Arlington, VA.
- Cavanaugh, C.K. (2016, June) National Center for Institutional Diversity, University of Michigan National Leadership Academy Presentation “Women Leader Voices” Ann Arbor, MI
- Cavanaugh, C.K. (2015, Aug) ACE Fellows Opening Retreat “Benchmark’s 360 and Professional Development Planning, Detroit, MI
- Cavanaugh, C.K. (2015, June) National Center for Institutional Diversity, University of Michigan National Leadership Academy Presentation “Diversity and The Academic Culture” Ann Arbor, MI
- Cavanaugh, C.K. (2015, July) AASCU/Penson Summer Meeting “What Do Leaders Need to Know about Coaching?” Denver, CO
- Cavanaugh, C.K. & Cavanaugh, J.C., (2014, March) ACE Annual Meeting “Presidential Partners: Tips and Strategies to Communicate in the Real World.” San Diego, CA
- Cavanaugh, C.K. (2013, Sept) WAHE Annual Conference “*Secret Thoughts of Successful Women*” Washington, DC
- Cavanaugh, C.K. (2013, April) “Pediatric HealthCare IT” Poster Presentation, 6th Annual Mid-Atlantic Healthcare Informatics Symposium, Philadelphia PA
- Cavanaugh, C.K. (2012, Sept) WAHE Annual Conference “*A Women’s Journey in Leadership: The Professional and Personal Paths We Choose*” Washington, DC
- Cavanaugh, C.K. (2012, May) PHIMA Annual Conference “*HealthCare IT Activities and Initiatives across the Commonwealth*” State College, PA
- Cavanaugh, C.K. (2012, April) TechQuest Conference Presentation “*Senate Bill 8 and the Impact regarding Health Information Exchanges across the Commonwealth*” Harrisburg, PA
- Cavanaugh, C.K. (2012, March) Crossing the Infrastructure & HITECH Meaningful Divide: Crossing Traditional Boundaries Conference “*Connecting the Last Mile (Urban and Rural HealthCare)*” Valley Forge, PA
- Cavanaugh, C.K. (2012, March) Spring CPHIMA Educational Conference “*Health Information Exchange Activities and other HealthCare IT Initiatives across the Commonwealth*” Mechanicsburg, PA
- Cavanaugh, C. K., Gillespie, W., & Brown, C.H. (2011, Nov.). Midwest HIMSS Conference “*Financing Research and Framework Development for an HIE: Can HIE’s Really Achieve Financial Sustainability?*” Presentation of research on conducted by PAeHI 2010-1011. Indianapolis, IN.

- Cavanaugh, C. K., & Gillespie, W. (2011, Sept). Bones of PA, Cardiologist Regional Conference “Health Information Exchanges across PA” Lancaster, PA.
- Cavanaugh, C. K., Gillespie, W. & Brown, C.H. (2011, July). HITECH Answers Webinar. “*Financing Research and Framework Development for an HIE: Can HIE’s Really Achieve Financial Sustainability?*” Presentation of research on conducted by PAeHI 2010-1011. <http://www.onlineprnews.com/news/152851-1310047755-hitech-answers-announceselearning-session-focusing-on-health-information-exchange-hie-initiatives.html>.
- Cavanaugh, C.K. (2011, May). North Carolina Healthcare Information and Communications Alliance (NCHICA) 7th Academic Medical Center Conference – Compliance/Governance Track. “HIE-LITE: Evolving Role of AMCs in Health Information Exchange” panel discussion regarding research conducted by PAeHI 2010-1011. Chapel Hill, NC.
- Cavanaugh, C. K. (2011, Feb.) Council for Advancement and Support of Education - CASE) Leadership *Development: Considering the ACE Fellowship*. Regional Conference, Baltimore, MD.
- Cavanaugh, C. K. (2010, Sept). Diversity Summit—Moving from Tolerance to Appreciation, *Gender in the Workplace – Telling or Sharing?* Workshops for the Montgomery Area Chamber of Commerce, Montgomery, AL.
- Cavanaugh, C. K. (2010, Feb). George Washington University ESRI 2010, *Faculty Discussant: Doctoral Research Paper by Marsha McLean: Analyzing the Relationship of Geographic Mobility and Institutional Prestige to Career Advancement of Women in Academic Medicine Pursuing Midcareer-, Senior-, or Executive-Level Administrative Positions: Implication for Career Strategies*, Washington, DC.
- Cavanaugh, C. K., & Rulnick, A. (2010, February). Council for Advancement and Support of Education *Seeding the Future: How to Grow and Keep Creative and Energized Talent in Alumni Relations through Professional Development and Leadership Opportunities*, CASE Regional Conference, Philadelphia PA.
- Cavanaugh, C. K., (2010, January). *The Presidency and the Spousal/Partner Role*, Academic Leadership for the 21st Century Program, American Association of State Colleges and Universities (AASCU) and the Council of Independent Colleges (CIC).
- Cavanaugh, C. K., (2009, November). *Managing Careers and Work/Life Balance Issues*. American Association of State Colleges and Universities (AASCU Fall Conference) San Antonio, TX.
- Cavanaugh, C. K., Ford, D., & Howley, K. (2009, July). *Great Expectations: How Learning Outcomes Measures Will Impact Student Expectations*. Society for College and University Planning (SCUP44), Portland OR.
- Cavanaugh, C.K. (2008, August). *Recruiting Talent*. Possibilities through Partnerships Workforce Conference, Pensacola, FL.
- Cavanaugh, C.K. (2008, July). *HOPE: Helping overcome poverty through education*. Oxford Roundtable, Oxford University, Oxford, England.
- Cavanaugh, C.K. (2007, December). *Developing a Talented Workforce*. Leadership Pensacola, Pensacola, FL.
- Cavanaugh, C.K. (2007, November). *Emerging leaders: The people factor*. Gulf Coast Young Professionals, Destin, FL.
- Cavanaugh, C.K. (2007, October). *Human performance technology*. IT Gulf Coast, Pensacola, FL.
- Cavanaugh, C.K. (2007, August). *Workforce: The next generation*. Pensacola Young Professionals, Pensacola, FL.
- Cavanaugh, C.K. (2006, December). *Workforce Issues 2007*. Leadership Pensacola, Pensacola, FL.

- Cavanaugh, C.K. (2006, November). *Banner: Does It Work for You?* National Council of University Research Administrators (NCURA), Washington, DC.
- Cavanaugh, C.K. (2006, August). *Beyond the Bench: Building a strong sponsored program in a non-doctoral research-intensive environment.* National Council of University Research Administrators (NCURA), Portland OR.
- Cavanaugh, C. K., Morrobel-Sosa, A., Middaugh, M., & Cavanaugh, J. C. (2006, July). *The demise of the traditional academic degree?* Campus of the Future (Joint meeting of the Society for College and University Planning, the National Association of College and University Budget Officers, and APPA), Honolulu.
- Cavanaugh, C. K. (2006, June). *Workforce Summit Panel Discussion.* Workforce and Higher Education Conference, Sandestin FL.
- Cavanaugh, J. C., White, H. M., Dieckmann, M., Pierce, C. K., & Pilcher, J. (2004, January). *Aligning the IT Plan, Budgets, Program Delivery and University Strategic Plan: How to Make It Work.* Paper presented at the Annual Meeting of the National Learning Infrastructure Initiative (EDUCAUSE), San Diego, CA.
- Pierce, C. K. (2003, October). *1st Jobs Institute.* TeCMEN Works for Florida's 4th Annual Workforce Summit, Orlando, FL.
- Pierce, C. K. (2003, October). *Workforce Development Meets Economic Development.* TeCMEN Works for Florida's 4th Annual Workforce Summit, Orlando, FL.
- Pierce, C. K. (2003, September). *Northwest Florida's Green Infrastructure Planning and Development.* 1000 Friends of Florida Planning for Positive Conservation and Economic Outcomes in the Florida Panhandle Meeting, Panama City, FL.
- Pierce, C. K. (2000, October). *Developing curriculum and instructing older adults about technology.* Panelist for AARP Web-based simulcast for the International "Global Learning Day." Broadcast originated from Washington, DC.
- Pierce, C. K. (2000, April). *Learner Analysis Variables as Components of Collaborative Learning in Post-Secondary Web-Based (Distance) Learning.* American Education Research Association (AERA), New Orleans.
- Pierce, C.K. (2000, February). *Collaborative learning in a web-based environment: Development of web-based instruction entitled "How to be a Student at a Distance."* Technology and All that Jazz Conference, Pensacola, FL.
- Harper, R. & Smith, C.K. (1999). *I-10 technology corridor study.* Economic Development Council of Okaloosa County, Fort Walton Beach, FL.
- Smith, C. K. (1999, October). *Developing curriculum and instructing older adults about technology.* Panelist for AARP Web-based simulcast for the International "Global Learning Day." Broadcast originated from Washington, DC.
- Smith, C. K. (1999, February). *"e-research at UWF."* Technology and All that Jazz Conference, Pensacola, FL, February.
- Smith, C. K., (1999, January). *"e-research."* Southeastern Conference for Public Administration, Pensacola Beach FL.
- Smith C.K. & Barlar, A.D. (1998, November). *Electronic Repository and Dissemination Internet Website for UWF Senior Center for Lifelong Learning.* Computers on Campus conference, Columbia, SC.

Schultz M., Schultz J., & Smith, C.K. (1996, November). *Measuring students' attitudes toward educational delivery systems*. Southern Management Association/Southern Division of the Academy of Management, New Orleans.

RESEARCH AND EVALUATION ACTIVITIES (see also accomplishments in administrative positions)

Co-Principal Investigator (with Chancellor Deborah Ford) on *Women's Voices on Influence and Vision Survey for Women Presidents and Chancellors* (2013-present). Funding supported by Johnson Foundation, Wingspread, Racine WI.

For more information regarding Legacy Conference conducted November 2014

<https://event.johnsonfdn.org/profile/web/index.cfm?PKwebID=0x19742187b&varPage=info>

Principal Investigator on study *Pediatric HealthCare IT Issues across the Commonwealth* for the Pennsylvania's eHealth Initiative (2013)

Principal Investigator for *Consumer Education and Outreach Survey* – research design for the PA eHealth Collaborative, Harrisburg PA (2012).

ACE Fellows “COF Members Survey” (2011-2012). Washington DC.

ACE Fellows “Peer-to-Peer Initiative” survey research (2010-2011). Washington DC.

United Way of the Capital Region, Harrisburg PA -- Chair of “Focus Care Councils Revitalization” assessment research project, a nine-month study. Harrisburg, PA (2010-2011).

American Association of University Women Foundation (AAUW) (2009-2010-2011-2012) Evaluator for the Community Outreach Grants awarding over \$250,000 in annual funding. Washington DC.

Council for Advancement and Support of Education (CASE) Evaluation of Proposals and Awards, CASE Regional Conference, Philadelphia, PA Feb 2010

Survey Research Design and Analysis for University of West Florida's Strategic Planning for 2007-2012. Florida, (2006-2008)

Principal Investigator for *National ACE Fellows Survey on Value and Impact between 1967 to 2006*. Washington DC (2006-07)

Principal Investigator on Northwest Florida Comprehensive Assessment – an Enterprise Florida joint project with Eglin AFB, ARINC and UWF to assess the geographic spatial data (GIS) requirements and planning organization structures across Northwest Florida (\$75K). (2004-2006)

Principal Investigator on Greenway project – an Enterprise Florida joint project with Eglin AFB 46th test range, The Nature Conservancy and UWF to protect and preserve land and land acquisition across Northwest Florida (\$250K with additional \$500K for FY 2004 and proposal for \$1M for FY 05). (2004-2006)

Virtual Business Accelerator—SBA grant to develop online courses for remote small business clients \$1M. (2003)

Regional Labor Market Study Grant for Workforce Escarosa and the Pensacola Chamber of Commerce, Region 1, Escambia and Santa Rosa Counties, FL. (2003)

Research study conducted to document best practices for the State of Florida's Agency for Workforce Innovation 1st Jobs Institute. The focus is targeted at at-risk youths and first-time employment seekers. (2001-2002)

Customer Service and Sales Skills Standards consultant/evaluator for the establishment of National Skills Standards Board, Sales and Service Voluntary Partnership. (2001)

Quality Examiner (Baldrige Assessment) for Workforce Excellence Network, Department of Labor, Costa Mesa. (2000 –2001)

- Research study conducted for the Okaloosa County Economic Development Council entitled *Retired and Separated Targeted Transition (RESTART)*. This study includes primary data collection using focus groups and analysis of secondary data sources to analyze community business and retired military personnel in the study of current and future projected labor pools resulting from government personnel that separate or retire from local installations. The purpose is to understand this unique segment of the population and to focus job matching to targeted occupations and industries for economic development purposes. (2000-2001)
- Research study conducted for the Workforce Development Board Region 2 for a *Regional Labor Market Study*. This study includes two specially designed survey instruments and use of qualitative methods to analyze community business and household perspectives on productivity, absenteeism, skills, turnover, availability of workforce, and underemployment issues. (2000-2001)
- Research for *Learner Analysis Variables as Components of Collaborative Learning in Post-Secondary Web-Based (Distance) Learning*. (1998-1999)
- Research for *Collaborative learning in a web-based environment: Development of web-based instruction entitled "How to be a Student at a Distance"* (1999)
- Research study analyzing national corporations to investigate productivity and satisfaction issues related to corporate relocations. (1999)
- Research study conducted for the Okaloosa County School District to investigate the feasibility of a career-technical high school. This study includes two specially designed attitudinal survey instruments and use of qualitative methods to analyze community business and family perspectives. (1999)
- Dissertation "Learner Analysis Variables as Components of Collaborative learning in Post-Secondary Web-Based (Distance) Learning," Dr. P. Northrup, Chair. (1998 – 1999)
- Evaluation design for grant submission on *Implementing Technology at Brown Barge Middle School* with Dr. G. Michael Barry, (1999)
- Research and evaluation relating to the Economic Impact of the "Northwest Florida High-Technology Corridor Initiative." Provide consulting services to design, research, survey, interview, analyze and evaluate the high technology innovations and activities in Northwest Florida for the University of West Florida, with Dr. Rick Harper. (1998 – 1999)
- Research, literature review and consulting to the White River Institute, Vail CO and Applied Knowledge Group, Reston VA in "Humanizing the Virtual Workplace" to study virtual teams and collaborative teamwork. (1998-1999)
- Evaluation of the TOOLS 2000 program, Okaloosa County School District, Fort Walton Beach, FL with Dr. G. Michael Barry. (1998-1999)
- Research & development of an *Electronic Repository and Dissemination Internet Website for UWF Senior Center for Life-Long Learning*, Fort Walton Beach Campus, with Dr. Dianne Barlar, of the University of West Florida. (1998)
- Evaluation of PACT (Positive Adolescence Choice Training) program, implemented at Warrington Middle, Brownsville Middle, Weis Elementary and Warrington Elementary Schools, Escambia County, FL with Dr. G. Michael Barry. (1997-1998)
- Research on "Technology Requirements for School Improvement Teams in Okaloosa County" as a virtual collaboration between the University of West Florida -- College of Education, Okaloosa County School District, IBM and Mainline Technologies (1997-1998)

Research and proposal with Dr. Dianne Barlar, of the University of West Florida, seeking funding from a private foundation for a “*Remote Virtual Distance Learning Facility*” at the Fort Walton Beach Campus of the University of West Florida (1997)
Research “*Demographics of Distance Learning Students at Okaloosa-Walton Community College.*”
Paper presented to Provost, Dr. David Goetsch for meeting of Board of Trustees. (1997)

TEACHING ACTIVITIES

Courses at *University of Maryland, Global Campus (UMGC)* (2014 - present)

Undergraduate Business Division – F2F and Online

BMGT 365 Organizational Leadership (Bolling AFB)

HRMN 300 Human Resource Management (online)

HRMN 302 Organizational Communications (online)

HRMN 400 HR MGMT: Issues & Problems (online)

HRMN 406 Employee Training & Development (online) *Curriculum Coordinator*

HRMN 408 Employment Law (online) *Curriculum Coordinator*

HRMN 486 Workplace Learning in Human Resources (online) *Internship Advisor*

HRMN 495 Contemporary Issues in HR Practice (online)

Courses at *Immaculata University, Immaculata, PA* (2014-present)

Doctoral Program, Education Division – Hybrid -- F2F and Online

HED 702 Methods of Research

HED 704 Qualitative Research Methods, (Course Redesign 2022)

HED 710 Higher Education Administration

HED 730 Ethics and Decision Making

HED 765 Independent Study – Grant Writing and Philanthropic Agencies

HED 765 Independent Study – Critical Synthesis of Literature & Scholarly Writing

HED 790 and 800 Dissertation Seminar

Courses at *Chaminade University of Honolulu, Honolulu, HI* (2012-2019)

Graduate Program, Education Division -- Online

EDUC 794 Culminating Capstone Experience – Master’s Thesis (graduate)

EDUC 703, 791 and 793 Action Research (three course series – graduate)

Courses at the *George Washington University, Washington DC* (2009-2010)

Graduate School of Education and Human Development (GSEHD)

Institutional Advancement (graduate)

Women in Higher Education (graduate)

Courses at the *University of West Florida FL* (1999-2008)

College of Arts & Science

Honors Seminar: Leadership (honors undergraduate)

College of Professional Studies

Applied Program Evaluation (doctoral)

Communicating Leadership (doctoral)

Performance Consulting (graduate)

Evaluation for the MSA Professional (graduate)

Human Performance Technology Tools (graduate)

Web-based Telecommunications Practicum III (undergraduate)

College of Business

Marketing Research (graduate and undergraduate)

Business Writing (undergraduate)

- Designed and administered online programs in multiple Learning Management System. Experienced includes Blackboard, D2L, Moodle, eCollege, LEO, and CANVAS

Additional Teaching Experience:

- Instructor at Pensacola Junior College, which included curriculum design and instruction in computer classes for continuing education and adult learner classes, 1993-1994.
- Instructor at Okaloosa Walton Community College, to developed curriculum and provided instruction in the Continuing Education/Adult Learners PRIMETIME program. Includes hands-on instructions in Introduction to Computers, The Internet and How to Buy a Computer. 1997-1999.
- Teaching assistant in Human Relations and Communications, Dr. Art Olson, UWF, spring semester 1998.
- Teaching assistant in Applied Program Evaluation, Dr. G. Michael Barry, fall, 1998 & summer, 1999.
- Develop and conduct a three-series workshops for University of West Florida – FWB entitled “Meeting the Computer for the First Time,” “What is the Internet” & “How to Buy a Computer,” fall, 1998.
- Develop and conduct a training seminar entitled “*Executive Effectiveness Skills*” for Certification in Executive Leadership Series III (City of Fort Walton) for the UWF Whitman Center, January 1999.
- Conduct multiple training seminars entitled “*Leadership and Motivation*” for Certification in Executive Leadership Series I (Okaloosa County supervisors) for the UWF Whitman Center, January 1999.
- Guest Lecturer for Dr. Bruce Neubauer, (ISM 6026) University of West Florida’s MBA program entitled “*Reengineering Corporate Culture*” February 1999.
- Facilitate UWF Distance Learning courses for UWF- College of Education, with Dr. Denise Dunn, Psychological Foundations, (Current Issues – 2-way Audio-Video/Vitel), spring semester, 1999.
- Facilitate UWF Distance Learning course for UWF – College of Education, with Dr. Karen Rasmussen, Professional Studies and Technology (IT Seminar – Web based), spring semester, 1999.
- Instructor in Web-based “Distance Learning” *Telecommunications Practicum III* for 56 undergraduate practicum students UWF – College of Education, for Dr. Karen Rasmussen, spring semester, 1999.
- Conduct multiple training seminars entitled “*Advanced Management Skills*” for Certification in Management Series II (Okaloosa County supervisors) for the UWF Whitman Center, May 1999.
- Instructor in *Applied Program Evaluation* (EDG 6286) for College of Professional Studies conducted at a distance utilizing WebCT and 2-way audio/video delivery system, spring/fall semesters, 2000.

- Instructor in *Communicating Leadership* (EDG 7217) for College of Professional Studies conducted utilizing WebCT at Eglin AFB, summer session, 2000.
- Internship sponsor (600 hours) for two masters-level students in Industrial Psychology and Organizational Development. Spring 2000.
- Instructor for Certification for the Society for Human Resource Management (SHRM) in Labor Relations and Management (Union Activities) at Troy State University, October 2000.
- Guest Lecturer for Marketing Fundamentals University of West Florida's program entitled "So you want a job, huh?" November 2001.
- Instructor for supervisory training program "Teambuilding for Supervisors" for UWF Continuing Education, 2006.
- Leadership in Higher Education, Guest Lecturer, West Chester University, November 2008.
- "On Leadership," an annual spring lecture series at Mansfield University, March 2009, April 2010, April 2011, and April 12, 2012

PROFESSIONAL, UNIVERSITY, AND COMMUNITY SERVICE (Selected)

Professional Organizations

- American Association of University Administrators (2016-present) Board Chair 2020 – 2022, President Elect, Vice President for Membership, Board Member, Appointed to Committee on Professional Ethics to revise Statement of Professional Ethics for Higher Education Administrators 2016-17, Awards Committee 2017-18-19-20.
- American Association of University Women (AAUW) (2007 – present), AAUW Foundation Program Evaluator for Community Outreach Grants 2009-12
- American Association of State Colleges and Universities (AASCU) (2004-2013) elected Chair of spouse/partner professional programs 2010-2012. Co-Chair of Spouse/Partner 50th Anniversary Committee, 2011.
- American Council of Education--ACE Fellow Program --Executive Board Member 2010-2015, Professional Development Committee Co-Chair 2012-15, 50th Planning Committee (PDC), member 2011-13, Outreach and Engagement Committee 2008-2011, ACE Fellow 2004-2005.
- American Council of Education – Office of Women in Higher Education -- Washington DC (WAHE) Chair 2015, Conference Committee Member (2009- 2014). Pennsylvania Chapter PA-ACE, Regional Vice President (2008 to 2010), Florida Office of Women in Higher Education (FLOWHE) State regional representative (2006 – 2008).
- American Society for Training and Development (ASTD) (National Member 2000-present) ASTD Emerald Coast Chapter (Founding Board Member, 2000-2005; Vice President for Strategic Planning, 2000; Vice President and President-Elect, 2001; President 2002)
- Council for Advancement and Support of Education (CASE) (2009-2013) Conference Track Chair for Communications and Marketing, years 2010 & 2011.
- Higher Education Group (HEG) Member since 2010, Washington DC.
- Hospital Information Management System Society (HIMSS) – Charter Board Member of the Central Pennsylvania HIMSS Chapter, VP for Communication and Web Communications, 2010-2012.
- International Coach Federation (ICF) (2014 to present)
- International Society for Performance Improvement (ISPI) (2007 – present)

- Phi Delta Kappa (PDK) (National Member 1997-present) Chapter 1419 - Choctawhatchee Bay, Florida (1997-2004; President 1999-2000; Scholarship Chair 2001; Research Chair 2002)
- Society for College and University Planning (2004-2012)
- Society for Human Resource Management (SHRM) (National Member 1994-present) Society for Human Resource Management, Emerald Coast Chapter (Member, 1994-2004; Accreditation Chair, 2001-2003)
- Vision 2020 Ambassador 2010 “American Conversation about Women and Leadership”, Drexel University College of Medicine, Institution for Women’s Health and Leadership.

Community Service

- The Foundation for Enhancing Communities, 2012-13 served as Chair of the Women’s Fund and 2010-12 member of the Mastermind and Grant Evaluation Committee, Harrisburg, PA (www.tfec.org).
- Rotary International (Harrisburg PA Member 2008 to present, Pensacola Five Flags FL Member 2005-2008, Fort Walton Beach, FL Member, 2001-2005). Paul Harris Fellow (2008 and 2011)
- United Way of the Capital Region, Harrisburg PA Member of Community Impact Committee (Taskforce on Admission and Retention project) 2008 - 2011. Chair of Focus Care Council Revitalization research project 2010-2011.
- HCA Twin Cities Hospital, Niceville, FL (Board of Directors, 2002-2008; Vice-Chair 2007-2008)
- Pensacola Bay Area Chamber of Commerce (Chair, Education and Workforce Committee 2007-2008).
- Coalition of Chambers of Commerce, Workforce Boards, and School Districts (Escambia, Santa Rosa, Okaloosa, and Walton Counties, FL), Gulf Power, Pensacola Junior College, *Okaloosa-Walton College, and University of West Florida Workforce Capacity Builders/Workforce Conversations for Northwest Florida (Facilitator, 2006-2008)*
- Chamber of Commerce, Fort Walton Beach (Member, 1993-2004)
- Chamber of Commerce, Walton County (Member, 2001-2004)
- Economic Development Council of Okaloosa County, FL (Board Member 2003-2004)
- Impact 100, Pensacola, FL (Member 2006-2008)
- Gulf Coast Kids House, Pensacola, FL (Board Member 2005-2008)
- United Way, Okaloosa County, FL (Board Member 2003-2004)
- Workforce Development Board of Okaloosa/Walton Counties, 1st Jobs, 1st Wage (Member 2000-2004)
- Pensacola Symphony (Co-Chair Annual Symphony Ball, 2006, 2007)
- Okaloosa County Commission on the Status of Women (Commissioner 2002-2005)
- League of Women Voters, Okaloosa County, FL (2001-2004)
- Emerald Coast Science Center, Fort Walton Beach, FL (Board Member 2003-2004)

University Service

- UMGC -- Redesign task force member (2017 – 2018) for the Doctor of Management in Community College Policy and Administration (DMCCPA) Curriculum
- Participant in the Middle States Commission Accreditation Review representing Adjuncts for Immaculata University (2014).

- Member of George Washington University Faculty Search Committees- GSEHD (2009-2010)
- Member of George Washington University HR-PACT (2009 to 2010)
- *LEAD* George Washington University (2009 to 2010)
- *Making Way for Excellence* University of West Florida (Member, Coordinating Committee 2005-2008; Chair, Measurement Team, 2005-2008)
- LEAD Program Advisor UWF (2007-2008)
- Facilitation Team for University of West Florida Strategic Plan (2006-2008)
- Co-Chair, Sponsored Research Advisory Committee (2006-2007)
- University of West Florida Research Foundation Board of Directors (Board Member, 2006-2007)
- Member of the University of West Florida's Provost Search Committee (2002-2004)
- Member of the University of West Florida's University Planning Council Information Technology Committee (2003)
- National Counselor for University of West Florida Alpha Sigma Lambda National Honor Society for Fort Walton Beach (2003)
- Task force member of the University of West Florida's Continuing and Distance Education Strategic Planning Committee (2003)
- Task force member of University of West Florida's SACS Enrollment Services Committee (2003)
- Task force member of the University of West Florida's SACS Planning and Evaluation Committee (2003)
- Task force member of the University of West Florida's Distance Learning Policy and Procedures Committee (1998-1999)

DOCTORAL CANDIDATES/DISSERTATIONS DIRECTED

- Currently serving at Immaculata University, PA on several doctoral dissertation committees in various capacities including chairing numerous dissertations, as the research methodologist, subject matter expert, and as external reader.
- Served at George Washington University, DC on doctoral dissertation committees in various capacities including as the research methodologist, subject matter expert, & external reader.
- At the University of West Florida, FL, co-chaired doctoral student's committees and served on three completed dissertations.

COMPLETED DOCTORAL STUDENTS:

Charity C. Adedokun, (2020), **English-as-a-Second Language Baccalaureate Prelicensure Nursing Students' Perception of Simulation Experiences**, Immaculata University, Defended March 2020. Committee Member, Methodologist.

Yaniv Aronson, (2019), **Female Student Persistence in STEM-Related Media-Technology College Programs**. Immaculata University, Defended Aug 2019. Chair.

- Lenora E. Armstrong, (2011) **Career Pathways of Athletic Directors: Considerations of the Impact of Diversity**. George Washington University, Defended August 31, 2011, Committee Member, Methodologist.
- Barbara Auris, (2017), **From English as a Second Language Composition to First-Year English Composition: The Perceived Transferability of Writing Skills of Second Language Students**. Immaculata University, Defended September 15, 2017, Committee Member and Chair.
- Eileen Eckhart-Strauch, (2019), **Understanding the Experience of Mental Health Counselors on College Campuses: A Phenomenological Study**. Immaculata University, Defended April 1, 2019, Committee Member and Chair.
- Patricia Ezike (2021), **The Lived Experiences of Minority BSN students and Factors of Determination to Persist in Nursing Programs, Graduate and Pass NCLEX-RN**. Immaculata University, Defended April 6, 2021, Committee member and Methodologist.
- Lorena del Carmen Shank, (2018), **International Doctoral Students and Time to Completion in Regard to Financial Mechanism**. George Washington University, DC 2018, Reader.
- Steve Wayne Gardner, (2005), **Analytic Hierarchy Analysis of Leadership Skills in Education as Rated by Selected Educators, Community Leaders, and Business Members in Northwest Florida**. University of West Florida, Defended January 24, 2003, Committee Member and Content Expert.
- Matthew Golden (2010), **An Investigation of Web-based Videos Utility in Cultivating Connectedness, Positive Morale, and Philanthropic Inclination Among 21st Century College Alumni**, George Washington University, Defended 2010, Committee Member and Content Expert.
- Meredith Hock-Oescher, (2017), **First-Generation White Males: Factors Related to their Persistence to Graduation in a Small, Faith-based Institution**. Immaculata University, Defended July 2017, Committee Member and Chair.
- Anthony Johnson, (2020), **Getting to College: The Role that Transportation Plays in Community College Students Persistence and Success**. Immaculata University, Defended March 2020, Chair.
- Katherine Kollar-Valovage, (2019), **Test Administrators' Perceptions of the Benefits, Challenges and Future of Online Proctoring in Test Administration**. Immaculata University, Defended April 1, 2019, Committee Member and Chair.
- Brian Maher (2005), **Cognitive Achievement, Student Satisfaction in Field Observation of Video Teleconferencing and Residence, Short Course Instruction in Military Education**. University of West Florida, Defended October 21, 2004, Committee Member and Content Expert.
- Mary March (2021) **Office of Disability Services Perception of Collaborative Partnership in Accommodation Implementation**. Immaculata University, Defended September 20, 2021, Chair.

Marsha R. McLean (2010), **Analyzing the Relationship of Geographic Mobility and Institutional Prestige to Career Advancement of Women Pursuing Mid-Career-, Senior-, or Executive Level Administrative Positions: Implication for Career Strategies**. George Washington University, Defended 2010, Committee Member and Content Expert.

Ruth Mensel, (2010), **The Hedwig van Ameringen Executive Leadership in Academic Medicine® Program for Women: An Explanatory Study Regarding its Development and Persistence**. George Washington University, Defended May 14, 2010, Reader.

Lynda Michaels (2018), **Making the Case: Fundraising and the Public University President**. From Immaculata University, Defended April 11, 2018, Committee Member and Chair.

Katina M. Moten, (2019), **In the Face of Stereotypes and Discrimination: A Phenomenological Study Examining the Experiences of Black Women Presidents during their Ascension to and Leadership in the College Presidency**. Immaculata University, Defended April 1, 2019, Committee Member and Content Expert.

Stacey L. Obi, (2019), **A Qualitative Phenomenological Study: Adult Learners and Their Motivation to Strive for Academic Success in an Undergraduate Accelerated Degree Program**. Immaculata University, Defended April 1, 2019, Chair.

Gloria Oikelome, (2016), **Pathway to the Presidency: The Perceived Impact of Race, Gender, and Other Identity Structures on the Journey Experiences of White and African American Women College Presidents**. Immaculata University, Defended Feb 8, 2016, Committee Member and Content Expert

Micaiah Smith-Morris, (2018) **Reconceptualizing the Role of the Chief Diversity Officer: Within Small, Private, Four-Year Colleges**. Immaculata University, Defended June 20, 2018, Chair

Judith Webb Ring, (2007), **Academic History and Prior FCAT Scores as Indicators of Potential Success on the Florida High School Exit Examination**, University of West Florida, Defended 2007, Committee Member and Content Expert.

Michael J. Verno (2018) **Community College Faculty Validation of Students: An Examination of Attitudes & Comparison**, Immaculata University, Defended Sep 2018, Committee & Methodologist.

Victoria Vetro (2020), **A Qualitative Exploration of First-Generation Students' Mattering and Persistence Experiences at a Suburban Community College**. Immaculata University, Defended November 2020. Chair.

Marie Wood, (2018), **Exploring faculty preparation for instruction in an undergraduate Interprofessional Education (IPE) classroom curriculum: A Mixed Methods Study**, Defended June 20, 2018, Chair.

DOCTORAL CANDIDATES

Sheena Dantzler, (2020-22), **Advancing African American Women in Higher Education Leadership.**
Immaculata University, Chair.

Maureen Rose (2019-22), **How Does Utilizing e-Portfolios Motivate Older Adult Students Toward
Higher Self-efficacy in Human Services Education.** Immaculata University, Chair.

REFERENCES - Available upon request.