SAMUEL WORKMAN, PH.D.

I am a political scientist working at the intersection of American politics, public policy, statistics, and data science. I research the bureaucracy, regulatory politics and policy, and how institutions and organizations search for, generate, and use information. My work typically emphasizes text-as-data, machine learning, and statistical modeling, especially classification, stochastic processes, and likelihood methods. Current academic projects examine congressional bureaucracies, the politics of numbers and measurement, the regulatory politics of education policy, and agenda-setting in food policy.

My teaching spans American politics, public policy, public administration, and research methods. My approach emphasizes an interactive classroom that brings research and data to bear in illustrating key concepts, theories, and characteristics of governing and policy systems. The goal is to help students the politics of these systems and reason through the tradeoffs and tensions inherent in governing systems, public policy, and within organizations.

I also provide statistical consulting in the private sector, specializing in the grocery floral category. My work focuses on data-driven decision-making and management, custom reporting, and data-informed programming. I am a contributor at *Towards Data Science*, where I write on practical applications of data science and statistics. I am also one of the founding Editors of *3Streams*. In addition to editorial duty, I write on rural politics and policy, including Appalachia's politics. My popular writing on data science and rural politics has received over 10k views.

Skills & Experience

- Policy research, data management, statistical analysis & modeling, presentation, reporting & data visualization, machine learning, storytelling with data
- Project Management, grant writing, team leadership & coordination, public speaking
- Market, sales, and inventory analysis, reporting, and visualization, data-driven decision-making and management
- Languages: $\mathbb{R}$, $\LaTeX$, SAS, SPSS, VBA, SQL, Markdown, CSS, HTML
- Applications: Rstudio, WinEdt, Beamer, binb, xaringan, MS Word, MS Excel, MS PowerPoint, SQLite, MS Access

🏛 ACADEMIC POSITIONS

2021 | 2016

Associate Professor of Political Science

The University *of* Oklahoma   📍 Norman, OK USA

- Faculty Member, *Center for Risk & Crisis Management*
- Faculty Member, *Big Data & Statistics Working Group*
- Faculty Affiliate, *The Comparative Agendas Project*, *University of Texas*
- Faculty Affiliate, *Advanced Quantitative Methods Group,* Department of Sociology

2016 | 2014

Assistant Professor of Political Science

The University *of* Oklahoma   📍 Norman, OK USA

- Faculty Member, *Center for Risk & Crisis Management*
- Faculty Affiliate, *Center for Intelligence & National Security*

CONTACT

- 🌐 samuelworkman.org
- ✉ samuel.workman@
- ⬡ SamuelWorkman
- in samuel-workman
- 🐦 SamuelGWorkman
- Ⓜ [at]samuelworkman
- 📍 Norman, OK USA

GET MY BOOK

The Dynamics of Bureaucracy in the U.S. Government — How Congress and Federal Agencies Process Information and Solve Problems — SAMUEL WORKMAN
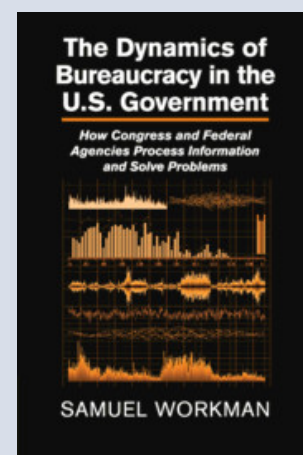
2014 — Lecturer in American Politics
Sciences Po 📍 Bordeaux, FR

2013
|
2010 — Assistant Professor of Government
The University of Texas at Austin 📍 Austin, TX USA

· Associate Director, *Policy Agendas Project*

2010
|
2008 — J.J. "Jake" Pickle Research Fellow
The University of Texas at Austin 📍 Austin, TX USA

👤 PRIVATE SECTOR CONSULTING

2021
|
2020 — Statistical Consultant
Mayflower Distributing 📍 Mendota Heights, MN USA

· Statistical Analysis, Reporting, & Visualization
· Custom reporting & data-informed programming
· Sales, Marketing, & Inventory Analysis

2019
|
2018 — Chief Data & Statistical Consultant
Hi-Rise Balloons & Floral Supplies, Inc. 📍 Austin, TX USA

· Statistical Analysis, Reporting, & Visualization
· Custom reporting & data-informed programming
· Sales, Marketing, & Inventory Analysis

📰 EDITORIAL POSITIONS & BOARDS

2021 — Editorial Board Member
Policy & Politics 📍 Bristol University Press, UK

2021
|
2019 — Editorial Board Member
Policy Studies Journal 📍 Wiley-Blackwell

2020
|
2016 — Associate Editor
Public Administration 📍 Wiley-Blackwell

🎓 EDUCATION

2009
|
2005

Ph.D., Political Science
University *of* Washington   📍 Seattle, WV

- Fields: American Politics, Public Policy, & Research Methodology
- Dissertation: *Economizing Attention: Agendas and the Influence of Bureaucracy in American Politics*
- *Graduate Fellow of the Center for American Politics & Public Policy*

2005
|
2003

M.A., Political Science
University *of* Washington   📍 Seattle, WV

- Fields: American Politics & Research Methodology
- Manager: *Policy Agendas Project*
- *Donald R. Matthews Fellow*

2003
|
2001

M.A., Political Science
West Virginia University   📍 Morgantown, WV

- Fields: American Politics & Public Policy
- Certification: *Public Policy Analysis*
- *Philip V. McGance Fellow*

2001
|
1997

B.S., Industrial Relations & Human Resources
West Virginia University Institute of Technology   📍 Montgomery, WV

- Specialization: Economics & Labor Relations

📓 IN PROGESS

2021

Measuring Interest Group Agendas in Regulatory Proposals: A Method and the Case of U.S. Education Policy
Revise & Resubmit.

- **Samuel Workman**, Deven Carlson, Tracey Bark, and Elizabeth Bell

2021

Organizational Structure and Policy Change in U.S. Federal Bureaucracies
Under Review.

- **Samuel Workman**, Scott E. Robinson, and Tracey Bark

BOOKS

2021

Methods of the Policy Process

Routlege   📍 Abingdon, UK

· Christopher M. Weible & **Samuel Workman**, Editors
· Forthcoming, May 2021

2015

The Dynamics of Bureaucracy in the U.S. Government: How Congress and Federal Agencies Process Information and Solve Problems

Cambridge University Press   📍 Cambridge, UK

· Samuel Workman
· Reviewed in *Perspectives on Politics* , 2016, Vol. 14(2), pp. 572–574.
· Reviewed in the *Journal of Public Administration Research & Theory*, 2017, Vol. 27(4), pp. 711–713.

GRANTS & AWARDS

2021 | 2018

Organizational Problem Solving and the Use of Research in Education Policy

National Science Foundation, Science of Organizations, Award No. 1827494, $455,640

· **Samuel Workman (PI)** and Deven Carlson (Co-PI)

2010 | 2008

Economizing Attention: Agendas and the Influence of Bureaucracy in American Policymaking

*National Science Foundation, Political Science Program Dissertation Improvement Grant, Award No. 0819429, $11,999

· Bryan D. Jones (PI) and **Samuel Workman** (Co-PI)

2010 | 2009

Liberal Arts Instructional Technology Grant

College of Liberal Arts, The University of Texas at Austin, $34,770

· Bryan D. Jones (PI) and **Samuel Workman** (Co-PI)

2010

Undergraduate Research Apprenticeship

College of Liberal Arts, The University of Texas at Austin, $2,000

· Samuel Workman

2008

Travel Grant

Center for Statistics in the Social Sciences, University of Washington, $1,000

· Samuel Workman

Funding Organization Review

National Science Foundation

Political Science
Law & Society
Science of Organizations
Decision, Risk, & Management Sciences

◢ ARTICLES

2018 ● Drawing practical lessons from punctuated equilibrium theory
Policy & Politics, Vol. 46 no. 2 (April), pp. 293–308

· Chris Koski & Samuel Workman

2017 ● Problem Definition and Information Provision by Federal Bureaucrats
Cognitive Systems Research, Vol. 43 (June), pp. 140–152

· Samuel Workman, JoBeth Shafran, & Tracey Bark

2016 ● Knot Policy Theory
Policy Studies Journal, Vol. 44 no. S1, pp. 123–132

· Christian Breunig, Chris Koski, & Samuel Workman

2009 ● Widespread Policy Disruption: Terrorism, Public Risks, and Homeland Security
Policy Studies Journal, Vol. 37 no. 2, pp. 171–194

· Peter J. May, Joshua Sapotichne, & Samuel Workman

2009 ● Widespread Policy Disruption and Interest Mobilization
Policy Studies Journal, Vol. 37 no. 4, pp. 793–815

· Peter J. May, Joshua Sapotichne, & Samuel Workman

2009 ● Information Processing and Policy Dynamics
Policy Studies Journal, Vol. 37 no. 1, pp. 75–92

· Samuel Workman, Bryan D. Jones, & Ashley E. Jochim

2008 ● Organizing Attention: Responses of the Bureaucracy to Agenda Disruption
Journal of Public Administration Research & Theory, Vol. 18 no. 4, pp. 517–541

· Peter J. May, Samuel Workman, & Bryan D. Jones

2006 ● Policy Coherence and Policy Domains
Policy Studies Journal, Vol. 34 no. 3, pp. 381–403

· Peter J. May, Joshua Sapotichne, & Samuel Workman

📖 BOOK CHAPTERS

2021

The Code and Craft of Punctuated Equilibrium

Methods of the Policy Process

· **Samuel Workman**, Frank R. Baumgartner, & Bryan D. Jones
· Forthcoming, May 2021

2021

Building a Smarter Government: Practical Lessons for Policymakers from Punctuated Equilibrium Theory

Practical Lessons from Policy Theories

· Chris Koski & **Samuel Workman**
· Forthcoming, April 2021

2017

Struggle and Triumph in Fusing Policy Process and Comparative Research

Theories of the Policy Process, Chap. 9, pp. 329–362

· Jale Tosun & **Samuel Workman**

2015

Communications Frameworks and the Supply of Information in Policy Subsystems

Policy Paradigms in Theory and Practice: Discourses, Ideas, and Anomalies in Public Policy Dynamics, Chap. 12, pp. 239–268

· **Samuel Workman** & JoBeth Shafran

2010

Policymaking, Bureaucratic Discretion, and Overhead Democracy

The Oxford Handbook of American Bureaucracy, Chap. 26, pp. 612–637

· **Samuel Workman**, Bryan D. Jones, & Ashley E. Jochim

2009

The Paradox of Agency Issue Attention: The Bush Administration and Homeland Security

President George W. Bush's Influence over Bureaucracy and Policy: Extraordinary Times, Extraordinary Powers, Chap. 7, 123–146

· Peter J. May & **Samuel Workman**

2006

Behavioral Rationality and the Policy Processes: Toward A New Model of Organizational Information Processing

Handbook of Public Policy, Chap. 3, pp. 49–74

· Bryan D. Jones, Graeme Boushey, & **Samuel Workman**

POPULAR WRITING

2021

The Left Doesn't "Speak" WV Senator Joe Manchin

3Streams, January 13

· Samuel Workman

2020

Want an Elegy? Ask an Appalachian

3Streams, November 12

· Samuel Workman

2020

Four Principles of Data Collection

Towards Data Science, May 12

· Samuel Workman

2020

Scraping, Downloading, and Storing PDFs in R: Nested Scrapes to Avoid Button-Clicking

Towards Data Science, April 9

· Samuel Workman

2020

Leadership, Policing, and the Veil of Incompetence

3Streams, June 6

· Samuel Workman

2020

The County: Simple Street Maps in R

Medium, March 26

· Samuel Workman

BLOGS

2018

Trump, Governance, and the Nature of Policy Reform

Policy Studies Journal Yearbook

· Hank C. Jenkins-Smith & Samuel Workman

2018

Using information processing theory to build a smarter government

Policy & Politics Blog

· Chris Koski & Samuel Workman

2017

How do we get governments to make better decisions?

Paul Cairney's Policy Blog

· Chris Koski & Samuel Workman

2016

Policy Implementation, Representation, and Democratic Governance

Midwest Political Science Association Blog

· Samuel Workman

🎙 INTERVIEWS

2020

OU Nighlty Super Tuesday 2020

Interviewed by Lindsey Gibbs, OU Nightly Anchor, March 3rd

· Samuel Workman

2020

Episode 17: Bryan Jones and Frank Baumgartner

The Co-Authored Podcast, Megaphone - Heath Brown, Host

· Samuel Workman

2019

Episode 8: Education Policy & Problem Solving

Policy Agenda Podcast, STITCHER - E.J.Fagan & Katherine Madel, Hosts, April 30th

· Samuel Workman & Deven Carlson

🔭 REVIEWS & RESPONSES

2019

Thinking in Public about Public Affairs: A Response to, and Expansion of, Zuo, Qian, and Zhao

Policy Studies Journal, Vol. 47 no. S1, pp. S181–S185

· Samuel Workman

2016

Review of The Politics of Major Policy Reform in Postwar America, Edited by Jeffrey A. Jenkins and Sidney M. Milkis

Perspectives on Politics, Vol. 14 no. 2, pp. 567–568

· Samuel Workman

🎖 FELLOWSHIPS & SCHOLARSHIPS

2011

College Research Fellowship

College of Liberal Arts, The University of Texas at Austin

📍 Austin, TX USA

2011
|
2010

Fellow of the J.J. "Jake" Pickle Regents Chair in Congressional Studies

College of Liberal Arts, The University of Texas at Austin

📍 Austin, TX USA

2008 | 2003 Graduate Fellow in American Politics and Public Policy

Center for American Politics and Public Policy, University of Washington

📍 Seattle, WA USA

2005 Clifford C. Clogg Scholarship

Inter-University Consortium for Political and Social Research (ICPSR), University of Michigan

📍 Ann Arbor, MI USA

2004 | 2003 Donald R. Matthews Fellow

Department of Political Science, University of Washington

📍 Seattle, WA USA

2003 | 2001 Phillip V. McGance Fellow

Department of Political Science, West Virginia University

📍 Morgantown, WV USA

TEACHING

🏫 GRADUATE TEACHING

2021 Introduction to Analysis of Political Data

The University *of* Oklahoma, P SC 5923

📍 Norman, OK USA

2021 Intermediate Analysis of Political Data

The University *of* Oklahoma, P SC 5933

• 2015, 2021

📍 Norman, OK USA

2020 Maximum Likelihood Estimation

University of Oklahoma, P SC 5940

• 2017 & 2020

📍 Norman, OK USA

2019 Agenda Setting in Public Policy

University of Oklahoma, P SC 5053

• 2017 & 2019

📍 Norman, OK USA

2016 Data Visualization

The University *of* Oklahoma, P SC 5940 & *The University of Texas at Austin*, GOV 385L

📍 Norman, OK & Austin, TX

• 2010, 2014, & 2016

Approach & Philosophy

My approach to teaching is interactive and geared toward skills development. I also emphasize bringing research & data into the classroom. Excersizes involve considerable writing, story-telling with data, and opportunities to develop policy briefs and data analytic skills.

Ph.D. Advisees

Vicki Lavastida, Ph.D. (exp. 2024)
Gloria Noble, Ph.D. (exp. 2022)
Periloux Peay, Ph.D. (2020): *Georgia State University*
Tracey Bark, Ph.D. (2019): *Auburn University, Montgomery*

2014 — Field Seminar in Public Policy
The University *of* Oklahoma, P SC 6223 — 📍 Norman, OK USA

2011 — Bureaucracy & Policy Implementation
The University of Texas at Austin, GOV 384M — 📍 Austin, TX USA

⬛ UNDERGRADUATE TEACHING

2020 — Bureaucracy & Citizenship
The University *of* Oklahoma, P SC 3113 — 📍 Norman, OK USA
· 2014 & 2020

2019 — Introducation to Political Analysis
The University *of* Oklahoma, P SC 2013 — 📍 Norman, OK USA
· 2018 (2 sections) & 2019

2016 — Regulatory Policy
The University *of* Oklahoma, P SC 4213 — 📍 Norman, OK USA
· 2015 & 2016

2013 — American Government
The University of Texas at Austin, GOV 310 — 📍 Austin, TX USA
· 2010 - 2013 (13 sections)

🎤 PUBLIC LECTURES

2017 — *University of Kentucky*
Martin School of Public Policy & Administration — 📍 Lexington, KY USA
· "Congressional Bureaucracy, Policy Analysis, and Governance in the Administrative State"

2017 — *The University of Texas at Arlington*
Haggard Lecture Series — 📍 Arlington, TX USA
· "Delegated Oversight, Institutional Conflict, and the Macro Dynamics of Legislative Policy Analysis"

2017 — *University of Colorado, Denver*
School of Public Affairs — 📍 Denver, CO USA
· "Governance and Adaptive Problem Solving in the Administrative State"

Ph.D. Committees

The University *of* Oklahoma

Morgan Woodle, Ph.D. (exp 2023)
Aarika Forney, Ph.D. (exp. 2022)
Lihui Zhang, Ph.D. (2020)
Matthew Geras, Ph.D. (2020)
Elizabeth Bell, Ph.D. (2019)
Jessica Hayden, Ph.D. (2018)
Paul Valentine, Ph.D. (2018)
Victoria Rickard, Ph.D. (2017)
David Oakley, M.A. (2017)

Ph.D. Committees

The University of Texas at Austin

Jonathan Lewallen, Ph.D. (2017)
Michelle Wolfe, Ph.D. (2016)
JoBeth Shafran, Ph.D. (2015)
Sarat Krishnan, Ph.D. (2015)
Daniel Sternemann, Ph.D. (2013)
Dorothy Morgan, Ph.D. (2012)

Undergrad Mentorship

Ryan Marsh, B.A. (exp. 2021)
Royce Chang, B.S. (2012)

2013 — *The University of Texas at Austin*
Thompson Center Continuing Education 📍 Austin, TX USA

· "Teaching AP American Politics & Policy"

2013 — *Aarhus University*
Department of Political Science 📍 Aarhus, DK

· "Bureaucracy and Problem Solving: Information Processing in the Administrative State"

2012 — *The University of Oklahoma*
Department of Political Science 📍 Norman, OK USA

· "Bureaucracy and "Information Processing: Risk and Governing in the Administrative State"

2011 — *The University of Oklahoma*
Department of Political Science 📍 Norman, OK USA

· "Information Processing & Policy Dynamics"

2011 — *BI Norwegian Business School*
Department of Law & Governance 📍 Oslow, NO

· "Attention, Politics, or Performance? Competing Influences on Oversight by Analytical Bureaucracies in the Regulatory State"

2011 — *Vanderbilt University*
Department of Political Science

· "Confronting the Administrative Presidency: Analytical Bureaucracy and Congressional Governance"

2010 — *Texas A & M University*
Department of Political Science 📍 College Station, TX USA

· "The Supply and Demand of Bureaucratic Signals"

2008 — *The University of Texas at Austin*
Department of Government 📍 Austin, TX USA

· "Bureaucratic Signaling and Congressional Priorities in Securities Regulation"

2008 — *University of Colorado*
Department of Political Science 📍 Boulder, CO USA

· "Bureaucratic Signaling and Congressional Priorities in Securities Regulation"

2007 • *University of Oxford*

Nuffield College 📍 Oxford, UK

• "The Paradox of Agency Issue Attention: The Bush Administration and the Undermining of Homeland Security"

⧉ CONFERENCE PRESENTATIONS

American Political Science Association (APSA)
2002, 2005, 2007–2010, 2012, 2015–2017 & 2019
Midwest Political Science Association (MPSA)
2003, 2006–2011, 2013, 2016–2017 & 2019
Comparative Agendas Projects Conference (CAP)
2010, 2014, 2016, 2017, 2020
European Consortium for Political Research (ECPR)
2014 & 2017
European Political Science Association (EPSA)
2016
Southwestern Social Science Association (SSSA)
2017
International Conference on Public Policy (ICPP)
2013, 2015, & 2019
International Conference on Food Studies
2012 & 2015
Western Political Science Association (WPSA)
2014
Southern Political Science Association (SPSA)
2009 & 2020
Association for Public Policy Analysis and Management (APPAM)
2005–2007, & 2019

⧉ POSITIONS IN DISCIPLINE

2021 • Treasurer, *Public Policy*

American Political Science Association

2021 • Aaron Wildavsky Award Committee, *Public Policy*

American Political Science Association

2021
|
2016 • Mentor

American Political Science Association

2021
|
2016 • Mentor

Midwest Political Science Association

2019 • Section Chair, *Public Management*

Southern Political Science Association

2018 • Presidential Selection Committee, *Midwest Public Administration Caucus* (MPAC)

Midwest Political Science Association

Chair or Organizer

International Conference on Public Policy 2015
Midwest Political Science Association 2010–2013 & 2017
Southern Political Science Association 2011
Southwestern Social Science Association 2017

Discussant

Midwest Political Science Association 2010–2013, 2016–2017, & 2019
Comparative Policy Agendas Project Conference 2014 & 2017
Congress & History 2016
Southern Political Science Association 2009 & 2011
Southwestern Social Science Association 2017
Association of Public Policy and Management 2019

2016 — Committee Chair, *Best Paper in Public Policy*
American Political Science Association

2015 | 2014 — Section Chair, *Bureaucratic Politics*
Midwest Political Science Association

2012 — Section Chair, *Public Policy*
Midwest Political Science Association

2012 | 2009 — Executive Council, *Public Administration Section*
American Political Science Association

SERVICE

UNIVERSITY

2021 | 2017 — Inter-Consortium for Political & Social Research (ICPSR) Representative
The University *of* Oklahoma 📍 Norman, OK USA

2021 | 2017 — Outside-Committee Member (ACR Service) for Paul Plummer (Ph.D. - Mathematics)
The University *of* Oklahoma 📍 Norman, OK USA

2020 | 2017 — Signature Initiative Committee: Advancing the Study of Water, Natural Resources, and the Environment
The University *of* Oklahoma 📍 Norman, OK USA

DEPARTMENT

2021 | 2016 — Chair, Research Methodology Field
The University *of* Oklahoma 📍 Norman, OK USA

2021 | 2016 — Chair, Strategic Planning Committee
The University *of* Oklahoma 📍 Norman, OK USA

2021 | 2014 — Graduate Admissions & Funding Committee
The University *of* Oklahoma 📍 Norman, OK USA

2018 — Peer Teaching Evaluations—Allyson Shortle and Colin Barry
The University *of* Oklahoma 📍 Norman, OK USA

2016 — Sponsored Speakers
The University *of* Oklahoma 📍 Norman, OK USA
· Peter B. Mortensen (U. of Aarhus, DK)
· Anthony M. Bertelli (NYU)
· Herschal F. Thomas (UT Arlington)

2016   Moderator, 3rd Presidential Debate, OU Votes
The University *of* Oklahoma   📍 Norman, OK USA

2016   Carl Albert Center (CAC) Search Committee
The University *of* Oklahoma   📍 Norman, OK USA

2015   MPA Admissions Committee
The University *of* Oklahoma   📍 Norman, OK USA

2014   American Politics Search Committee
The University *of* Oklahoma   📍 Norman, OK USA

2014   Ewing Fellowship Selection Committee
The University *of* Oklahoma   📍 Norman, OK USA

2013 | 2009   Associate Director, Policy Agendas Project
The University of Texas at Austin   📍 Austin, TX USA

2013 | 2012   Graduate Admiissions Committee
The University of Texas at Austin   📍 Austin, TX USA

2013 | 2011   Peer Teaching Review Committee
The University of Texas at Austin   📍 Austin, TX USA

2013 | 2009   Human Subjects Review Committee
The University of Texas at Austin   📍 Austin, TX USA

2011   Course Transformation Committee
The University of Texas at Austin   📍 Austin, TX USA

2011 | 2010   Latino Public Policy Search Committee
The University of Texas at Austin   📍 Austin, TX USA

2011 | 2010   Centennial Lecture Series Committee
The University of Texas at Austin   📍 Austin, TX USA

2010 | 2009   Chair, J.J. Pickle Speaker Series in American Institutions, Public Policy, & American Political Development
The University of Texas at Austin   📍 Austin, TX USA

2010 | 2009   Library Committee
The University of Texas at Austin   📍 Austin, TX USA

2008 | 2007   Coordinator, Student Seminar Series, *Center for Statistics & the Social Sciences*
University of Washington   📍 Seattle, WA USA

2008 | 2007   Coordinator, Workshop on Public Policy Processes, *Center for American Politics & Public Policy*
University of Washington   📍 Seattle, WA USA

2007   Organizer, The Fifth Republic at Fifty: French Politics and Agenda Setting in Comparative Perspective
University of Washington   📍 Seattle, WA USA

👓 JOURNAL REVIEWER

American Political Science Review
American Journal of Political Science
The Journal of Politics
Perspectives on Politics
British Journal of Political Science
Political Research Quarterly
The Policy Studies Journal
Policy Sciences
Journal of Public Administration Research & Theory
Public Administration Review
Governance
Journal of Comparative Policy Analysis
Journal of European Public Policy
Journal of Public Policy
Public Administration
Social Science Quarterly
American Review of Politics
Cognitive Systems Research
International Journal of Disaster Risk Reduction
Congress & the Presidency
Public Administration Quarterly
Legislative Studies Quarterly
The R Journal
Political Analysis

✸ TRAINING & CERTIFICATES

2019 — **Award in Wines, WSET Level 1**
Wine & Spirits Education Trust - London, UK
📍 Dallas Wine Education Center

2016 — **Grape Management (Certificate)**
Oklahoma State University
📍 Perkins, OK

2015 — **Pregnancy Determination in Cattle (Certificate)**
Texas A&M Agrilife Extension Service
📍 Gainsville, TX

2015 — **AI Management in Cattle**
North Central Texas College
📍 Gainsville, TX

2005 — **Program in Quantitative Methods**
Inter-Consortium for Political & Social Research, University of Michigan
📍 Ann Arbor, MI

2003 — **Public Policy Analysis (Certificate)**
West Virginia University
📍 Morgantown, WV