

Curriculum Vitae

STEVE ATKINS, PH.D.

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QUALIFICATIONS

Directed academic affairs and student services at community and state colleges in North Carolina and Florida. Adept administrator and facilitator with progressive learning-focused expertise. Curriculum design and implementation combined with strategic implementation to increase institutional and student success. Established educational professional with superior oral, written, strategic planning and problem-solving skills. Possessing exceptional organizational and interpersonal attributes. Developed and maintained good rapport quickly with people from diverse cultures and professional backgrounds. Taught mathematics courses, mathematics education and teacher education courses as an adjunct and full-time faculty member at several colleges, universities, and public schools.

Strong background with post-doctoral study in quantitative methods and with expertise in assessment, evaluation, quantitative methods, and institutional effectiveness and research.

EDUCATION & HONORS

UNIVERSITY OF NORTH CAROLINA AT GREENSBORO, Greensboro, NC

DOCTOR OF PHILOSOPHY

- Area of Study: Curriculum & Instruction, GPA: 4.0,
- Concentration: Mathematics Education, Educational Psychology, Analysis of Teaching, Research Methodologies, and Program Evaluation.
- Dissertation: "Effects of In-Class Focused Writing Tasks on Connections and Attitudes in College Calculus."

UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE, Charlotte, NC

MASTER OF ARTS

- Area of Study: Mathematics, GPA: 4.0

ELON UNIVERSITY, Elon, NC

BACHELOR OF ARTS

- Area of Study: Mathematics, GPA: 3.8, Rhodes and Danforth Scholarship Nominee, Alpha Chi Honor Society

UNIVERSITY OF MICHIGAN, Ann Arbor, MI (2013)

- Completed Program in Quantitative Methods of Social Research - Program is recognized throughout the world as the preeminent forum for basic and advanced training in the methodologies and technologies of social science research. Study included Maximum Likelihood Estimation, Time Series Analysis, and Advanced Linear Regression.
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PROFESSIONAL EXPERIENCE

ISO QUEST QUALITY SERVICES, INC, ST. PETERSBURG, FL
2011- PRESENT

NOVEMBER

ASSOCIATE AUDITOR AND CONSULTANT

Assist/consults with lead auditor providing assistance with statistical process control, root cause analysis, and related research design methods appropriate for effective problem solving for diverse client needs.

THE FLORIDA CENTER FOR MATHEMATICAL COACHING AND CONSULTING (MC²)
MAY 2013 – PRESENT

OWNER OF PRIVATE TUTOR AND CONSULTING SERVICE

Florida Center for Mathematical Coaching and Consulting serves several target market segments. The largest segment are the students enrolled in mathematics courses in Southwest Florida and primarily serves the Port Charlotte, Punta Gorda, North Port, Cape Coral, and North Ft. Myers areas. Within this market segment there are four subgroups: 1) high school or middle school students, 2) students enrolled in college or university math or other quantitative related courses, 3) students enrolled in research processes including dissertations and master thesis, 4) clients from business and industry with specialized quantitative needs related to Quality Management processes- lean six sigma, project management professional certification exam, statistical process control or related statistical processes, and quantitative aspects of ISO management system standards.

EDISON STATE COLLEGE, FORT MYERS, FL
DISTRICT VICE PRESIDENT, ACADEMIC AFFAIRS

July 2008-March 2013

Served as the chief instructional officer; planned, organized, administered and supervised: curriculum evaluation and development, academic support services, total instructional program (credit and non-credit). Served as a regular member of the district senior administrative staff. Supervised the recruitment, orientation and evaluation of both full-time and part-time instructional faculty and staff within the goals of district policies. Assisted in development of new educational programs and supervised all instructional activities. Provided leadership and vision to strengthen and implement a variety of new and existing career, technical, and transfer programs, including distance education, leading to certificates associate, and baccalaureate degrees. Demonstrated leadership in the development of new college programs from inception to implementation.

Accomplishments:

- Provided leadership in development of STEM charter high school on the Ft. Myers campus.
- Provided leadership in development of new associate and baccalaureate degrees.
- Developed and implemented new program review and evaluation model.
- Reorganized Developmental Studies Program.
- Developed new model for student learning outcomes for all college programs including student support services.
- Provided leadership in developing new planning process

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- Provided leadership, in coordination with National Policy Center on the First Year of Study, for successful completion of district-wide Foundation of Excellence Self-Study
 - Provided leadership for development and implementation of new comprehensive faculty evaluation model.
 - Reorganized organizational structure of academic unit.
 - Implemented new model for assessing general education outcomes.
 - Implemented new planning model for academic and student affairs
 - Developed and implemented new evaluation model for adjunct faculty.
 - Developed and implemented model for evaluating effectiveness of dual enrollment faculty.
 - Developed and implemented model for scheduling and establishing faculty loads.
 - Provided leadership in developing STEM charter high school.
 - Developed leadership academy for academic chairs.

EDISON COLLEGE, PUNTA GORDA, FL

June 2007-2008

CAMPUS DEAN

Duties included managing all aspects of the campus academic programs including campus compliance with district academic policies, supervision of faculty and attending district academic meetings as requested. The dean reports to the Campus President and serves as the second ranking campus administrator and serves in the absence of the Campus President. In collaboration with the Campus President and Vice President of Academic Affairs, develops academic goals and policies in support of the campus needs and the college's strategic plan.

Accomplishments:

- Authored proposal for Edison Collegiate High School and provided leadership in its implementation. The proposal replicated a charter school that I led in its development as college administrator in North Carolina.
- Conducted feasibility study for degree program in Aviation Technology
- Developed Proposal and Provided Leadership for Implementation of Edison Collegiate High School
- Developed new Academic Success Center
- Reorganized Continuing Education and Adjunct Services

SURRY COMMUNITY COLLEGE (SCC), Dobson, NC

2001-2007

VICE PRESIDENT FOR ACADEMIC AND STUDENT AFFAIRS (2002-PRESENT)

Provided a learning-centered campus that supported a positive environment for students, faculty and staff. Developed and executed strategic initiatives for instructional programs, student services, and staff development. Provided academic leadership to develop and maintain a continuously improving instructional program responsive to student and community needs and interests. Reviewed program currency, students' success and program mix and made any necessary modifications, based on analysis of operations, demographics, and other research information. Developed support services which enabled students to achieve successful outcomes. Worked in collaboration with other College leaders in pursuit of the College's goals and objectives. Anticipated the community and work force education, training and development needs through coordinated program development. Initiated external partnerships and collaborations that served the

community and involved the community with the campus. Represented Surry Community College at community and campus events, in meetings with other institution personnel, and during accreditation processes. Planned, administered, and controlled budgets, maintained financial records, and produced financial reports. Appointed individuals to faculty positions, and evaluated their performance. Provided assistance to faculty and staff in duties such as teaching classes, conducting orientation programs, and scheduling events.

Accomplishments:

- Authored proposal for The Surry Early College High School of Design opened on the Surry Community College campus in August 2006 as one of Governor Mike Easley's Learn and Earn redesigned high schools. The High School was modeled after high performing charter schools, primarily in New York and Massachusetts. Students attending the school earn a high school diploma and an associate's degree in 4 to 5 years. Targeted degree areas include graphic or fine arts, information technology and biotechnology.
- Appointed in 2005 by North Carolina Governor to serve on a committee to research best practices in exemplary redesigned/charter high schools in the United States. Traveled extensively throughout U.S to visit exemplary charter schools.
- Directed and Co-Authored Surry Community College's Quality Enhancement Plan, "*The SCC Learning Initiative: Creating a Learning-centered College by Improving Student Engagement through Critical Thinking, Assessing Learning Outcomes, and Reforming Organizational Culture*"; 2002-Present. The Initiative resulted in SCC receiving a prestigious Excellence in Critical Thinking Award at the 26th International Conference on Critical Thinking, recognition in the February '06 edition of the *Community College Journal* for "Effective Educational Practice," and acknowledgement in the SACS Accreditation Toolkit as an example of how colleges are using the *Community College of Survey of Student Engagement (CCSSE)* data to promote student learning throughout the accreditation review process.
- Directed instructional program that scored above national mean scores on all CCSSE benchmarks associated with the SCC's academic environment and teaching practices including [active and collaborative learning](#), [student effort](#), [academic challenge](#), and [student-faculty interaction](#).
- Administered transfer program with the highest number of students earning an Associate in Art and Associate in Science degrees meeting transfer performance measures (*NCCCS Critical Success Factors Report*).
- Responsible for credit and non-credit programs that achieved "superior" status for six consecutive years by exceeding the state standards on NCCCS performance measures (Critical Success Factors Report).
- Led SCC leadership team in the college's successful reaccreditation by Southern Association of Colleges and Schools under the new accreditation process.
- Reorganized nursing program that attained 98% pass rate on nursing board exam (NCLEX).
- Implemented new Associate in Fine Arts degree.
- Developed and implemented new A.A.S. degree in Special Education and A.A.S degree in Community Spanish Interpreter.
- Conducted feasibility studies for degree programs in Physical Therapy, Occupational Therapy, Landscape Design, Emergency Preparedness Technology, and Animation and Digital Effects.
- Leadership in curriculum development for the SCC Early College High School of Design.
- Developed new 1 + 1 collaborative agreements with community colleges.
- Developed new 2 + 2 articulation agreements with colleges and universities.
- Authored SCC Program Assessment Manual; 2005.
- Implemented new Institutional Effectiveness and Planning model; 2004-2005.

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- Committee Chair and SACS Liaison, Surry Community College's SACS leadership team; 2004.
 - Initiated Viticulture & Enology (grape growing/winemaking) curriculum program; 2003.
 - Organized Learning College workshop; July 2003.
 - Developed Internet Technology curriculum program; 2003.
 - Created college-wide critical thinking initiative; 2002-2003.
 - Designed Institutional Portfolio initiative to assess learning outcomes college-wide; 2002-2003.

SURRY COMMUNITY COLLEGE (SCC), Dobson, NC

1996-2001

DEAN OF ARTS AND SCIENCES (1996-2001)

Responsible for campus instructional and academic programs in accordance with college policies, procedures and contractual agreements. Collaborated with district and other personnel on all issues related to academic affairs. Other responsibilities include promoting teaching and learning in pursuit of becoming a Learning College; providing overall leadership for student success initiatives; planning and implementing campus/college goals; supervising Division Chairs; managing budgets; and establishing internal and external partnerships.

Accomplishments:

- Developed A.A.S. Teaching Assistant curriculum program; 2001-2002.
- Co-Developed Graphic Arts & Design curriculum program; 2000.
- Implemented new student success course and First-Year Experience program; 2000.
- Coordinated Dual-Enrollment programs for high school students; 1998-present.
- Implemented and coordinated new comprehensive faculty evaluation model; 1998-2000.
- Put into practice a college-wide "Writing Across the Curriculum" Program; 1998.
- Reorganized Developmental Studies Department; 1998.
- Served as Professional Development Coordinator; 1998-present.

COLLEGE MATHEMATICS INSTRUCTOR (1986-1998)

Facilitated deliverance of diverse mathematical curriculum to undergraduate students, specializing in: Calculus, Pre-Calculus, Developmental Mathematics, and Technical Math

Accomplishments:

- Supervised and sponsored activities of SCC Mathematics Club; 1988-1996.
- Served as Faculty Association President; 1993-1995.
- SACS faculty committee chair
- Presided as President of SCC Faculty Senate; 1992.

HIGH SCHOOL MATHEMATICS AND PHYSICS TEACHER 1979 -1986

Taught all levels of mathematics – from basic arithmetic through advanced mathematics.

Accomplishments:

- Supervised as mathematics department chairperson
 - Sponsor of National Honor Society, Math Club, and Chess Club
 - District Teacher of the Year
 - Tennis coach and assistant football coach
 - District director of mathematics contest
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ADDITIONAL EXPERIENCE

FLORIDA GULF COAST UNIVERSITY FT. MYERS, FL ADJUNCT PROFESSOR OF STATISTICS	2012-Present
EDISON STATE COLLEGE, FT. MYERS, FL Adjunct Professor of Mathematics Education	2008-2013
UNIVERSITY OF NORTH CAROLINA AT GREENSBORO, Greensboro, NC Adjunct Professor of Adult Learning and Community College Teaching	2005-Present
GARDNER-WEBB UNIVERSITY, Boiling Springs, NC Adjunct Professor of Statistics and Research Methodology	1998-Present
LEES MCRAE COLLEGE, Banner Elk, NC Adjunct Professor of Educational Psychology	1998-Present

PRESENTATIONS AND WORKSHOPS

- “A Critical Thinking Framework for College Faculty and Staff.” Invited Speaker for *Indian River State College*, Fort Pierce, FL; February, 2011.
- “Developing Learning Outcomes through Program Mapping.” Workshop conducted for *Florida Association Of Community Colleges, Spring conference*, Orlando, FL; April, 2010.
- “Placing Critical Thinking at the Center of Learning.” Workshop conducted for *Florida Association Of Community Colleges, Spring conference*, Orlando, FL; April, 2010.
- “Achieving Organizational Excellence through Critical Thinking.” Invited Speaker *Essential Skills for Today’s School Leaders: Leadership Conference for School Administrators*. The Principals’ Executive Program, Center for School Leadership Development, the University of North Carolina; 2006.
- “Developing Critical Thinking Skills for Leadership and Problem Solving.” Workshop conducted for NC Leadership Program for Future Superintendents, Principal’s Executive Program at UNC-Chapel Hill; September 13-15, 2006.
- “Critical Thinking for Public School Administrators.” Workshop conducted for NC Leadership Program for Future Superintendents, Principal’s Executive Program at UNC-Chapel Hill; December 2005.
- “Transforming College Culture to Focus on Student Learning: The Implications for Educational Leadership, Curriculum Design, and Effective Teaching.” Invited Speaker 26th International Conference on Critical Thinking, Berkeley, CA; July 2006.
- “The Role of Critical Thinking in Transforming a Community College to Focus on Learning.” Keynote address Western Regional Conference of North Carolina Association of Developmental Education: Developmental Studies and The Learning College; 2006.

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- “Drivers Guide to the Compliance Highway.” Invited Speaker Piedmont Area Education Consortium (PAEC) 3rd Biennial Leadership, Teaching & Learning Conference: Challenges for the New Millennium, Wrightsville Beach, NC; 2006.
- “Two Models of Transformation: The Role of Critical Thinking in Student Learning and Reforming College Culture at Two North Carolina Community Colleges.” Invited Speaker *25th International Conference on Critical Thinking*, Berkeley, CA; July 2005.
- “Developing a Framework for Assessing Fundamental and Powerful Concepts.” *North Carolina Association for Developmental Education Annual Conference*, Raleigh, NC; October 2005.
- “Research, Assessment, and Accountability: Lessons Learned and Next Steps.” *League for Innovation*, New York, NY; 2005.
- “The Role of Critical Thinking in Transforming a Community College to Focus on Learning.” Invited speaker *24th International Conference on Critical Thinking*, Palo Alto, CA; July 2004.
- “The Role of Critical Thinking in Learning Outcomes Assessment.” *Eastern Regional Competency-Based Education Consortium 17th Annual Conference*, Myrtle Beach, SC; October 2004.
- “Enhancing Student Engagement through Coordinating Learning Outcomes Assessment and Critical Thinking.” *League for Innovation*, San Francisco, CA; 2004.
- “The Role of Student Engagement in Becoming a Learning College.” *League for Innovation*, San Francisco, CA; 2004.
- “Developing an Integrated Quality Enhancement Plan.” Invited speaker *Annual Meeting of the Commission on Colleges of SACS*, Nashville, TN; Dec. 2003.
- “Developing Multimedia Presentation that Appeal to Multiple Learning Modalities.” *League for Innovation*, Boston, MA; 2002.
- “Using Cooperative Learning to Integrate Science and Technology.” *The NCMAYYC / SOCAMATYC Joint Conference*, Isothermal Community College; March 22, 2001.
- “The Use of an Interactive Personalized System, of Instruction (IPSI) in Developmental Mathematics.” *AMTYC Conference*, Greensboro, NC; 2001.
- “Using Technology and Writing to Integrate Mathematics and Science.” *NCATYC & NCTY-PA Conference*, Wake Technical Community College, Raleigh, NC; March 30, 2000.
- “Current Reform Efforts in Mathematics and Science Teaching.” *Mt. Airy, NC Chamber of Commerce Education Committee Seminar*; October 1999.
- “Documenting Student Outcomes.” Invited Speaker *Wake Technical Institute*; January 1999.
- “Using Technology to Make Connections in College Pre-Calculus.” *25th Annual NCCTM State*

Mathematics Conference, Charlotte, NC; 1994.

“Calculus Concepts and Derive.” *22nd Annual NCCTM, State Mathematics Conference, Raleigh, NC; 1992.*

“The Graphics Calculator and the Rule of Three: Making Representations Easier” *19th Annual NCCTM State Mathematics Conference, Charlotte, NC; 1989.*

SPECIAL PRESENTATIONS AND WORKSHOPS CONDUCTED AT THE REQUEST OF COMMUNITY COLLEGES

Facilitator, NCCCS Key Trends Regional Forums; *Alamance Technical Community College; August 2005.*

Facilitator, Strategic Planning Process: *Mitchell Community College; December 2005.*

“Outcomes Assessment for Institutional Effectiveness” (faculty/staff), *Pitt Community College; September 2005.*

“Becoming a Learning College” (faculty/staff), *Roanoke Chowan Community College, Ahoskie, NC; April 2005.*

“Assessing General Education Outcomes” (Institutional Effectiveness Committee), *Central Piedmont Community College, Charlotte, NC; April 2005.*

“SACS Reaffirmation Policies Workshop” (administration), *Carteret Community College; January 2005.*

“Critical Thinking Workshop” (college employees), *Wilkes Community College, Wilkesboro NC; April 2005.*

“SACS Reaffirmation of Accreditation” Quarterly Meeting, North Carolina Community College Presidents, *Sunset Beach, NC; July 2004.*

“Critical Thinking” Professional Development Workshop (faculty/staff) *Richmond Community College, Hamlet, NC; August 2004.*

“Becoming a Learning-Centered College” Professional Development Workshop (faculty/staff), *Mayland Community College; April 2004.*

“The Role of Critical Thinking and Becoming a Learning College” Instructional Administrators Workshop, *Southwestern Community College; June 2004.*

Co-Author “Toward a New Way of Thinking and Learning: Becoming a Learning College.” *Learning Abstracts: The League for Innovation in the Community College; September 2003.*

Author, “Why the Learning College Model?” *The Exchange: SCC Newsletter, July 2003.*

PUBLICATIONS

Author, "The Role of Critical Thinking in Students' Acquisition of Foundational and Factual Knowledge." *The Exchange*, August 2004.

Author, "Suggestions for Writing across Mathematics." *WAC Newsletter*, August 1999.

"Eclectic Constructivism and Mathematics Teaching." Paper presented at the 11th International Conference on College Teaching and Learning, Florida Community College, Jacksonville, FL, April 2000.

"The Use of Writing to Facilitate Conceptual Understanding in College Calculus." Paper Presented at the Twelfth International Conference for the First-Year Experience, The University of Edinburgh, Scotland, July 26, 1999.

"A Comprehensive Evaluation of the Crosby Scholars Program" Paper presented at the Regional Meeting of the American Association for Research in Education, Greensboro, NC, 1995.

PROFESSIONAL DEVELOPMENT/CONFERENCES

"Annual Meeting of the Southern Association of Colleges and Schools Commission on Colleges", Louisville, Ky; December 2010

"Florida Association of Community Colleges", Spring Conference, Orlando, Fl; April, 2010.

"International Conference for Critical Thinking", Berkeley, CA; July 2010.

"International Conference for Critical Thinking", Berkeley, CA; July 2009.

"Leadership Charlotte County", Leadership Institute, Punta Gorda, FL; Sept. 2007 -08.

"International Conference for Critical Thinking", Berkeley, CA; July 2005.

"Foundations of Excellence Select 2009 Cohort Launch Meeting", John N. Gardner Institute for Excellence in Undergraduate Education, Ashville, NC; August, 2009

"Innovations 2010 Conference, the League for Innovation in the Community College", Baltimore, Maryland; March, 2010.

"Annual Meeting of the Southern Association of Colleges and Schools Commission on Colleges", Atlanta, GA; December 2009

"DACUM (Developing a Curriculum) Occupational Analysis Training for Facilitators", Eastern Kentucky University, Richmond, KY; 2006.

"How to Successfully Manage Multiple Locations", Pryor Seminars: PARK University Enterprises, Inc., Atlanta, GA; June 2006.

"ePortfolio Implementation Training" (2 days) by Blackboard; February 2005.

“International Conference for Critical Thinking”, Palo Alto, CA; July 2004.

Selected participant, Future Presidents Institute, *UNC Center for School Leadership Development*, Chapel Hill, NC; July 2004.

“Foundation for Critical Thinking Workshop”, *Appalachian State University*, Boone; NC; June 2004.

“National Academy for Critical Thinking Training”, *Sonoma State University*; July 2003.

“21st Century Learning Outcomes: Identifying, Delivering, and Assessing What Students Need To Know”, *Innovations 2001 Learning Center Course*; Hyatt Regency, Atlanta, GA; February 2001.

“Cooperative Learning Workshop” (30 hours), by Dr. Roger Johnson, Director of The Center for Cooperative Learning, *University of Minnesota*; October 2000.

“Seven Habits of Highly Effective People Training”, by Author Stephen R. Covey, Raleigh, NC; January 2000.

“Developing a Comprehensive Faculty Evaluation System Workshop” (3 days), by Raoul Arreola and Lawrence Aleamoni, Orlando, FL; October 1998.

Participant, NCCCS Senior Administrators’ Institute, chosen by North Carolina Community College, October 2000.

Participant, “Leadership Surry County, NC”: Development program designed to identify and select promising citizens that will become vehicles for constructive change. September 1998.

PROFESSIONAL AFFILIATIONS & APPOINTMENTS

Mentor, Big Brothers, Big Sisters of Charlotte County Florida; 2012

Volunteer math tutor Port Charlotte High School and Sallie Jones Elementary School; Punta Gorda, Florida

Member, Advisory board of National Council for Excellence in Critical Thinking sponsored by the Critical Thinking Foundation, Sonoma State University, Sonoma, CA; July 2004 - present.

Member, Advisory board for University of North Carolina at Greensboro graduate programs for Community College Education and Adult Learning; 2003- present.

Originator & Host, “NC Community College Colloquium for Critical Thinking”; December 2005.

Facilitator, Programming and Capital needs Focus Group by Pappas Consulting Group, NC *Community Colleges and the University of North Carolina*, Raleigh, NC; 2005.

Lead Evaluator, Quality Enhancement Plan, SACS visitation team, *West Texas College*, Snyder, TX; October 2007.

Lead Evaluator, Quality Enhancement Plan, SACS visitation team, *Wallace State Community College*, Hanceville, AL; September 2004.

Lead Evaluator, Quality Enhancement Plan, SACS visitation team, *Cleveland State Community College*, TN; Spring 2004

Member, SACS off-site review committee, Atlanta, GA; April 2007.

Special SACS investigative team, *American Intercontinental University*, Atlanta, GA; July 2005.

Member, Follow-up Committee: Special SACS investigative team, *American Intercontinental University*,

Atlanta, GA; September 2006.
Facilitator, Quality Enhancement Plan Focus Group, *Mitchell Community College*, Statesville, NC; May 2005.
Member, Steering Committee, Surry County Early College High School
Member, Foundation Board, Old North State Winegrowers Association
Member, North Carolina Association of Community College Instructional Administrators
Member, North Carolina Association of Distance Learning
Member, National Association of Developmental Education
Member, North Carolina Association of Developmental Education
Member, Alpha Chi Honor Society
Member, North Carolina Council of Teachers of Mathematics

Chair, Surry Community College Academic Council; 2002 – 2007
Co-Chair, Surry Community College Council for Innovation and Student Learning; 2002 – 2003.
Committee Member, Mt. Airy City Schools Strategic Planning
Member, NCCCS subcommittee, review course criteria for selective topics and seminar courses, April 2005.
Member, SACS visitation team, *West Georgia Technical College*, LaGrange, GA; January 2005.
Member, Advisory Board of College of the Albemarle's School of Professional Crafts, 2004.

GRANTS

Co-Authored Title III grant at Edison State College; 2010.
Co-Authored Tech Prep grant at SCC for \$40,000.00; 2006.
Authored \$100,000.00 grant for modularizing online courses at SCC; 2006.
Authored and received FIPSE grant award for \$300,000 for developing community college wine program; 2002.
Authored and awarded Golden Leaf (NC) grants for \$450,000 for winemaking program; 2001, 2002.
Authored State Board Reserve Fund grant: Promoting Globalization and Diversity at Surry Community college; May 2001.
Co-authored special Reserve Fund grant for new Viticulture Program; May 2000.
Authored and received grant for Fast-Track Developmental Education Retention Project; July 1999.

Hobbies

Competitive running (marathon, half-marathon, 10K, biathlon competition), cycling, swimming, triathlons, boating, sport fishing; reading, and travel.

