

TARA HORNOR, Ph.D.

The Citadel, Zucker Family School of Education

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EDUCATION

Doctor of Philosophy, Higher Education, University of Arizona, 2004

Major: College Student Personnel Services

Minors: Higher Education Organization and Administration

Language, Reading and Culture

Master of Education, Instructional Design, Western Governors University, 2017

Master of Science, Human Resource Management, Troy University, 2002

Master of Education, School Counseling, Campbell University, 1999

Bachelor of Social Work, University of Georgia, 1996

Harvard University Institute for Management & Leadership in Education (MLE), 2014

Harvard University Performance Assessment in Higher Education Institute, 2009

NASPA Certificate Program in Student Affairs Law and Policy, 2019

ACADEMIC APPOINTMENTS

Professor and Coordinator of Higher Education Leadership Programs	2022-Present
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Associate Professor and Coordinator of Higher Education Leadership Programs	2019-2022
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The Citadel

M.Ed. in Higher Education Leadership & Graduate Certificate in Student Affairs (Online)

M.A. in Leadership (Online)

Online Courses Taught (2008-Present)

Higher Education Administration (EDUC 539), Advanced Leadership in Higher Education (EDUC 534)

Student Development Services (EDUC 537), Student Development Theory (EDUC 538)

Strategic Planning and Assessment in Higher Ed (EDUC 530), Data Collection and Analysis (EDUC 512)

College Admissions Counseling (EDUC 563), Strategic Enrollment Management (EDUC 564)

Foundations of Higher Education (EDUC 613), Legal and Ethics in Higher Education (EDUC 562)

Applied Measurement Techniques (EDUC 549), Multicultural Issues in Higher Education (EDUC 622)

Practicum and Internship in Higher Education Student Affairs (EDUC 634 and EDUC 655)

Human Resource Development (LDRS 766), Basic Counseling Skills (EDUC 624)

Campus-based Courses Taught (2008-Present)

First-Year Experience Freshmen Seminar (CIT 101 and LDRS 101)

Freshmen Ethics Seminar (LDRS 111)

Sophomore Leadership Seminar (LDRS 201)

Junior Ethics and Moral Courage Seminar (LDRS 311)

Developing Leadership Skills Through Peer Counseling (EDUC 330)

PROFESSIONAL EXPERIENCE

Associate Provost for Planning and Assessment & Dean of Enrollment Management	2015 - 2019
Associate Provost for Planning and Assessment	2008 - 2014
The Citadel	
<ul style="list-style-type: none">Managed institution-wide strategic planning, enrollment management, assessment, and accreditation processes. Supervised the Office of Admissions (2015-2019), Office of Financial Aid (2015-2019), Office of Institutional Research (2008-2019), Veterans Center (2016-2019), Citadel Online Enrollment Center (2015-2019), and The Citadel Graduate College (2016-2019). Managed a \$5.8M budget.Working with the Provost and the President's staff, refined the institution's capacity to engage in an ongoing strategic planning process. Implemented a cyclical strategic planning process with intentional linkages between strategic planning initiatives and actions, budgeting, goal-setting, assessment, and continuous improvement efforts, culminating in The Citadel's <i>Blueprint: A Strategic Plan for Educating Principled Leaders</i> (2009-2012) and <i>LEAD 2018: The Citadel's Strategic Plan for Leadership Excellence and Academic Distinction</i> (2012-2018).Chaired the institution's Enrollment Management Council, integrating the collaborative efforts of enrollment management, finance, student affairs, academic affairs, and facilities.Implemented Citadel Online, the launch of the institution's suite of online degree programs, including business planning, coordinating curriculum development, and strategic enrollment management operations. The Citadel Graduate College was recognized as The Citadel's Team of the Year in 2017.Implemented a comprehensive institutional assessment plan to measure general education and program outcomes, through implementation of a required E-Leadership Portfolio for all undergraduate students utilizing the AAC&U VALUE Rubrics and Taskstream software, which was awarded the 2014 CHEA Award for Outstanding Institutional Practices in Student Learning Outcomes.Served as the SACSCOC liaison and authored The Citadel's five-year interim report (2009 and 2019) and 10-year report (2014) and QEP development for SACSCOC accreditation. Chaired the SACSCOC Quality Enhancement Plan, <i>Ethics in Action</i>, supervising the curriculum development, instruction, and assessment of the program.	
Director of Institutional Research and Outcomes Assessment (GS-14)	2006-2008
Defense Intelligence Agency, National Intelligence University	Washington D.C.
Director of Admissions (GS-13)	2005 – 2006
Defense Intelligence Agency, National Intelligence University	Washington D.C.
Assistant Director, Office of Undergraduate Student Services	2003 – 2005
University of Central Florida	Orlando, FL
Director of Career Services	2003-2003
Counselor	2000-2003
RCI, ACAP, Ft. Huachuca Higher Education Directorate	Ft. Huachuca, AZ
School Counselor	2000
Amphitheater High School	Tucson, AZ
Associate Director of Emergency Services	1999
American Red Cross Central NC Chapter	Chapel Hill, NC

FELLOWSHIPS

2022 Data Institute Fellow, National Center for Education Statistics and Association for Institutional Research

Research Topic: Using Federal Datasets to Support Research on Postsecondary Education

2006 Data Policy Fellow, Association for Institutional Research, National Science Foundation, and National Center for Education Statistics

Research Topic: Post baccalaureate College Choices

PUBLICATIONS

Peer-Reviewed Books

Westberry, L., Hornor, T., and Dickson, M.L. (2022). *The virtual principal: The many facets of the demanding role*, Roman & Littlefield.

Peer-Reviewed Journal Articles

Hornor, T. & Oberman, A. (in press). Examining college admissions counseling curricula within school counselor preparation programs. *Strategic Enrollment Management Quarterly*.

Hornor, T. & Westberry, L. (in press). Why go to college? School counselor perceptions of the benefits of college attendance. *College Student Journal*.

Hornor, T. & Westberry, L. (2023). Counseling loss as a new variable in the education production function. *International Journal of Education Policy and Leadership*, 19(2).

Hornor, T. & Brooks, J. (2023). Strengthening esprit de corps: Enhancing student veterans' sense of belonging in colleges and universities. *Journal of Continuing Higher Education*. DOI: [10.1080/07377363.2022.2145553](https://doi.org/10.1080/07377363.2022.2145553)

Hornor, T. & Westberry, L. (2023). Virtual school counseling and covid-19 as seen through an organizational learning lens. *International Journal of Education Policy and Leadership*, v19(1).

Hornor, T. & Westberry, L. (2023). School counselors' role in creating a college going culture via general systems theory. Submitted to *Journal of Higher Education Research*.

Hornor, T. & Westberry, L. (2023). The virtual counseling transition and its influence on counselor self-efficacy, *Journal of Educational Leadership in Action*.

Hornor, T. & Westberry, L. (2022). Examining higher education's role in preparing school counselors for college admissions counseling. *College & University*, 97(4), 2-13.

Hornor, T. (2022). Factors influencing student veterans' institutional college choices. *Strategic Enrollment Management Quarterly*, 9(4), 3-15.

Hornor, T. & Westberry, L. (2022). A comparison of principal and school counselor self-efficacy during the pandemic: Lessons to be learned. *Journal of Educational Leadership in Action*, 8(2).

Westberry, L. & Hornor, T. (2022) The impact of covid-19 on principal self-efficacy. *Journal of Educational Leadership in Action*, 8 (1).

Ilagan, G., Ilagan, J., Jocius, R., Hornor, T., Shealy, T., Simpson, A., Cavaliere, G. Pollen, B., and Brooks, J., (2022). Backpacking veterans: Exploring sense of belonging, happiness, and stress-coping. *Journal of Outdoor Recreation, Education, and Leadership*, 14(4), 36-54.

Westberry, L. & Hornor, T. (2022). Best practices in principal professional development. *AASA Journal of Scholarship and Practice*, 9(1), 29-47.

Hornor, T. (2022). A longitudinal study of leveraging ethical dilemmas to enhance college students' ethical reasoning skills. *College Student Journal*, 56(4), 327-334.

Hornor, T. (2021). An e-Portfolio case study: The journey of designing and implementing an institution-wide e-Leadership portfolio. *International Journal of ePortfolio*, 11(2).

Westberry, L., Hornor, T., & Murray, K. (2021). The needs of the virtual principal amid the pandemic. *International Journal of Education Policy and Leadership*, 17(10).

Hornor, T. (2021). Strengthening college students' confidence in their own ethical reasoning skills. *Journal of Leadership Education*, 20(4), 124-132.

Hornor, T. (2021). Veterans' college choices: An examination of educational intentions and influential factors. *College Student Journal*, 55(3), 249-266.

Hornor, T. (2020). Strengthening strategic enrollment management through institutional strategic planning and assessment. *Strategic Enrollment Management Quarterly*, 8(3), 21-27.

Book Chapters

Hornor, T. (in press). College admissions counseling and military connected students. In *Fundamentals of College Admissions Counseling*, National Association for College Admissions Counseling (NACAC), Sixth Edition.

Hornor, T. (2024). Planning for student success: Linking strategic planning and assessment to enhance graduate enrollment management. In *NAGAP Handbook of Graduate Enrollment Management*, Stylus Publishing.

Peer-Reviewed Articles in Conference Proceedings

Watson, M.K., Ghanat, S., Hornor, T., & Davis, J. (2021). Impact of calculus peer mentoring on leadership development and math self-efficacy. Proceedings of the 2021 American Society for Engineering Education Annual Conference on Engineering Education.

Watson, M.K., Wood, T., Ghanat, S., Bower, K., Hornor, T., & Welch, R. (2020). A summer calculus experience to encourage development of community and self-efficacy building of civil engineering students. Proceedings of the 2020 American Society for Engineering Education Annual Conference on Engineering Education.

Watson, M.K., Wood, T., Ghanat, S., Bower, K., Hornor, T., & Welch, R. (2020). Re-imagining the early calculus experience. GIFTS (Great Ideas for Teaching Students) Paper. Proceedings of the 2020 American Society for Engineering Education Annual Conference on Engineering Education.

Welch, R., Hornor, T., Rabb, R., & Bower, K. (2018). Enhancing student learning through accreditation. Proceedings of the 2018 American Society for Engineering Education Annual Conference on Engineering Education

Manuscripts Submitted to Peer Reviewed Journals

Hornor, T. & Polen, B. Analyzing Nemo Resideo to Enhance Student Veteran Peer Support in Higher Education. *Submitted to Journal of Student Affairs Research and Practice.*

Book Reviews

Hornor, T. (2020). Review of *Captivating campuses: Proven practices that promote college student persistence, engagement, and success* in *Journal of College Student Retention: Research, Theory, & Practice.*

Hornor, T. (2019). Review of *What's next for student veterans? Moving from transition to academic success* in *College and University.*

McNealy, T. (2005). Review of *The learning portfolio: Reflective practice for improving student learning* in the *Journal of College Student Development.*

McNealy, T. (2005). Review of *Portfolio development and the assessment of prior learning* in the *Journal of College Student Development.*

Other Publications

McNealy, T. & Hill, H. (2005). Developing effective peer advising programs in Koring, L. and Campbell, S. (2005). *Peer Advising: Intentional Connections to Support Student Learning.* National Academic Advising Association Monograph Series, Number 13.

McNealy, T. (2004). Veterans' college choices: A process of stratification and social reproduction. Doctoral Dissertation, University of Arizona.

Doctoral Dissertations Chair – Student Completions

Fulk, T.A. (2023). *How interactions with an academic advisor influence the self-efficacy of online and distance education students.* ProQuest Dissertations Publishing.

Vickery, J.A. (2023). *Impostor phenomenon, college-going knowledge and staff expectations: Ramifications on first time in college students' enrollment.* ProQuest Dissertations Publishing.

Wright, M. (2022). *Healing the Burn: Assuaging Burnout and Increasing Work Engagement in University Admissions Counselors.* ProQuest Dissertations Publishing.

O'Keefe, K. (2022). *Persistence Rates of First-Year College Students Who Attend an Extended Orientation Camp Program Compared to Those Who Do Not Attend.* ProQuest Dissertations Publishing.

Connor, A. (2021). *Fizzing out: A correlational study of burnout and work-life perceptions among student affairs professionals in the mid-Atlantic northeast region of the United States.* ProQuest Dissertations Publishing.

Ogedegbe, C.M. (2021). *College recruitment of low-income underrepresented minority students.* ProQuest Dissertations Publishing.

Oommen, M.T. (2021). *Exploring the experiences and effectiveness of student loan entrance counseling.* ProQuest Dissertations Publishing.

Geosits, L. A. (2021). *Catholic elementary school principals, the transfer of marketing knowledge, and the diffusion of school marketing*. ProQuest Dissertations Publishing.

Jackson, C. W. (2020). *Curricular influence on professional formation in physical therapy students*. ProQuest Dissertations Publishing.

Doctoral Dissertation Committee Member – Student Completions

White, T.S. (2023). *Examining leadership experiences and practices of African American women in higher education to overcome barriers*. ProQuest Dissertation Publishing.

Avalos-Morales, L. (2023). *Exploring the upward transfer advising experience of first-generation Latinx community college students*. ProQuest Dissertation Publishing.

Ungaro, A.M. (2022). *LGBTQ student experiences and perceptions in Christian higher education: An exploration of institutional climate and LGBTQ persistence*. ProQuest Dissertations Publishing.

Sanders, D. J. (2021). *Learning experiences of financial aid administrators: A phenomenological study of workplace learning*. ProQuest Dissertations Publishing.

Leach, J.R. (2020). *The motivations toward decisions in delaying to apply for college: High school seniors of single parent households*. ProQuest Dissertations Publishing.

Davis, S.D. (2020). *A sense of belonging among minority students at a southeastern state flagship university*. ProQuest Dissertations Publishing.

National Refereed Journal Reviews

Editorial Board Member (2021-2024), *Journal of Student Affairs Research and Practice*

Reviewer, *Journal of College Student Retention: Research, Theory & Practice*

Reviewer, *Innovative Higher Education*

Reviewer, *Journal of Leadership Education*

Reviewer, American Society for Engineering Education

Accreditation Reports

The Citadel's SACSCOC Fifth-Year Interim Report, 2019-2020

“Ethics in Action” The Citadel's SACSCOC Quality Enhancement Plan Final Report, 2019-2020

The Citadel's SACSCOC Ten-Year Accreditation Report, 2014

“Ethics in Action” The Citadel's SACSCOC Quality Enhancement Plan, 2014

The Citadel's SACSCOC Fifth-Year Interim Report, 2009

“Principled Leadership” The Citadel's SACSCOC Quality Enhancement Plan Final Report, 2009

Institutional Strategic Plans

LEAD 2018: The Citadel's Strategic Plan for Leadership Excellence and Academic Distinction (2012-2018)

Blueprint: The Citadel's Strategic Plan (2009-2012)

GRANTS

Grants

Center of Excellence for Veteran Student Success Grant, U.S. Department of Education, 2022

Principal Investigator

Awarded: \$600,462

Provost Summer Research Grant, The Citadel, 2023

Principal Investigator

Awarded: \$4,813

Grant Reviews

U.S. Department of Education Grant Reader 2007 – 2010

- Fund for the Improvement of Postsecondary Education (FIPSE) Comprehensive Grant Program
- Fund for the Improvement of Postsecondary Education (FIPSE) Special Focus Grants
- Center of Excellence for Veteran Student Success Program
- Upward Bound Program

PRESENTATIONS

Peer-Reviewed National Conference Presentations

Westberry, L. & Hornor, T. (2024). "*Principal Professional Development: Research Revelations.*" The School Superintendents Association Annual Conference.

Hornor, T. (2023). "*Centering Student Affairs in the Institutional Context: Strengthening Student Affairs Through Assessment and Strategic Planning.*" NASPA Virtual Annual Conference.

Hornor, T. (2023). "*Infusing Research into Practice to Enhance Student Veteran Success.*" NASPA Virtual Annual Conference.

Hornor, T. (2022). "*Supporting Student Veteran Success.*" Association of American Colleges and Universities Annual Conference.

Hornor, T. (2022). "*Strengthening College Students' Confidence in Their Own Ethical Reasoning Skills.*" Association of American Colleges and Universities Annual Conference.

Hornor, T. (2022). "*Designing and Implementing Institution-wide ePortfolios.*" Association of American Colleges and Universities Annual Conference & Forum on Open Learning and ePortfolios

Hornor, T. & Brooks, J. (2022). "*Strengthening Esprit de Corps: Enhancing Student Veterans' Sense of Belonging in Colleges and Universities.*" Student Veterans of America Annual Conference.

Hornor, T. (2022). *“Student Veteran Leader’s Toolkit: Leveraging Institutional Processes to Strengthen Your Chapter’s Strategic Planning, Fundraising, and Veteran Success Initiatives.”* Student Veterans of America Annual Conference.

Hornor, T. & Oberman, A. (2022). *“Preparing School Counselors to Excel in College Admissions Counseling.”* National Career Development Association Annual Conference.

Westberry, L. & Hornor, T. (2022). *“Best Practices in Principal Professional Development.”* SREB Making Schools Work Conference.

Westberry, L. & Hornor, T. (2022). *“Virtual Principal: The Impact on Self-Efficacy and Professional Development Needs.”* SREB Making Schools Work Conference.

Hornor, T. (2021). *“Building a Successful Fifth-Year Report.”* Southern Association of Colleges and Schools Commission on Colleges Annual Conference.

Hornor, T. (2021). *“Creating an Assessment Gold Mine: Strategies for Designing and Implementing an Institution-wide e-Portfolio.”* American Association for Assessment in Higher Education Annual Conference.

Hornor, T. (2021). *“Assessment and IR Leadership in Action: Building a Culture of Evidence through Strategic Planning.”* American Association for Assessment in Higher Education Annual Conference

Hornor, T. (2021). *“Collaboration in Action: Engaging Faculty in Strategic Enrollment Management.”* American Association of Collegiate Registrars and Admissions Officers Annual Conference.

Hornor, T. (2021). *“Planning for Student Success: Linking Strategic Planning and Assessment to Achieve Strategic Enrollment Management Goals.”* American Association of Collegiate Registrars and Admissions Officers Annual Conference.

Hornor, T. (2021). *“The Academic Leader’s Toolkit: Linking Strategic Planning and Assessment to Successfully Navigate Change.”* American Council of Academic Deans (ACAD) and American Association of Colleges and Universities (AAC&U) Joint Annual Conference

Hornor, T. (2020). *“Ethics in Action: Using Ethical Dilemmas to Strengthen College Students’ Leadership and Ethical Reasoning Skills”* NASPA, ACPA, and NCLP’s 2020 Leadership Educators Institute.

Hornor, T. (2020). *“Strengthening Academic Affairs and Student Affairs Collaboration for Innovative SEM Implementation”* American Association of Collegiate Registrars and Admissions Officers (AACRAO) Annual Strategic Enrollment Management (SEM) Conference.

Hornor, T. (2020). *“Planning for the Future of Higher Education: Leveraging Change through SEM and Strategic Planning”* American Association of Collegiate Registrars and Admissions Officers (AACRAO) Annual Strategic Enrollment Management (SEM) Conference.

Hornor, T. (2020). *“Strengthening Transitions: Combining Strategic Planning and Assessment to Navigate Change”* National Center for the First-Year Experience and Students in Transition, 27th Annual Conference for Students in Transition.

Hornor, T. (2020). *“Using e-Portfolios in the Assessment of Higher Education High Impact Practices,”* American Association for Assessment in Higher Education Annual Conference

Hornor, T. (2020). *"Ethics in Action: Using Ethical Dilemmas in the Assessment of College Students' Ethical Reasoning Skills,"* American Association for Assessment in Higher Education Annual Conference

Hornor, T. (2019). *"Impact of Marketing in Strategic Enrollment Management,"* 9x5 Session, American Marketing Association Annual Higher Education Marketing Conference, Las Vegas, NV.

Hornor, T. (2019). *"Strengthening Strategic Enrollment Management Through Institutional Strategic Planning and Assessment."* American Association of Collegiate Registrars and Admissions Officers 29th Annual Strategic Enrollment Management Conference, Dallas, TX.

Hornor, T. (2019). *"Linking Assessment and Strategic Planning Processes to Enhance Student Transitions."* National Resource Center for First-Year Experience and Students in Transition's 26th National Conference on Students in Transition, Orlando, FL.

Hornor, T. and Pfarr, A. (2018). *"Institutional Effectiveness: Build Bridges and Collaborate."* National Association of College Auxiliary Services, Charleston, SC.

Hornor, T. (2016). *"Using Electronic Portfolios to Enhance Student Learning."* American Association of Colleges and Universities Annual Conference, Washington, DC.

Rhoades, T., McNealy, T. Bischof, M., and Milner, P. (2014). *"The VALUE of Quality Degrees."* American Association of Colleges and Universities Annual Conference, Washington, DC.

McNealy, T. (2011). *"Linking Strategic Planning and Assessment to Improve Student Retention."* NASPA Assessment Conference, Las Vegas, NV.

McNealy, T. (2009). *"Linking Strategic Planning and Assessment for Continuous Improvement."* Assessment Institute, IUPUI, Indianapolis, IN.

McNealy, T. (2009). *"Planning for Student Success: Making Intentional Connections Between Assessment and Strategic Planning for Continuous Improvement."* NASPA, New Orleans, LA.

Domzal, T. and McNealy, T. (2007). *"Beyond Joint: Utilizing Joint Initiatives in Transforming Intelligence Education."* Council of College and Military Educators Annual Conference, Monterey, CA.

Domzal, T. and McNealy, T. (2006). *"Linking Assessment to Strategic Planning for Continuous Improvement."* Middle States Commission on Higher Education Annual Conference, Philadelphia, PA.

McNealy, T. and Van Wagner, T. (2006). *"Distinct Educational Environments."* Council of College and Military Educators Annual Conference, Reno, NV.

McNealy, T. and Hill, H. (2005). *"Peer Power: Six Easy Steps to Creating a Peer Advising Team that Enhances Student Engagement, Retention, and Advising Services."* National Academic Advising Association Annual Convention, Las Vegas, NV.

Hill, H. and McNealy, T. (2005). *"Academic Advising Administration Strategies: Utilizing Systematic Assessment to Improve Strategic Management and Quality Services."* National Academic Advising Association Annual Convention, Las Vegas, NV.

McNealy, T. and Hill, H. (2005) *"Utilizing Benchmarking to Design Assessment Programs that Enhance Student Services."* American College Student Personnel Association Annual Conference, Nashville, TN.

McNealy, T. and Hill, H. (2005). *“Utilizing Peer Advising to Enhance Student Engagement and Advising Services.”* American College Student Personnel Association Annual Conference, Nashville, TN.

McNealy, T. and Hill, H. (2004). *“Online Student Services: Combining Innovative Information Technology Pathways To Improve Student Outcomes.”* National Student Personnel Administrators Annual Conference, Tampa, FL.

Hill, H. and McNealy, T. (2004). *“Building a Bridge for Academic Success: Advising in a Restricted Access Environment.”* National Academic Advising Association Annual Convention, Cincinnati, OH.

Peer-Reviewed Regional Conferences

Hornor, T. & Westberry, L. (2024). *“Enhancing College Admissions Counseling Through Higher Education and K-12 Partnerships.”* ACT South Atlantic Summit, Clemson University.

Westberry, L. & Hornor, T. (2022). *“Covid-19’s impact on principal self-efficacy and next steps.”* South Carolina Educators for the Practical Use of Research Conference.

Ellis, T., McNealy, T., & Hill, H. (2004). *“Innovation in Student Services: A Balanced Scorecard Approach to Enhancing Student Engagement.”* Florida Association for Institutional Research Annual Conference, Melbourne, FL.

Hill, H., McNealy, T., Edwards, C., Watts, J., & Cheney, J. (2004). *“Is Your Office in the Eye of a Hurricane? A Balanced Scorecard Approach Can Help You Find Your Way Through the Storm.”* National Academic Advising Association Regional Conference, University of Central Florida, Orlando, FL.

Specialized Professional Development and Training

Online Teaching Faculty Academy (8-week training course), The Citadel

Canvas Fundamentals, May 2020

Best Practices in Teaching Online, June 2020

Best Teachers Institute, June 2019

Racial Equity Institute, July 2018

National Coalition Building Institute (NCBI) Train the Trainer, 2014

Stewards of Children Training, Darkness to Light, 2015 and 2020

SERVICE

Institutional Service

- Citadel Enrollment Management Council, Chairperson (Reporting to President)
- Citadel Strategic Planning Committee, Member and Administrative Coordinator
- General Education Committee, Member
- Citadel Faculty Senate
- Citadel Faculty Senate Finance Committee, Ex Officio Provost Office Liaison to Committee
- Citadel Faculty Senate, Awards Committee, Member
- Citadel Faculty Senate Graduate College Committee, Member
- Deans and Directors Academic Affairs Council, Member
- BOV Education and Leadership Development (ELD) Committee, Provost Office Liaison

- BOV Strategy, Vision, and Governance Committee, Provost Office Liaison
- SACSCOC Accreditation Liaison
- South Carolina Commission on Higher Education, Institutional Representative

ZFSOE Service

- Program Coordinator and Advisor for Higher Education Leadership M.Ed. and Graduate Certificates
- Program Coordinator and Advisor for Instructional Systems Design and Performance Improvement M.Ed.
- Development Advisory Board Member, Zucker Family School of Education
- CAEP Accreditation Committee Member – Standard 1 and Advanced Standard 1
- CACREP Accreditation Committee Member – Standard 1 and Standard 4