

March 7, 2015

Chancellor John Morgan
Tennessee Board of Regents
1415 Murfreesboro Road, Suite 340
Nashville, TN 37217

Dear Chancellor Morgan,

Please accept this letter, attached curriculum vita, and list of references as my application for the position of President for Motlow State Community College (MSCC). I look forward to discussing the possibilities of this position with you. I currently serve as Vice President for Academic Affairs at MSCC. I have also served as Vice President for Academic Affairs and Vice President for Student Services at Kanawha Valley Community and Technical College (KVCTC) in South Charleston, WV as well as Dean for Academic Affairs at West Virginia University at Parkersburg (WVUP). My years in the West Virginia and Tennessee community college systems give me unique experiences to bring to MSCC as its next President. I have leadership experience in the development and delivery of certificate and associate degree programs, as well as technical and transfer programs. My 25 years of experience in community college settings have given me an understanding of the operations of student services and workforce development as well. This understanding is necessary for the executive administrator to ensure that all facets of the institution work together to further the mission of the college.

In 1991 I began my career in higher education. Before that time I was a public school teacher. In higher education I began as an instructor and moved my way through promotion processes to full professor and tenure. I have also served as chair of an academic division, associate dean of academic affairs, dean of academic affairs, and vice president for academic affairs and student services. Through positions associated with these titles I have been responsible for Student Development programs, Developmental Education programs, early admission programs, transitions programs, faculty professional development, adjunct faculty programming, Early Learning Center, Honors College, Leadership Academy, Non-Traditional programs, Office of Retention, Cooperative Education/Career Services, academic advising, program and institutional accreditation, academic programs, curriculum development and delivery, grant writing and workforce/community development. I also have experience with student services areas such as financial aid, recruitment and admissions, disabilities services, and student life. Because of the progressive expansion of responsibilities during my tenure in higher education I have extensive experience with the hiring process, budget management, supervision and evaluation of faculty and staff, scheduling, program development, strategic planning, and leadership development.

While at WVU Parkersburg I was involved in developing the strategic plan for the college, as well as responsible for reporting for the academic area. While at KVCTC I completed the 2012 and 2013 Strategic Plan Report Card for the academic and student services areas. At MSCC we have begun the process for developing the next strategic plan for the college. The goals associated with the college's strategic plan are important benchmarks for all divisions of the college to use. This ensures that all constituents are working to fulfill the mission of the college. The college's strategic plan is the roadmap for the divisions to follow to be sure the college is growing and meeting the needs of students and the community. As President I look

forward to leading Motlow in developing the next strategic plan to meet the guidelines of TBR. I am also excited to guide the college in following the new strategic plan over the coming years.

It is important that the President is involved in the community the college serves. Knowing the community and being known as a community member is vital to building relationships and friends for the college. Not only does this lead to goodwill and an understanding of the needs of the community, but it may also open doors to fund raising. I believe the President, as well as other leaders on campus, should be active community members. In the past I have worked with local Boy Scouts, been an active member of Lions Club, served on Local School Improvement Councils, and assisted with the local humane society. Since I have moved to the Lynchburg/Tulahoma area, I have joined the local Tullahoma Downtown Lions Club. I have also attended the Rutherford County Workforce Executive Council with Dr. Apple. As the President of Motlow State Community College, I must be the face and the voice of the campus to the community. I look forward to greater involvement with agencies and organizations within our 11 county service region.

While I have worked hard to raise funding for programs through grant writing, I have also been a part of other fund raising activities. Just before I left WVU Parkersburg, ground was broken for the construction of a new child development center. I worked with the President to raise funds for the center. I planned fundraising activities such as the "Children's Champions" event, prepared project portfolios and shared them with foundations and private donors, presented the proposal for the center and requested funding from state legislators, and visited with U.S. legislators to request funding for the project. It was a rewarding experience to start with an idea, put it to paper, share the vision with others, and see the vision become reality. In today's economic times, capital campaigns and fundraising are very important roles for the President. Becoming a member of the community and working with the Motlow Foundation will be a focus of my work as President.

I have experience bringing people together from different areas to find common ground for the benefit of the institution. In 2008 I led a group of faculty and chairs to review and revise the general education core curriculum for my college. The core curriculum was a "hot button" issue on the campus at the time. The group worked throughout the year studying models and gathering input from the campus community. By the end of the year we had developed a new general education curriculum that was accepted and approved by faculty, administration, and the college's Board of Governors. As a result of this work, we also developed an experimental model that would allow us to infuse general education skills and knowledge into courses for technical programs. This project was submitted to the WV Community and Technical College (WV CTC) central office as a possible means of encouraging degree completion by students taking classes for skills acquisition and was funded as an experimental program.

The most important skills I bring to a leadership position are listening, observing, and sharing. Community and consensus building are imperative for stakeholders to take ownership in the institution and the programs found within. In the position of President, I am also aware that at times hard decisions must be made and that those decisions are not always popular. I do my best to make informed decisions and in my experience I have found when I must make an unpopular decision and I offer a sincere explanation for the decision, those around me respect my judgment and trust that I am acting in the best interest of the students and the institution. As the chief executive officer of the campus it is impossible to make all people happy. My goal is to create an environment in which faculty and staff can respectfully air their concerns and differences and know that their voice is heard in the decision making process. I believe in using the collective wisdom around me to make the best decisions. Shared governance is a concept that fits well with

my leadership style. As President I must help faculty and staff in the college understand that shared governance refers to balance between faculty/staff participation in decision making and the accountability the executive administrator has to the Board of Regents and THEC, the community and ultimately the students. Through the processes of effective shared governance the mission and strategic plan of the college can move forward. Leadership and team building is a study that is near to my heart and I work every day to make myself a better leader.

The 2008-2009 academic year was a gift to my professional life. I was nominated by my president for an American Council on Education (ACE) Fellowship. After extensive writing and interviewing, I was chosen as one of the 29 members of the 2009 ACE Fellows class. During my year I learned about leadership, hiring, budgeting, funds development, program development, media relations, public speaking, and many other topics related to becoming a president. I was also given the opportunity to visit 36 institutions of higher education, both public and private, across the nation. Valuable time was spent with college presidents and cabinet members learning about all aspects of leadership and stewardship in higher education. Along with the campus visits, I participated in long-term placements with Owens Community College in Toledo, Ohio and with the WV Higher Education Policy Commission (WV HEPC) in Charleston, WV.

During my time at the WV HEPC I was able to observe and participate in the legislative process as it pertains to higher education. I attended staff legislative planning meetings as well as senate and house hearings. I also observed floor debate and learned about working with legislators to advance the agenda for higher education in the state. During Spring 2009 I was asked by the Vice Chancellor to conduct a state-wide study of the program for offering college classes for high school students. To do this I worked with the HEPC Data and Research group to review information collected yearly from all public colleges across the state. I also developed a survey and data tables for each school to complete. As a part of the study I visited several institutions to conduct interviews with the chief academic officers. The report was completed and presented to the Chancellors of the WV CTC and WV HEPC. Because of the findings in the report the Chancellors asked that I lead a task force of chief academic officers to propose a revised policy pertaining to college classes offered for high school students. I worked with the task force from August through December 2009. In January 2010 the new policy was taken to the WV CTC and the WV HEPC and was approved by both governing bodies.

My experiences during the Fellowship year, in addition to my increasing responsibilities at my home college, give me a perspective of various organizational structures. My host college for six months, Owens Community College, was at that time a college of approximately 19,000 students. The campus had three labor unions representing its employees. Working everyday with the president provided opportunities for me to engage in a large and complex organizational structure. My work at the WV HEPC also offered me valuable experience working within the state system structure. I am fortunate to have been given the opportunity in my career to experience large college, small college, and system-wide operations. I have brought this experience to MSCC as the Vice President for Academic Affairs and look forward to using it in the role of President. MSCC is a college within the dynamic TBR system. The knowledge I have helps me meet the requirements and directives of the system while working for the greatest benefit of the college.

At the request of the Vice Chancellor in 2011, I assisted at the state level with the implementation of a Complete College America grant awarded to the state of West Virginia. The grant focused on the redesign of developmental education across the state. The purpose of the redesign is to move students through the

developmental education sequence as quickly as possible while ensuring they have the skills to be successful in their certificate and/or degree programs. The grant involved actual review and revision of developmental programs across the state, offering of professional development opportunities for faculty and staff, and monitoring and evaluation of the changes that occurred. My role was to work directly with the Vice Chancellor to facilitate grant activities and act as liaison for the participating four-year institutions. The work was challenging and rewarding. When I transitioned to the Tennessee system, I was prepared to assist with the redesign of the learning support program. Knowledge of and activities associated with Complete College America also helped me to quickly understand the concepts associated with the Complete College Tennessee Act. During my first year at Motlow we began to take actions to improve retention and completion rates. These actions include: initiating the co-requisite learning support model, completing program maps, writing grants to revitalize gateway courses, creating writing centers, and implementing advising centers on all campuses. We are taking such steps to support student educational attainment, meet performance funding benchmarks, and move closer to the goals of the Drive to 55 program.

Institutions are facing challenging times. In these challenges I look for opportunities. Working with others to find creative solutions and resources is exciting! I challenge myself daily to lead others to discover possibilities that they do not know exist. As an executive leader I find pleasure in helping faculty and staff think outside the box. In today's climate, we must work smart. Smart programming goes beyond traditional methods and meets the educational, delivery, and scheduling needs of the students we serve. As stewards of the institution and community we must never lose sight of those students depending on us for leadership and learning. In Leadership Team meetings, when it seems that an issue cannot be resolved, I often ask, "How can we give the most benefit to the students?" It is our responsibility that students know the pathways available for them whether the student be traditional or nontraditional and in a transfer, AS, or workforce program.

Because of the current economic climate, financial management and growth are vital to the future of any institution. As President this includes advocating for the needs of the college, working to secure external financial resources, and working closely with the chief financial officer to use funds in the most effective and efficient manner. My past experiences have given me increasingly greater budgetary responsibility. As the current Vice President for Academic Affairs and past experience as Vice President for Student Services I had fiscal responsibilities for both the academic area and student services areas. Moving to a system of performance based funding in Tennessee, I realize that I must be aware of the metrics in place to determine our funding levels. As President I will work to ensure that all divisions of the college are working together to meet benchmarks associated with performance funding. Working with all stakeholders to set priorities is important to an effective budgeting process.

During my time at KVCTC I faced many unique challenges. KVCTC is a community college that separated from the four-year university in 2005. In the first 5 weeks of arrival my first assignment was to plan for and move the academic area of the college to a new campus and set up to begin summer school. During the three-days of the physical move, the history making derecho storm devastated a major portion of West Virginia. The new campus was without electricity during our move-in period. As a result of this storm, the completion of telecommunications systems on campus was backed up by several months. Summer school opened one week later than expected and fall term commenced as planned even though we did so with very limited connectivity. Just when we thought we were finding a normal college routine, the

West Virginia legislature passed a bill in March 2013 that mandated the merger of KVCTC with another smaller community college in close proximity. For six months I worked to develop a plan to merge the academic and student services areas of these two colleges. I also worked to complete required Change of Control and Substantive Change documents for the Higher Learning Commission accrediting body. In January 2014 the KVCTC service area was faced with a chemical spill into the region's main water supply. KVCTC campus is about 4 miles down river of ground zero. Because no water was available in the area, I had to quickly work to postpone the opening of the spring term. I brought together teams from student services and academic affairs to ensure changes to the academic calendar that would not be detrimental to students. We worked with the U.S. Department of Education to make accommodations for financial aid assistance and course scheduling. Faculty worked to compress courses. We also brought in donations of bottled water to offer our students who were in need. Because of our planning and actions, we were able to meet the academic needs of our students while being aware of their personal situations. In the face of continual change and challenges I have learned much about myself as a leader. I have found opportunity in adversity and helped faculty and staff find strength in their drive to meet the needs of our students and community.

I believe in the mission of community colleges. Providing an atmosphere that supports the development of individual students in skills attainment, critical thinking, problem solving, and communication helps grow a community of life long learners. I truly understand the importance of opportunities a college such as MSCC offers the community and people of the region. The educational, creative, and cultural experiences provided are invaluable to the intellectual and economic growth of the area. The community college offers access and opportunity to students who may not otherwise attend college. At Motlow we must make the commitment to meet the needs of students who are from diverse and varied backgrounds. As President I will encourage and support programs that engage students from nontraditional as well as culturally and ethnically different backgrounds.

It is important that diversity in faculty and staff also be encouraged and supported. The ideas and experiences brought to campus by new members of the college community add depth and richness to the services and programs that are offered. I have worked with Human Resources officers since I became an academic chair to guarantee fairness in hiring practices. Knowledge of federal regulations associated with affirmative action and equal opportunity are necessary for any person in a position to hire new employees. I have experience finding venues for advertising positions and recruiting through professional networks. A robust candidate pool will enhance the chances for a successful search resulting in the hiring of a new employee who meets the needs of the college.

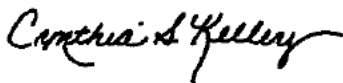
Building unique partnerships to offer training programs and exploring the various ways to use flexible and distance learning opportunities is a necessity if the college is to grow. I have worked with special programs to meet the educational needs of soldiers while they were deployed and as they returned home. I have also worked to offer programs of training for the Transportation Security Administration (TSA) at airports and with the National Guard for training in the operation of emergency incident command centers. When I left KVCTC we were in process of building a model emergency command center on campus. While at Motlow, I led the development of the college's first Industrial Readiness Training program. This program was developed to prepare workers to meet the needs of industrial partners. Our first, class in partnership with Vi-Jon, was very successful. Being open to, and looking for, opportunities for outreach and

collaboration is a necessary role for the community college in the 21st century. The college and the community it serves benefit from these types of collaborations.

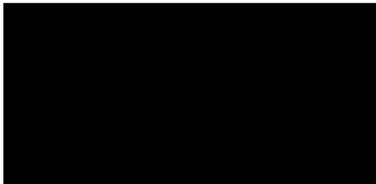
My move to Tennessee has been a positive professional and personal change in my life. As I look to move forward in my career I am excited about the possibilities associated with the position of President at Motlow State Community College. I spent over 20 years at one institution and am committed and loyal to the institution and people I serve. My husband and I feel that we have found a place to call home at Motlow and in south Middle Tennessee. I am a positive person who loves learning and problem solving. I have energy, excitement, and curiosity for new and growing programs and organizations and would like to continue to share my enthusiasm as the next President of Motlow. The mission of MSCC is to offer flexible learning pathways for students in the 11 county service region. I am honored to be part of the team that carries out this mission. I offer my commitment to excellence and loyalty to the college and its students to continue this mission as the next President.

I feel that this letter, along with the information in my curriculum vita, will demonstrate my ability to bring strong leadership to Motlow State Community College. I look forward to discussing this exciting position and sharing my thoughts and ideas with you in the near future. I ask the courtesy of confidentiality until such time that I may be considered a finalist for this position.

Sincerely,



Cynthia S. Kelley



CURRICULUM VITA

CYNTHIA STEWART KELLEY

EDUCATION

Ph.D. Curriculum and Instruction
Cognate Areas: Instructional Leadership and Supervision
Scholarly Tools: Qualitative Analysis and Quantitative Analysis
Graduation date: November 26, 1997
Ohio University

M.A. Education of Gifted and Talented Students
Graduation date: May 13, 1988
West Virginia University

B.A. Elementary Education
Minor Areas: Specific Learning Disabilities and Mental Retardation
Graduation date: December 19, 1983
Glenville State College

Permanent Teaching Certifications:
Elementary Education 1-6
Specific Learning Disabilities K-12
Mental Retardation K-12
Education of Gifted and Talented 5-12

EXPERIENCE

VICE PRESIDENT FOR ACADEMIC AFFAIRS *Motlow State Community College*

June 2014 - Present

Serve as chief academic officer in college of approximately 4700 students, 92 full time faculty, and approximately 175 adjunct faculty at four campus locations. Areas of responsibility include all academic programming, academic scheduling, budget for the academic areas, dual/joint enrollment, faculty professional development, adjunct faculty programming, academic advising, academic accreditation reporting, workforce programming and operations of off campus sites. Report to the President and serve on President's Executive staff and President's Council.

In first year served on TBR Academic Sub Council and Magnet Status Ad Hoc committee (allied health and nursing). Led development and delivery of Motlow's first Industrial Readiness Program. Initiated the development of Academic Advising Centers on all campuses. Also led the redesign of Learning Support co-requisite courses in English, Reading and Mathematics. Responsible for academic audit and program accreditation. Directed exploration of Quality Enhancement Plan topics in the academic area. Led Complete College Tennessee team. Began attending Rutherford County Chamber Workforce Executive Council meetings. Attended evaluator training for SACS-COC.

Skills to carry out responsibilities include budgeting, scheduling, assessment, organizational management, evaluation of faculty and staff, review of policy, report writing, grant writing, hiring, curriculum review. Represent the President at various meetings.

VICE PRESIDENT FOR
ACADEMIC AFFAIRS

June 2012 – June 2014

VICE PRESIDENT FOR
STUDENT SERVICES
*Kanawha Valley Community and
Technical College*

Served as chief academic officer in college of approximately 1600 students; 60 full time faculty, and 90 adjunct faculty. Areas of responsibility included all academic programming, budget for the academic areas, faculty professional development, adjunct faculty programming, library, Student Success Center (tutoring), instructional technology, and academic advising. Also served as college liaison to the Higher Learning Commission and was responsible for leading college efforts in continuing accreditation efforts. Responsible for writing and implementation of Perkins grant for KVCTC. Reported to the President and served on President's Executive Cabinet.

Reviewed/revised academic and institutional procedures and policy. Developed articulation agreements with area public and private institutions. In first year led development of new AAS programs in Medical Laboratory Technician and Health Sciences, also new CAS in General Education. Worked with President to explore grant and funding opportunities, visited Capitol Hill for funding opportunities. Obtained eligibility for Title III funding for KVCTC. Title IX investigator training. Served on Complete College America team.

Skills to carry out responsibilities included building and maintaining budget, scheduling, faculty/staff retention, assessing programs, evaluating faculty and staff, reviewing and restructuring the Student Success Center, reviewing and revising policies, and program development, grant writing, local/state/federal report writing, hiring, retention/nonretention of faculty and staff, and policy review and revision. Responsible for Student Success Task Force, enrollment management, financial aid, disability services, student life. Served in place of President in absence. Represented President at local, state, and national meetings.

DEAN FOR ACADEMIC
AFFAIRS

*West Virginia University at
Parkersburg*

July 2009 – May 2012

Served as Associate Dean and then Dean in a community college of approximately 4200 students, 98 full time faculty, and 180 adjunct faculty. Areas of responsibility included the college's Student Development program, Developmental Education program, faculty professional development, Early Learning Center, adjunct faculty programming, early admission program, Transitions program, the Leadership Academy, nontraditional programs, academic advising, cooperative education, and career services. Skills to carry out responsibilities included scheduling, hiring faculty, assessing courses, evaluating faculty and staff, reviewing and restructuring the Student Development and Developmental Education programs for the college, reviewing and maintaining budgets, reviewing and revising policies, and program development. Worked with Outcomes Assessment Committee to monitor institutional assessment plan. Also worked closely with all division chairs to facilitate academic program development and to meet the needs of the academic areas. Worked closely with the Sr. Vice President for Academic Affairs to facilitate the operation of the academic area. Served in place of Sr VPAA in absence.

Wrote and served as Primary Investigator for National Center for Academic Transformation grant to redesign developmental education. Also served as primary investigator for CCAMPIS grant to ensure access for parents to college degrees.

Directed and served as co-instructor of the WVU Parkersburg Leadership Academy.

November 2010 was appointed as a lead in HLC continuing accreditation effort.

AMERICAN COUNCIL
ON EDUCATION
FELLOW

Home Institution:
West Virginia University at
Parkersburg

Host Institutions:
Owens Community College
WV Higher Education Policy
Commission

July 2008 – June 2009

Nominated by the campus president and chosen for participation after a nation-wide selection process. The year-long American Council on Education (ACE) Fellows program combines intensive seminars, campus visits, and internship placements.

August through December placement at Owens College: Worked closely with college president and executive vice-president/provost. Involved in meetings on issues such as budget, hiring practices, program development, and college structure. Also attended Board of Trustees and Foundation Board meetings. Worked in academic area with the First Year Experience program. Also worked with coordinator of the AQIP accrediting process.

January through June placement at WVHEPC: Worked in the office of the Vice Chancellor/Director of Academic Affairs. Attended legislative update meetings, legislative committee meetings, and legislative hearings. Also attended the Vice Chancellor's Academic Advisory Council meetings. Met with both chancellors. Completed study of WV's Early Enrollment Program. Developed and used a questionnaire and conducted campus visits to complete a report for the Vice Chancellor. The report included policy implications and recommendations for change.

ASSOCIATE DEAN
FOR ACADEMIC
AFFAIRS

and

CHAIR OF EDUCATION
DIVISION

West Virginia University at
Parkersburg

August 2007 – June 2009

All duties and responsibilities associated with Chair of Education Division. Also responsible for the operation of the college's Student Development Area. Involved scheduling, hiring faculty, assessing courses, evaluating faculty, reviewing and restructuring the Student Development program for the college. Responsible for the college's Children's Room child development center. Involved hiring and evaluating staff, budgeting and billing, facilitating curriculum development, meeting state childcare licensing requirements, scheduling staff and clients. Responsible for maintaining all state approval and NCATE accreditation status. Also responsible for assisting Executive Dean with operation of the Academic Area.

ASSOCIATE DEAN
OF EDUCATION
West Virginia University at
Parkersburg

July 2006 – August 2007

All duties and responsibilities associated with Chair of Education Division. Also responsible for the operation of the college's Student Development Area. Involved scheduling, hiring faculty, assessing courses, evaluating faculty, reviewing and restructuring the Student Development program for the college. Responsible for the college's Children's Room child development center. Involved with hiring and evaluating staff, budgeting and billing, facilitating curriculum development, meeting state childcare licensing requirements, scheduling staff and clients. Responsible for maintaining all state approval and NCATE accreditation status.

CHAIR OF EDUCATION
West Virginia University at
Parkersburg

January 2001 – July 2006

Responsibilities included scheduling courses, coordinating schedules and courses with other divisions, monitoring and maintaining budget, evaluation of faculty and staff, hiring of faculty and adjunct faculty, textbook adoption and ordering, working with public school teachers and administrators, working with county level school administrators, completing annual reports for state and national agencies, overseeing certification of new teachers from the program, coordinating and maintaining NCATE accreditation, directing the WVU Parkersburg Partnerships Project. Also developed new associate degree program in Early Childhood Development. Responsible for division and academic policies. Responsible for successful NCATE Continuing Accreditation in 2004 - 2005. Served as chair of the Division's Education Personnel Preparation Advisory Council. Developed new middle school endorsement areas for the teacher education program.

PROFESSOR OF
EDUCATION
*West Virginia University at
Parkersburg*

August 1991 – May 2012

Responsibilities included teaching courses in foundations of education, education theory, classroom management, curriculum and instruction, and seminar for student teachers. As a faculty member during the first year of the Education program, developed Classroom Management and Theories of Learning courses and Seminar for Student Teachers. Assisted with preparation for WV State Department of Education accreditation and NCATE accreditation, to eventually assume responsibility for all accreditation for the Division. Serve as Chair of the Partnerships Project Advisory Council. Responsibilities also include teaching upper division classes, academic advising, college-wide and division committee membership, and grant writing. Student evaluation of teaching ratings very good – excellent.

COORDINATOR OF
FIELD EXPERIENCES
*West Virginia University at
Parkersburg*

August 1991–January 2001

Responsible for securing field experience placements for all education courses. Also placed student teachers for practicum experiences. Was responsible for communicating with principals and superintendents in seven county service region in matters concerning field experiences. Also placed students for field experiences in the Math 301, Reading 302, and Reading 401 courses. Developed and implemented professional development school plan. Offered workshops for local school faculty senates to introduce public schools to the WVU Parkersburg Education program. Planned and held Cooperating Teachers' workshop each semester. Established the WVU Parkersburg Partnerships Project (professional development school program).

CONSULTANT
Sigma Education Services

1991 – 2011

Founded educational consulting service to provide teachers, schools, and school districts with professional development opportunities. Offered training and professional development on topics such as inclusion, marginal learners, cooperative learning, collaborative teaching, brain based teaching, teaming, classroom management, and multiple intelligences. Planned, developed, and held the Mountain Institute.

GRADUATE ASSISTANT
INSTRUCTOR
Ohio University

August 1989–August 1991

Responsible for teaching Introduction to Exceptional Children courses on the main campus in Athens, Ohio. During summers taught same course at Ironton, Ohio campus. Also arranged and supervised field experience students in special education placements. Assisted with teaching graduate level courses to public school teachers.

SPECIAL EDUCATION
DEPARTMENT HEAD
Ritchie County High School

September 1986–May 1989

Responsible for scheduling IEP meetings for six special education faculty members. Also disseminated information regarding policy and law to special education faculty from the state and county central office. Worked with principal to develop yearly class schedules. Oversaw compliance of special education regulations in the school.

TEACHER
*Ritchie & Wood County Schools
(Ritchie County High School)
(Harrisville Elementary School)
(Parkersburg High School)*

December 1983–June 1989

Taught students identified as learning disabled, mentally impaired, and gifted. Began program to work with exceptional students in regular classroom (inclusion).

RELATED EXPERIENCE

2014 EVALUATOR TRAINING <i>SACS-COC</i>	Attended accreditation evaluator training as part of the SACS-COC Annual Conference.
2012 – 2014 PEER EVALUATION CORP <i>Higher Learning Commission</i>	Completed training to serve as a member of institutional evaluation teams for Open Pathway accreditation for the Higher Learning Commission of the North Central Association.
2011 – 2014 PRESIDENT <i>National Association of Community College Teacher Education Programs</i>	Elected as President of the National Association of Community College Teacher Education Programs. Responsible for activities, functions, and communications associated with this national organization. Planned and led board meetings, assisted with member recruitment, responsible for the annual national meeting, and made yearly visits to Capitol Hill to represent NACCTEP and KVCTC. Served on American Association of Community Colleges Affiliate Council.
2011 – 2012 <i>WV Community and Technical College System</i> <i>Complete College America Grant</i>	Asked by the Chancellor/Vice Chancellor of CTC System to assist with implementation of state-wide Complete College America grant. Goals of the grant were to review and redesign developmental education practices across the state. Conducted meetings, guided review of practice and policy and met with the Vice Chancellor and stakeholders to ensure implementation of the grant.
2011 <i>WV Community and Technical College System Task Force</i> <i>Review and Revision of Developmental Education</i>	Asked to serve on state-wide task force to review practices associated with developmental education in colleges across the state. The task force is charged with recommending revisions for the enhancement of developmental offerings to the Chancellor and the System Council.
2009 - 2010 <i>WV Higher Education Policy Commission Task Force Chair</i> <i>Revision of Series 19</i>	Appointed as chair of WV Higher Education Policy Commission (HEPC) Task Force on Series 19 – College Courses for High School Students. Worked with academic officers from colleges across the state to review and propose a revised Series 19 policy. The proposed policy was accepted by the Higher Education Policy Commission and the Community and Technical College Council in January 2010.
2009 – 2010 PRESIDENT ELECT <i>National Association of Community College Teacher Education Programs</i>	Elected as President-Elect (2011) and served as Treasurer (2009-2011) for the Executive Board of the National Association of Community College Teacher Education Programs. Attend board meetings, assist with member recruitment, and participates in the planning for the annual national meeting.
2009 – PRESENT <i>American Council on Education</i> <i>Council of Fellows Executive Board</i>	Serve as a member of the ACE Council of Fellows Executive Board. Assist with planning of Fellows sponsored sessions for the annual ACE conference. Also plan annual Council of Fellows meeting. Serve on Nominating Committee and Professional Development Committee. Elected Secretary of the Executive Board.
2008 – 2009 <i>National Association of Community College Teacher Education Programs</i>	Elected as Member-At-Large for the Executive Board of the National Association of Community College Teacher Education Programs.
2006 – 2012 <i>WVU Parkersburg President's Cabinet</i>	Member of the President's Cabinet at West Virginia University at Parkersburg. Assist President with decision making, programming, and development of the college. Carry out the college's strategic plan in the academic area.
2005 – 2013 MEMBER <i>WV Program Review Board</i>	Appointed by WV Higher Education Policy Commission to represent higher education on Program Review Board. This Board reviews all new teacher education programs submitted for approval to the WV Department of Education.

2005 – 2009 CHAIR <i>WV Teacher Education Advisory Council</i>	Chaired group of deans and chairs of teacher preparation programs from throughout the state. The Teacher Education Advisory Council (TEAC) acts in an advisory capacity to HEPC in matters associated with teacher preparation, teacher certification, policy, and programming. As chair worked with HEPC Vice Chancellor for Academic Affairs, WVDE Executive Director for Certification, and WVDE Coordinator for Certification.
2004-2006 BOARD OF DIRECTORS <i>Edvantia</i>	Served as member of the Board of Directors overseeing the operation and policies of the Edvantia Corporation (formerly Appalachian Education Laboratory). Served as a representative of WV Association for Colleges of Teacher Educators. Served on the WV State Caucus.
2002-2010 ADVISORY BOARD MEMBER <i>WV Partnerships for Teacher Quality</i>	Represented WVU Parkersburg on state-wide advisory board for developing professional development school programs and policy throughout the state. This initiative involved all state funded colleges with education programs. The Board included representatives from the Higher Education Policy Commission, State Superintendent of Schools, Office of Secretary of Education and the Arts, Benedum Foundation, Education Alliance, WV Economic Roundtable, and other colleges.
2001-2006 FACULTY REPRESENTATIVE <i>WVU Parkersburg Board of Advisors</i>	Represented faculty perspective on WVU Parkersburg Board of Advisors. Also reported to faculty regarding actions of the Board.
2001-2011 TREASURER <i>WV Association of Colleges of Teacher Education</i>	Responsible for finances of state organization, including invoicing all state and private colleges, maintaining state financial records and reporting to the national organization. Also assisted with organizing statewide meetings throughout each year.
1999-2002 PRESIDENT <i>WV Association of Teacher Educators</i>	Responsible for regular communication with the national organization, Association of Teacher Educators. Also responsible for communication throughout the statewide organization. Planned and coordinated the association's annual state conference.
1999-2000 PRESIDENT <i>WVU Parkersburg Faculty Senate</i>	Worked as faculty representative to the college president. Represented faculty on President's Search Committee. Organized and carried out faculty elections. Acted as faculty representative to the Academic Council and Planning Council. Worked with President and Deans in disseminating new policy.
1998-1999 VICE-PRESIDENT <i>WVU Parkersburg Faculty Senate</i>	Assisted the Faculty Senate President in the operation of the WVU Parkersburg Faculty Senate.
1997-2008 DIRECTOR <i>WVU Parkersburg Partnerships Project</i>	Established first professional development school for WVU Parkersburg. Involved working with teachers and teacher candidates, grant writing, and planning workshops and seminars. The Partnerships Project grew from one to 16 schools. Chair of Partnerships Council, advisory council for the program.
1997-1998 EXECUTIVE SECRETARY <i>WV Association of Teacher Educators</i>	Responsible for regular communication with members of the state organization. Maintained membership list and was responsible for annual state meeting registration.
1996-1997 SECRETARY <i>WVU Parkersburg Faculty Senate</i>	Kept and posted minutes of faculty senate meetings. Assisted the Faculty Senate President in the operation of the WVU Parkersburg Faculty Senate.
1994-2004 WVUP REPRESENTATIVE <i>WV Statewide Development Network</i>	Represented WVU Parkersburg in consortium of colleges from across West Virginia. Responsible for sharing faculty development activities from WVU Parkersburg and planning and organizing the WV Great Teachers' Seminar.

SELECTED GRANTS

2013	WVCTCS Allied Health Expansion Grant Awarded to add an ambulance simulator in the KVCTC EMT/Paramedic lab. Also funded the completion of Nursing simulation lab control room and the addition of Sim-Man Junior to the simulation lab.	\$118,700.00
2013	Complete College America – WV Sub-Grant Awarded to support redesign of the developmental education program at KVCTC. The grant funded training for faculty in developmental teaching methods. Also funded the purchase of portable laptop lab for the developmental education area.	\$ 30,000.00
2010	National Center for Academic Transformation Awarded to redesign developmental mathematics at the college using the Emporium model. NCAT funded by the Bill and Melinda Gates Foundation.	\$ 40,000.00
2010	WV Community and Technical College Council Awarded grant to plan and implement the second annual Leadership for Today state leadership conference for West Virginia.	\$ 12,500.00
2010	U.S. Department of Education Child Care Access Means Parents in School (CCAMPIS) grant provided funding to assist parents with childcare while they attend college. Also offered parent and student training. This is was a 3 year grant.	\$141,000.00
2009	U.S. Department of Education Early Literacy Grant provided funding for training parents and early childhood development students in strategies associated with early literacy for preschool children. Grant also funded technology equipment for use in training and in the early learning center.	\$ 86,000.00
2009	WV Community and Technical College Council Awarded grant to plan and carry out the first Leadership for Today state leadership conference for West Virginia. The conference was held in March 2010 and sponsored by the WV Chancellor for Community and Technical Colleges and West Virginia University at Parkersburg	\$ 9,000.00
2008	WV Secretary of Education and the Arts Funding to support the activities of the Partnerships Projects. These activities included professional development activities, mini-grants for participating public schools, update of materials and equipment for Center for Teaching Excellence, and purchase of materials and equipment for participating schools. The Partnerships Project consisted of 16 schools and the Parkersburg Area Boy's and Girl's Club.	\$ 95,000.00
2007	WV Secretary of Education and the Arts Funding to support the activities of the Partnerships Projects. These activities included professional development activities, mini-grants for participating public schools, update of materials and equipment for Center for Teaching Excellence, and purchase of materials and equipment for participating schools.	\$105,000.00
2006	The Benedum Foundation	\$ 30,000.00
2006	WV Secretary of Education and the Arts Continuing grants to fund the expansion of the Partnerships Project and the Center for Teaching Excellence. Funding also used as mini-grants offered to participating public schools.	\$110,000.00
2005	The Benedum Foundation	\$ 34,000.00
2005	WV Secretary of Education and the Arts Continuing grants to fund the expansion of the Partnerships Project and the Center for Teaching Excellence.	\$ 96,000.00
2004	The Benedum Foundation	\$ 30,000.00
2004	WV Secretary of Education and the Arts These two grants were written to continue expansion of the Partnerships Project. Major portion of the funding was for the creation of the Center for Teaching Excellence (CTE). The CTE consists of two SMART classrooms and one resource room housing SMART technology, manipulatives, classroom resources, and electronic/digital media tools.	\$127,500.00
2003	WV Partnerships for Teacher Quality Grant Funding used for the expansion of the WVU Parkesburg Partnerships Project.	\$119,000.00

	Grant provided professional development activities for teacher candidates and inservice teachers, computer equipment for participating tools, and materials for use by WVU Parkersburg teacher candidates in public school classrooms. Funding also used to align Project to the NCATE Professional Development Standards.	
2002	WV Partnerships for Teacher Quality Funding used for the expansion of the WVU Parkesburg Partnerships Project. Grant provided professional development activities for teacher candidates and inservice teachers, computer equipment for participating schools, and materials for use by WVU Parkersburg teacher candidates in public school classrooms.	\$106,000.00
2002	Parkersburg Area Community Foundation Grant Provided funding for computer equipment for the WVU Parkersburg Children's Room.	\$ 2,050.00
2001	Education First Professional Development Program Funding provided to offer professional development opportunities to inservice and preservice teachers through the WVU Parkersburg Partnerships Project. Also funded various activities associated with the Project.	\$ 20,000.00
2001	Eisenhower Professional Development Program Funding provided to offer professional development opportunities to inservice and preservice teachers through the WVU Parkersburg Partnerships Project.	\$ 20,000.00
2001	Parkersburg Area Community Foundation Provided funding to purchase new server for the Education Computer Lab.	\$ 3,500.00
2000	Education First Professional Development Program Funding provided courses in cooperative learning for participants in the WVU Parkersburg Partnerships Project.	\$ 20,000.00
1999	Eisenhower Professional Development Program	\$ 15,960.00
1998	Education First Professional Development Program Grant funding provided professional development for inservice and preservice teachers through the WVU Parkersburg Partnerships Project.	\$ 54,000.00
1998	Eisenhower Professional Development Program Grant funding provided professional development for inservice and preservice teachers in the use of cooperative and collaboration teaching strategies in the classroom.	\$ 15,000.00
1998	Technology Literacy Challenge Fund Provided funding to prepare infrastructure and purchase computers and a computer lab for Fairplains Elementary School. In collaboration with Fairplains School.	\$178,000.00
1997	Education First Professional Development Program Grant funding supported professional development courses offered for inservice and preservice teachers.	\$ 15,000.00

HONORS

2010	American Council on Education Council of Fellows Elected to serve on Executive Board for the ACE Council of Fellows. Elected Executive Board Secretary (2011)	
2009	American Council on Education Fellows' Class Representative Chosen by class members to represent the 2009 Fellows class at the ACE Annual Meeting Council of Fellows meeting.	
2008	American Council on Education Fellows Program Nominated by campus president to apply for ACE Fellows Program. Completed Fellowship placements at Owens Community College and WV Higher Education Policy Commission/Community and Technical College System of WV.	
2006	American Association for Community Colleges Future Leaders Institute Chosen by college president to participate in FLI Institute during Summer 2006. Offered leadership training for future deans and academic administrators.	
2005	CASE U.S. Professor of the Year Nominee Nominated for recognition by Dean of Academic Affairs.	
2000	National Institute for Leadership Development Chosen by college president to participate in the NILD Institute during Spring 2000. As a	

- 1999 result, developed and initiated the first New Faculty Orientation for WVU Parkersburg.
Faculty Merit Foundation Professor of the Year Nominee
- 1997, 1999 & 2002 Nominated by interim dean as a candidate for the Professor of the Year for 1999 – 2000.
Who's Who Among American College Faculty
Nominated by students in Education program for yearly listing.

SELECTED INVITED AND JURIED PRESENTATIONS

- March 2015 League of Innovation for Community Colleges Boston, MA
"To Infinity and Beyond: Training and Recruitment of STEM Educators." Juried presentation exploring the role of community colleges in recruiting students into STEM careers and teaching fields.
- April 2013 American Association of Community Colleges San Francisco, CA
"The Difference a Teacher Can Make." Invited presentation discussing the importance of community colleges in the preparation of students for the workplace, especially the profession of teaching. Explores the role of community colleges as venues for baccalaureate degrees and post-baccalaureate training. Presentation in conjunction with NACCTEP.
- March 2013 League of Innovation for Community Colleges Dallas, TX
"Community Colleges Making a Difference." Invited presentation discussing the importance of community colleges in the preparation of students for the workplace, especially the profession of teaching. Explores the role of community colleges as venues for baccalaureate degrees and post-baccalaureate training. Presentation in conjunction with NACCTEP.
- April 2012 American Association of Community Colleges Orlando, FL
"Preparing Community College Leadership for Changing Times." Juried presentation exploring the need for strong community college leadership in challenging economic and academic times. This session presented with a team of ACE Fellows.
- March 2012 National Association of Community College Teacher Education Programs Philadelphia, PA
"The iPad Playground." Invited presentation. This workshop explores the use of iPads as learning resources and tools for both college students and for teachers to use in elementary/secondary school classrooms.
- April 2010 American Association of Community Colleges Seattle, WA
Invited presentation. As an executive board member of the National Association of Community College Teacher Education Programs will offer information about 2 + 2 programs in teacher preparation offered in community colleges. Also discussed community college baccalaureate programs in teacher preparation.
- March 2010 National Association of Community College Teacher Education Programs Baltimore, MD
"The Center for Teaching Excellence." Juried paper presentation outlining the programs and resources offered through WVU Parkersburg's Center for Teaching Excellence for teacher candidates and public school teachers. The presentation offers insight regarding resource and material attainment, financial support, program and schedule development, and sustained growth.
- March 2009 American Association of Community Colleges Phoenix, AZ
"Teacher Education in Community Colleges." Juried presentation for the American Association of Community Colleges. Presented, along with other members of the National Association of Community College Teacher Education Programs (NACCTEP) Executive Board, information pertaining to offering teacher preparation programs in the community college setting. Also offered information about the services of NACCTEP.

- February 2008 National Association of Community College Teacher Education Programs Denver, CO
"Innovative Design to Strengthen State Mathematics Policy." Juried paper presented with colleague sharing WVU Parkersburg's experimental K-4 Mathematics teacher certification program.
- April 2008 National Professional Development School Association Orlando, FL
"Importance of the PDS Liaison." Juried presentation offered to a national audience of professional development school participants. Presented information about the relationships facilitated between public schools and institutions of higher education by specialized PDS liaisons.
- March 2007 National Professional Development School Association Las Vegas, NV
"Shooting for Results in Mathematics Classrooms." Juried paper for the National Professional Development School Association Conference. Presented information and data resulting from an intervention study at Worthington Elementary School. Results were shared as well as opportunities and challenges discovered for mathematics intervention during the length of the study.
- March 2007 National Professional Development School Association Las Vegas, NV
"Taking A Chance: Action Research." Juried paper presented with public school principal colleagues describing the required action research component of the WVU Parkersburg teacher preparation program.
- March 2005 National Professional Development School Association Orlando, FL
"One Principal's Journey to Becoming a PDS," "Taking Flight: Teacher Candidate's Perspective," and "The Partnerships Council." Juried papers for the National Professional Development School Conference. Presented information and strategies for preparing classroom teachers to work with teacher candidates and colleges of education. Also worked with teacher candidates to share the perspective of pre-service teachers who work in professional development schools.
- January 2005 Hawaii International Conference on Education Honolulu, HI
"Mentoring the Mentor." Juried paper for the International Conference on Education. Presented information, strategies, and an active program for preparing classroom teachers to work with teacher candidates and colleges of education.

PUBLICATIONS

- Kelley, C. S. (2011). "Looking inward – A community college examines its tradition of developmental education." *Ideas, Initiatives, and Innovations in Community College Teacher Education*. Tempe, AZ: National Association for Community College Teacher Education Programs.
- Gissy, C. L. and Kelley, C. S. (2008). "Taking a chance on action research." *PDS Partners*. Columbia, SC: National Association for Professional Development Schools.
- Harrison, R., Kelley, C. S., et al. (2003). "From paper to PowerPoint." *New Knowledge about Teaching and Learning through Policy and Technology*. ERIC Clearinghouse.
- Kelley, C. S. (1997). "Faculty senates as a form of site based management in Ritchie County, WV schools." Unpublished Ph.D. Ohio University, United States -- Ohio.
- Kelley, C. S. (1995). "Inclusion: A change of thinking." A workbook developed for Ritchie County Schools and Pocahontas County Schools.

INSTITUTIONAL SERVICE

Committee service offered throughout career:

President's Cabinet (Executive Staff) ♦ Academic Council ♦ Faculty Senate ♦ Curriculum Committee ♦ College-Wide Promotion and Tenure Committee ♦ Enrollment Management Council ♦ Division Evaluation Committee ♦ Planning Council ♦ Grants Council ♦ Children's Room Advisory Board ♦ President's Search Committee ♦ Academic Appeals Panel ♦ Residency Appeals Panel ♦ Faculty Development Committee ♦ Faculty Senate Executive Committee ♦ Education Personnel Preparation Advisory Council ♦ Division Curriculum Committee ♦ Enrollment Management Council ♦ Sustainability Council ♦ Student Success Task Force ♦ President's Executive Cabinet ♦ Developed and organized first New Faculty Orientation

Description of other selected service:

- Assisted in planning move of Academic area from one campus to newly constructed campus.
- Planned redesign of developmental English and reading. Worked with Pearson Publishing to create a new model for offering these developmental content skills.
- Designed academic credit curricula for participants of various workforce and labor department programs.
- Redesigned developmental mathematics program. Implemented the Emporium model for teaching math.
- Redesigned the WVU Parkersburg Leadership Academy.
- Developed and offered professional develop program for adjunct faculty.
- Served on various CTC and HEPC Task Forces.
- Served in leadership role to revise the WVU Parkersburg General Education Curriculum requirements.
- Led effort to develop program for infusing general education requirements into technical programs.
- Designed and developed the Center for Teaching Excellence. This facility offers education resources, materials, and technology that can be checked out by teacher candidates and teachers within the WVU Parkersburg service region.
- Served on Strategic Planning Council.
- Initiated development of WVU Parkersburg Chapter of Kappa Delta Pi.
- Worked with Placement Office to develop placement and recruiting opportunities for graduates. Led to development of consortium with WVU Parkersburg and Marshall University for the Educators' Expo.
- Grant writing activities.
- Developed first professional development school partnership for the WVU Parkersburg Education program.
- Developed portfolio assessment program for admission to professional programs.
- Academic advising.

PROFESSIONAL ORGANIZATIONS

- ACE Council of Fellows
- National Association for Community College Teacher Preparation Programs
- West Virginia Association of Academic Administrators
- West Virginia Community College Association
- West Virginia Association for Developmental Education
- West Virginia Association of Teacher Educators
- Association of Supervision and Curriculum Development
- Association of Colleges of Teacher Education
- West Virginia Association of Colleges of Teacher Education
- Kappa Delta Pi
- Phi Delta Kappa
- Delta Kappa Gamma
- WV Teacher Education Advisory Council

CIVIC AFFILIATIONS

- Lion's Clubs International/Tallahoma Downtown Lion's Club
- Merit Badge Counselor – Boy Scouts
- Fairplains Elementary School Local School Improvement Council Member (past)
- Harrisville Elementary School Local School Improvement Council Member (past)

POLICY RELATED POSITIONS

- Serve as Higher Learning Commission Institutional Accreditation Peer Reviewer
- Trained as Title IX Investigator
- WV Community and Technical College System Task Force to Review and Revise Developmental Education
- WV Higher Education Policy Commission Task Force to Revise Series 19 – College Courses for High School Students (Task Force Chair)
- WV Tuition Task Force Member
- Higher Education Representative to West Virginia Department of Education Program Review Board
- Faculty Senate Chair
- Education Division Chair
- WV Higher Education Policy Commission Task Force to Examine Education Content Areas
- Edvantia Corporation Board of Directors
- WV Department of Education Higher Education Advising Council
- West Virginia University at Parkersburg Board of Advisors
- President's Cabinet
- Executive Cabinet
- West Virginia Teacher Education Advisory Council – Chair

UNDERGRADUATE COURSES TAUGHT

Education 100	Foundations of Education	WVU Parkersburg
SPED 261	Introduction to Exceptionalities	Ohio University
Education 230	Cooperative Discipline	WVU Parkersburg
Education 300	Theories of Learning	WVU Parkersburg
Education 330	Classroom Management	WVU Parkersburg
Education 401	Curriculum and Instruction	WVU Parkersburg
Education 404/408	Student Teaching	WVU Parkersburg
Education 410	Student Teaching Seminar	WVU Parkersburg

GRADUATE COURSES TAUGHT

Developed and/or taught the following graduate credit courses:

Inclusion in the Regular Classroom	RESA V/WVU
Classroom Management	RESA V/WVU
Collaborative Teaching	RESA V/WVU
Multiple Intelligences	RESA V/WVU
Brain Based Teaching	RESA V/WVU/Mountain Institute
Cooperative Learning	RESA V/WVU/Mountain Institute
Early Childhood Curriculum (C&I 316)	WVU

Served on Dissertation Committees for West Virginia University 2009 – 2010