

# M. CHAD TINDOL

## *Curriculum Vitae*

### **EDUCATION**

#### **Yale Law School**

J.D. 1997 (no class rank or gpa determined by school)

- Yale Journal on Regulation, 1994-1995
- Barristers Union, 1996
- Federalist Society (Treasurer, 1995-1996; National Convention, 1995)
- West Bar Review Representative, 1996-1997

#### **The University of Alabama**

B.A., *summa cum laude*, English, 1994, minors: Spanish, History

- Phi Beta Kappa
- Alumni Association Outstanding Senior Award, 1994
- Outstanding Graduate in English, 1994
- English Honors Program
- UA English Honorary, Co-President
- Mortar Board Honor Society – member and selections committee
- Golden Key; Alpha Lambda Delta; Phi Eta Sigma honoraries
- Truman Scholarship nominee for University
- First generation student
- Received six academic scholarships
- Employed part-time throughout attendance

### **PROFESSIONAL EXPERIENCE**

#### **The University of Alabama and The University of Alabama System, 2006 – present**

- I have served The University of Alabama (UA) and The University of Alabama System (UA System) continuously for more ~18 years
- UA roles – Chief Administrative Officer, Associate Dean of the School of Law
- UA System roles – Vice Chancellor, Deputy General Counsel, Special Assistant to the Chancellor
- From a position in the UA Office of Counsel, I have taken on increasingly responsible roles at the Law School; in the System Office, eventually serving as Vice Chancellor; and currently serve as Chief Administrative Officer at UA. Specific duties and accomplishments follow.

#### **Chief Administrative Officer, UA, 2019 - present**

Primary Duties:

- Serve as President's liaison to his executive team, faculty, staff, and student organizations, System Office, Government Affairs, the Office of Counsel, Board of Trustees, and government and community leadership
- Provide leadership and support on strategic and operational projects, including coordinating special projects with senior officers and teams
- Plan annual strategic retreat and assist with goals for senior leadership
- Day-to-day duties include planning, policy development and implementation, problem resolution

Significant Accomplishments:

- Strategic Planning
  - Co-chair the UA Security Leadership Team, 2023-present
  - Chaired the president's committee to review and update the institutional Strategic Plan, *Advancing the Flagship: The Next Phase (2022-2027)*
  - Served on President's Advisory Committee for Diversity, Equity & Inclusion
- Enrollment
  - Charged by president in 2019 to help efforts to increase enrollment, particularly in-state, including serving on an institutional work group focused on enrollment strategies and helping chair the search committee for our current AVP
  - Fall 2024 was our sixth consecutive fall of increasing in-state freshmen and the largest freshman resident class in institutional history, in addition to being the largest ever total enrollment and our most diverse freshman class
  - Assisted with creation and development of a first-of-its-kind needs-based scholarship, Alabama Advantage
- Executive Staffing and Searches
  - Chaired and served on search committees related to executive staff and leadership openings, including the search for UA's Vice President for Finance & Operations (chair, 2024), Vice President of Student Life (chair, 2019-20), and Associate Vice President and Executive Director for Enrollment Management (2019)
  - Liaison to external search consultant on those and other searches
  - Created future guide to standardize executive search processes
- Planning and Implementation of Return to Full Operations (Pandemic 2020-2022)
  - Chair, Situational Response Team - chaired group designated to respond to issues and oversee implementation of plans resulting in return to full operations
    - UA held a safe, in-person class as early as July 2020
    - UA held a safe, in-person commencement as early as August 2020
  - Vice Chair, President's Advisory Committee on the Return to Full Operations - in the absence of the president, chaired group of senior executives, faculty, staff, and student leaders charged with developing plans and implementing a return to full operations
  - Coronavirus Response Team - organized and directed this *ad hoc* group in the Spring of 2020, responding to changes in operations, return of students from study abroad, and addressing human resources and employment challenges
  - UA System Coronavirus Response - served on the System-wide task force, the UA System Health and Safety Task Force, and its successor Health and Safety Advisory Council, charged with planning for the UA System, its 70,000+ students, 38,000+ employees, four institutions, and a medical system
- Other
  - Convene and conduct regular meetings with the local government officials regarding matters of mutual interest, including security and infrastructure
  - Created a Rankings Work Group
  - Free Speech - served as UA representative to a state group reviewing legislation
  - UA School of Law, *ad hoc* committee to review appointments to named chairs and professorships (2024)
  - Acted as campus lead for various events and dignitary visits, including US President, Vice President, Consul General of Israel visits, and the state's first ever US Presidential Primary Debate

**UA System Office, 2012-2019**

**Vice Chancellor for Risk & Compliance / Special Assistant to the Chancellor, 2017-2019**

**Deputy General Counsel, 2013-2019**

**Director of Risk Management, 2012-2017**

Primary Duties:

- Created the first System-wide risk and compliance program for a \$6+ billion enterprise, serving more than 70,000 students and 38,000 employees, including
  - UA, a growing research institution now serving 40,000+ students, the nation's largest Greek system, and one of the nation's most successful athletic programs
  - The University of Alabama at Birmingham, a research-intensive university, including comprehensive undergraduate and graduate programs, the state's largest Health System, a medical school, several hospitals, clinics, and numerous medical affiliates
  - The University of Alabama in Huntsville, a research-intensive institution, including STEM-dominant graduate programs, serving a high-tech community in North Alabama and beyond
- Served on the Chancellor's senior staff for 7 years, advising leadership on issues of ethics, governance, compliance, and risk, among others
- Identified and assessed risks to the System and its institutions, including risks related to non-compliance with legal, regulatory, and other standards
- Assisted campuses and departments in developing comprehensive plans, policies, and procedures to mitigate and monitor risks
- Reported on risk and compliance efforts to The Board of Trustees, including its 15 elected members, who are self-perpetuating
- Served as a senior advisor to Chancellors

Significant Accomplishments at the UA System:

- Audit, Risk & Compliance Committee – Led effort to restructure the existing Audit Committee of The Board of Trustees, bringing risk and compliance efforts to the forefront of governance of our System
- System Risk Council – Championed the establishment of the System's inaugural committee to facilitate communication among the Board and leadership related to risk and compliance
- Board Rules – Led efforts resulting in the Board's adoption of its first comprehensive Risk-Ethics-Compliance rule for all University community members, including the first System-wide Code of Conduct (Board Rule 106.2); and the Board's modernization of campus policy-making and approval processes (Board Rule 108); among others
- COI – Managed and modernized online conflict-of-interest reporting and management processes for Trustees, leadership, and affiliated entities; worked closely with System Financial Affairs to provide heightened review of large contracts
- Hotline – Managed System-wide hotline for telephonic and online reporting of potential issues, including adoption of first investigation manual, and expansion of hotline use; established a separate "Ethics Support" function to allow employees to seek guidance
- Insurance and Risk Finance – Led teams of campus insurance professionals to restructure governance for System general liability self-insurance, including a new Policy Committee and Claims Committee; established an automobile self-insurance program (resulting in annual savings of greater than \$250,000/year); organized purchase of initial Cyber Risk policy for System and affiliates; and organized effort to select single broker/consultant for both campus and medical self-insurance pools. Appointed to Professional Liability Trust

- Fund policy committee (2015-2019; Chancellor's designee, 2017-2019).
- Compliance Coordination – Led efforts to review and cooperate on numerous risk/compliance issues of mutual interest to all three campuses, the System and Health System, including: Title IX, international travel, camps and minors on campus, background checks, contracting procedures related to conflicts of interest, student organizations, infectious disease planning, and others
  - Conferences – Established and hosted the annual System Risk & Compliance professional development conference. Organized curriculum and speakers, including Janice Abraham, President and CEO of United Educators; professionals from Margolis & Healy; professionals from Arthur J. Gallagher & Co.; Greg Sankey of the Southeastern Conference; Scott Schneider, attorney; Tom Albritton, director of the State Ethics Commission; and Gene Deisinger, retired deputy chief of Virginia Tech.
  - Publications – Created and wrote *Greek Risk Bulletins* for circulation among 30,000+ students, alumni, advisors, and parents; along with other publications.
  - Presentations – Frequent presenter to both internal and external groups on issues related to ethics, compliance, and risk (a sampling is included below)
  - Executive Searches – Staffed and participated on committees searching for a campus President at UA (2012 and 2015); Vice Chancellor of Finance and Administration for the System; Chief Audit Executive for the System (co-chair); and attorney at UAH
  - Innovation and the Future of Higher Education – Participated in 2016 cohort of the Academy for Innovative Higher Education Leadership, a partnership between Arizona State University and Georgetown University; the Academy is a design-based program focused on applying and scaling innovations in leadership, teaching and learning, and finance

### UA School of Law

#### **Associate Dean for Academic Services and Senior Lecturer, 2011-2012**

- Assisted with curricular and student issues at one of the nation's top public law schools
- Primary contact for students experiencing academic, personal, and other issues
- Supervised records office, including employees responsible for scheduling and exams
- Supervised support staff responsible for logistics related to symposia, lectures, and events, including presentations and visits by national and international jurists
- Assisted dean with identification and hiring of visiting and adjunct faculty
- Worked with Curriculum, Admissions, and Textbook Selection Committees
- Also taught courses as described in further detail below
- I remain involved, currently serving on the Law School Foundation Board of Governors, and recently reviewing faculty applications for chairs and named professorships

### UA System Office of Counsel

#### **Counsel, UA campus office, 2006-2011**

- Provided legal advice and representation to The Board of Trustees, institutions, campus officers, and employees, primarily at The University of Alabama's campus in Tuscaloosa
- Advised a large and successful Division I athletic department on legal, business, and compliance issues, including
  - Representing UA before the NCAA Committee on Infractions
  - Representing UA before the NCAA Infractions Appeals Committee
  - Drafting and providing advice related to coaching contracts
  - Drafting and providing advice related to athletic marketing, including trademark

- licensing, multimedia rights, concessions, and game contracts
- Litigated and tried matters in federal and state courts, including employment lawsuits, a Title IX lawsuit, construction disputes, and other matters
- Advised campus leadership on student issues, including the then-emerging issue of campus threats and behavioral assessments
- Advised campus leadership on other business and related matters, including the creation of a regional optical network for the System

**Marsh, Cotter & Tindol, LLP, Enterprise, AL, 1999-2006**

- Began as associate when firm was known as Cassady, Fuller & Marsh, 1999
- Promoted to partner, January 2001, and firm changed name, January 2003
- Significant litigation and trial experience before federal and state courts, including desegregation lawsuits, federal employment law matters, federal civil rights and disability cases, tort suits, contract disputes, criminal matters, and domestic issues
- Provided advice and representation to several K12 school systems, including acting as primary counsel for the school boards of Dale County, Daleville, and Enterprise, Alabama
- Represented school boards with successfully obtaining unitary status, resulting in the dismissal of desegregation lawsuits that had been pending for decades
- Represented and provided advice to local government entities, including municipal and water boards, related to board governance, bonds, and legal matters
- Provided advice and representation to national and local businesses, banks, and individuals, including acting as corporate secretary for military contractors

**Maynard, Cooper & Gale, Montgomery, AL, 1998-1999**

- Associate in Montgomery (state capital) office of major, national law firm, now known as Maynard Nexsen
- In addition to general litigation, provided specialized representation related to state government and related entities, as office included former Chief Justice of Alabama C.C. “Bo” Torbert

**Law Clerk to the Hon. W. Harold Albritton, Montgomery, AL, 1997-1998**

- Clerk to then Chief United States District Court Judge, Middle District of Alabama

**UNIVERSITY COMMITTEES & SERVICE**

Governance, Liability, and Risk:

- UA Security Leadership Team (chair), 2023-present
- President’s committee to review and revise University strategic plan, 2021-22, chair
- President’s Advisory Committee on Diversity, Equity & Inclusion, UA 2019-20
- HR Transformation Task Force, UA, 2019-21
- UA System Risk Council 2013-2019
  - Championed establishment of a council composed of Trustees, the Chancellor, other System leaders, campus presidents, and Health System CEO to facilitate communication and planning related to risk and compliance
  - Organized agenda and led discussions

- Professional Liability Trust Fund Policy Committee, 2015-2019
  - Appointed by Presidents of UAB and the University of Alabama Health Services Foundation to a committee charged with management and oversight of a self-insurance fund insuring multiple entities and greater than 6000 medical professionals
  - Chancellor's designee to PLTF, 2017-2019
- Comprehensive General Liability Trust Fund Policy Committee, 2015-2019
  - Led effort to restructure System-wide self-insurance and insurance governance
  - Served as staff to committee, which is comprised of financial/operational officers
  - Led effort to combine broker/consultants for this and professional liability trust funds
- Comprehensive General Liability Trust Fund Claims Committee, 2015-2019
  - Led effort to restructure governance of self-insurance trust fund, resulting in the creation of a claims committee, which met for the first time in 2015
  - Served as staff to committee, which is comprised of campus and System counsel
- UA Recreation Risk Management Committee, 2011-2019
- UA Greek Social Event Task Force, 2013
- UA Anti-Hazing Task Force, 2013
- UA Security Task Force (UA and Tuscaloosa), 2012
- Advised various committees as attorney for UA, including Crisis/Behavioral Intervention

Leadership Searches - participation in searches and advisory committees:

- Vice President for Finance and Operations, and Treasurer, UA (chair), 2024
- Vice President for Student Life, UA (chair), 2019-20
- Associate Vice President and Executive Director of Enrollment, UA, 2019
- University Counsel, UA System for UAH, 2017
- General Auditor / Chief Audit Executive, UA System (co-chair), 2017
- Vice Chancellor for Finance and Administration, UA System (staff), 2016
- Presidential Search Advisory Committee, UA (staff), 2015
- Presidential Search Advisory Committee, UA, 2012

Academic / Other:

- UA Law School Foundation Board of Governors, 2017-present (Chancellor's Designee)
- UA School of Law, *ad hoc* committee to review appointments to named chairs and professorships (2024)
- UAH Research & Technology Foundation Board, 2018-2019 (Chancellor's designee)
- Resiliency Initiative Committee, Tuscaloosa campus, 2014-15
- Dissertation in practice committee member for Professional Doctorate in Educational Leadership of Daniel Gittins, "Impacts of Students' Perception of Safety on Academic Success," Duquesne University, 2013-14
- Downtown Tuscaloosa & UA Connection and Improvement Committee, 2012-2013
- Worked with Curriculum, Admissions, and Textbook Selection Committees, UA School of Law, 2011-2012
- UA Leadership Academy, 2008-2009

**PUBLICATIONS**

My writing has primarily focused on court briefs and confidential and privileged attorney-client communications. Available publications include:

- "Critical Thinking Skills," a chapter contribution to first-year Honors College student reader, Foundations of Engaged Scholarship, W. Ross Bryan and Anne Franklin Lamar, editors

- (Cognella Academic Publishing) (2d ed., 2023)
- “Critical Thinking Skills,” a chapter in Foundations of Engaged Scholarship, W. Ross Bryan, editor (Cognella Academic Publishing) (2019)
- “Advice for Navigating Ownership Issues,” contribution to Teaching Online: A Guide to Theory, Research & Practice, Claire Howell Major (Johns Hopkins University Press) (2015)
- “The Last Mile on the Road to Unitary Status,” Alabama School Board Association magazine, March / April 2006 (co-authored with Dale Marsh)
- Regularly prepared Risk Management Updates and documents for Trustees and Senior Leadership
- Prepared *Greek Risk Bulletins* for distribution to campus fraternity and sorority members, leaders, advisors, and parents. Issue distribution exceeded 30,000 recipients.
- Prepared *IT Risk Bulletins* in coordination with campus IT and information security officers and Director of IT Audit for distribution among campus communities.

## PRESENTATIONS

I frequently present on issues related to administration, law, risk, and compliance for various university constituencies, including campus officials, student leaders, student organizations, and law school and other classes. External and special presentations include the following:

- “How ‘Good’ Folks Can Get Into Bad Trouble,” UA OIT Supervisors, April 2024.
- “How We Got Here – Risk and Compliance at UAS,” UA System Risk & Compliance Conference, Birmingham, March 2024
- “Campus Security Insights,” UA Executive Staff Retreat, August 2023
- “Affirmative Action, the Equal Protection Clause, and the Latest SCOTUS Decision,” UA Executive Staff Retreat, August 2023 (co-presenter with Robin H. Jones)
- “How ‘Good’ Folks Can Get Into Bad Trouble,” Keynote Speaker for UA Ethics-in-Eight Workshop, August 2023
- “How ‘Good’ Folks Can Get Into Bad Trouble: David, Bathsheba, and the Modern University,” UA Accounting Workshop, May 2023
- Leadership U (campus leadership development course), speaker, 2019, 2020, 2022
- Organized and hosted annual Risk & Compliance Conference for The University of Alabama System, 2014-2019, including national, regional, and local presenters
- Title IX, multiple presentations to faculty and staff, UAH, September 2018
- “#Y’alltoo: Title IX Risk Discussion,” Southeastern Risk Managers Roundtable, Birmingham, July 2018. Co-hosted event with Auburn University and Arthur J. Gallagher.
- “#Y’alltoo: Title IX Reporting,” Southeastern Title IX Coordinators Roundtable, Tuscaloosa, July 2018.
- “David, Bathsheba, and the Latest University Crisis,” Southern Association of College and University Business Officers Current Issues Conference, Tuscaloosa, May 2018
- “Worry & Plan: Risk and Responsibilities for Chapter Officers,” UA Fraternity and Sorority Chapter Officer Leadership Academy, January 2018
- “Fulfilling SACS Requirements for Physical Resources,” SACSCOC Annual Meeting, co-presenter with C. Ray Hayes and Dr. Dana Keith, Dallas, December 2017
- Title IX, multiple presentations to faculty, staff, deans, and students, UAH, September 2017
- “David, Bathsheba, and Joe Paterno: Ancient Problems, Modern Responsibilities,” UAH Stars Academy (emerging higher education leaders), February 2017
- “Fisher v. Texas at the Supreme Court (. . . and the Justices finally decided the case),”

- Alabama Higher Education Diversity Officers Conference, University of Alabama in Huntsville, October 2016
- Title IX, multiple presentations to faculty, staff, deans, and students, UAH, October 2016
  - “10 Things to Worry About: Risk for Greek Leaders,” Greek Leadership Summit (UA), January 2016
  - “Fisher v. Texas at the Supreme Court . . . Again,” Alabama Higher Education Diversity Officers Conference, co-presenter with Dean Dr. Carmen L. Burkhalter of the College of Arts & Sciences, University of North Alabama, October 2015
  - “Doing More with Less: How to Prioritize a Small Compliance Office in the Era of Dwindling Higher Education,” panel member, Society for Corporate Compliance and Ethics (SCCE) Higher Education Compliance Conference, May-June 2015.
  - “The Value of Uncovering Hidden Costs: a SACUBO Best Practices Proposal,” presenter, Southern Association of College and University Business Officers (SACUBO) 2015 Annual Meeting, April 2015. One of five finalists for a SACUBO Best Practices award.
  - “The Mindsets of Our Students,” panel moderator, 2015 UAS Risk & Compliance Conference, March 2015.
  - “Recent Texas and Michigan Decisions on Affirmative Action,” panel member, Alabama Higher Education Diversity Officers Conference, November 2014.
  - “Title IX,” presenter, Council of University Chief Academic Officers (Alabama), Oct. 2014.
  - “Current Issues in Greek Responsibility and Liability,” Greek National House Directors Conference, June 2014.
  - “Technology in Times of Disaster,” keynote panel member, UA System Scholars Institute, May 2014.
  - “Beyond XXX and OOO: Lessons Learned from Penn State,” presenter, Southeastern Conference Communications Association Conference, June 2013.
  - “David, Bathsheba, and Joe Paterno: Ancient Problems, Modern Responsibilities,” Winternitz Lecture, UA College of Community Health Sciences, April 2013.
  - “The Top Ten Mistakes University Officials Make When Dealing with Employees,” presenter, Southern Association of Collegiate Registrars and Admissions Officials 65<sup>th</sup> Annual Meeting, 2012, Covington, Kentucky.
  - “The Top Ten Mistakes Deans Make When Dealing with Employees,” presenter, Southeastern Conference Academic Consortium, Academic Leadership Development Program, 2010.
  - Presenter, Caselaw Update, Alabama Ass’n of School Boards Conf. of School Attys., 2005.
  - Facilitator, United States Court of Appeals Eleventh Circuit Judicial Conference, 2005.

## **TEACHING**

### **The University of Alabama Honors College**

- Assist with selection of freshman common reading
- Designed and created a seminar for undergraduates to explore significant social issues and the manner in which our government and law address, and fail to address, such issues
  - Law and Social Change (UH 120), Fall 2015, Spring 2016, Fall 2016, Spring 2017, Fall 2017, Spring 2018, Fall 2018

### **The University of Alabama School of Law**

- Instructor at one of the nation’s top law schools
- Courses include



- Education Law (LAW 792), writing seminar, Fall 2014
- Local Government Law (LAW 677) - lecture/exam course, Fall 2007, 2008, 2009, 2010, 2011; writing seminar Fall 2012
- Breakout session instructor for the Business of Being a Lawyer (LAW 778), an innovative course developed by Professor Pam Pierson to assist young lawyers in addressing changes in the legal market; Fall 2013 (practicing law in a small firm, best & worst practices of new attorneys), Spring 2015 (personal strengths), Spring 2017, Spring 2018

### **The University of Alabama College of Education**

- Law in Higher Ed (AHE 530), Dept. of Educ. Leadership, Policy & Tech. Studies, Fall 2013

### **BAR ADMISSIONS**

- Alabama State Bar, 1997
- United States District Court, Northern, Middle & Southern Dist. of Ala., 1998-99
- United States Court of Appeals, Eleventh Circuit, 1999

### **HIGHER ED, LEGAL & RISK ORGANIZATIONS**

- Campus Free Speech Act, UA representative to *ad hoc* group of Higher Ed lawyers, administrators, and government affairs officials, convened by Rep. Matt Fridy and the Alabama Higher Ed Partnership to discuss initial bill and proposed revisions, 2019
- Task Force on 21<sup>st</sup> Century Firearms Laws (review committee established by State Legislature; appointed by Executive Director of the Alabama Commission on Higher Education), 2017-18
- Southern Association of Colleges and Schools, Commission on Colleges, Evaluator Registry
- *Alabama Lawyer* (magazine for State Bar), Board of Editors, 2013-2018
- Insurance Programs Committee, Alabama State Bar, 2014-2017
- University Risk Management & Insurance Association, 2012-2019
  - Educational Scholarship Program Task Force, 2014
- Character & Fitness Committee, Alabama State Bar, alternate 2004-2011
- Alabama Law Institute, Model Trademark Act Committee, 2010
- National Association of College & University Attorneys, 2006-2011
- Alabama State Bar Leadership Forum
  - Selections Committee, 2008
  - Member, 2007
- Tuscaloosa County Bar Association
- Court Advisory Committee, United States District Court, Middle District of Alabama, 2006 (resigned when changed district of residence)
- Coffee County Bar Association, former member and officer (Vice President; Treasurer)
- Former member of Alabama Association of School Board Attorneys, Alabama Defense Lawyers Association (journal editor), and Alabama Association of Municipal Attorneys

### **COMMUNITY ACTIVITIES & SERVICE**

- United Way of West Alabama
  - Board of Directors, 2024-present (Executive Committee)
  - Campaign Cabinet, 2023 and 2024
  - de Toqueville Society, 2021-present
  - Volunteer Allocation Team, 2016

- Tuscaloosa's One Place, a family services center
  - Board of Directors, 2017-present
  - Chair, 2022-24, Vice Chair, 2018-2022
- Building Families Building Communities Foundation, Board and officer (2017-present)
  - Helped incorporate and serve as an officer in a foundation established to support family programs in Tuscaloosa and to acquire and manage real property, including the building currently rented to Tuscaloosa's One Place
- Visit Tuscaloosa, board of directors, 2023 – present
- Leadership Alabama, Class XXI (2021-22), Regional Council (2023-present)
- Scholarships – Our family has played a leading role in helping organize and fund scholarships, including the Taylor Creel Stinson First Generation Endowed Scholarship (in honor of a cousin who died young, benefiting UA students from Coffee County, AL), the Remo Pacelli Memorial Endowed Scholarship (in honor of a friend, benefitting UA students from New Haven, CT), and the Tindol Family Scholarship (not yet endowed, benefiting students who are parents)
- Tuscaloosa City Schools, Advisory Comm. for an Integrated Facility Analysis Demographic Study, 2014-2015
- Pinehurst Neighborhood Association, Secretary, 2011-2014, Vice President, 2014-2018
- Leadership Tuscaloosa (Steering Committee 2014-2015, participant 2008-2009)
- Wesley Foundation (campus-based service of United Methodist Church), Tuscaloosa, 2014-2017 (Administrative Board Chair, 2016-2017)
- St. Mark UMC (Educ. Comm. 2008-2010, Coach or assistant for youth basketball)
- Coffee County Youth Leadership Program, Chair and coordinator of annual state/federal govt. session, 2001-2006
- Coffee County, UA Alumni, served as officer
- Hillcrest Baptist Church (taught children's Sunday school 2004-2005 and served on Long Range Planning Committee 2000-2002 and Christian Action Committee 2006)
- Enterprise Lions Club, 1999-2006
- Hobbies I try and fail:
  - Making hot sauce from my garden
  - Arguing in book clubs
  - Mountain biking and hiking (poorly)
  - Guitar, including rhythm guitar in a rock band (long ago)
  - Annoying my wonderful kids and granddaughter