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REQ-98825 - Oregon Veterinary Medical Examining Board Executive Director

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Peter J. Burns

Cynthia Phipps-Roman
Hiring Manager
State of Oregon
500 Summer St. NE
Salem, Oregon 97301

DEAR MS. PHIPPS-ROMAN

My enclosed resume illustrates the broad range of knowledge and experience I would bring to the position of Preparedness and Surge Epidemiology Manager.

As the Education and Compliance Manager with the Oregon Mortuary and Cemetery Board, I help develop the principles and oversee the practices of our agency's Compliance Division. This requires several skills directly cited in the position description for the Preparedness and Surge Epidemiology Manager. I manage personnel and budgets; ensure that policy priorities and the team direction are in alignment with section and agency objectives I analyze, interpret, explain, and apply relevant rules, laws, regulations, policies, and procedures at a technical level to committees, licensees, or workgroups and in general terms to the public or elected officials. Regulation of the funeral industry regularly requires clear, written, and verbal communication. I often apply my skills and training in conflict resolution. Directly under OMCB's Executive Director, I apply independent judgement, problem-solving and initiative within established state and agency laws, rules, procedures, and guidelines to achieve the agency mission. This position has provided the opportunity to establish and maintain valuable and effective working relationships within our agency as well as with representatives of other government agencies, state legislators, trade organizations, licensees, and the public. Our mission is to provide industry regulation while safeguarding the people and communities of Oregon.

My career and experiences are deep and varied. I bring a strong educational and professional background in teaching, training, and public safety and outreach. I have developed, implemented, and administered numerous projects and several programs in divergent fields. In schools, communities, and agencies, I have developed training materials and teams. I have provided direct instruction as well. My training in the U.S. Coast Guard Reserve and the Oregon Department of Public Safety Standards and Training has provided direct federal and state level training and experience in emergency management best practices. Through FEMA Incident Command System training, I have knowledge of the principles and practices of disaster management.

My cross-sector experience in education, social services, emergency management, public safety and regulation make me an ideal candidate for this position. I welcome the opportunity to discuss my skills, experience, and personal strengths with you further.

Sincerely,



Pete Burns

Peter J. Burns

Profile

Proficient leader, trainer, program manager, community outreach specialist, investigator, emergency communications and incident management specialist with global experience who leverages cross-sector knowledge to advance the institutional mission. Highly skilled in program development, management, communication, outreach, instruction, and training.

Experience

| | | |
|---|---|---------------------|
| Education & Compliance Manager | Oregon Mortuary and Cemetery Board | 2019-Present |
| <ul style="list-style-type: none">• In collaboration with Board and Executive Director, administrative and operations decision making, including but not limited to use of resources, budgeting, purchasing, contracting, workflow priority processing, and fiscal controls.• Develop policy, standards and procedures to manage compliance and enforcement operations;• Analyze, interpret, and implement statutes, administrative laws, rules, and agency policies to provide compliance-related technical assistance to licensees, the public and other agencies.• Act as agency Hearings Officer, preparing and presenting disciplinary action documents.• Supervise compliance and investigative staff, managing duties, tasks, and special projects.• Budgetary review, delinquent accounts/accounts receivable manager; Law Enforcement Data System representative; Administrative Rules Coordinator. | | |
| Cannabis Regulatory Specialist | Oregon Liquor Control Commission | 2016-2019 |
| <ul style="list-style-type: none">• Perform site surveys and investigations of Oregon recreational marijuana licensees to assess and provide consultation on compliance with state laws and rules that govern marijuana businesses.• Recommend new policy and proposed revisions to administrative rules to better serve the public, law enforcement community, cannabis industry, and government and special interest groups.• Provide community outreach, public information and develop inter-agency coordination.• Use knowledge, best practices, and new technology to inform program operations and increase productivity and efficiency. | | |
| Operations Specialist | United States Coast Guard, Astoria, OR | 2012 – 2020 |
| <ul style="list-style-type: none">• Perform functions ranging from search and rescue or law enforcement case execution, to information center operations or intelligence gathering.• Operate advanced tactical computer systems including satellite communications, global positions navigation, electronic charting, shipboard navigation systems, and real-time target acquisition tracking and identification systems.• Perform advanced operational planning applications, intelligence coordination and case management functions. | | |
| Social Services Specialist | Oregon Dept. of Human Services | 2014 – 2017 |
| <ul style="list-style-type: none">• Advocating for families and facilitating compliance with the legal requirements of juvenile guardianship.• Background investigation and interagency coordination to verify court-ordered services.• Develop case plan and appropriate measures for all clients utilizing a Strength & Needs-based philosophy.• Interagency coordination of services related to medical, education, housing, and developmental needs.• Representing the agency in legal proceedings. | | |
| Emergency Dispatcher | City of Portland, BOEC | 2013-2014 |
| <ul style="list-style-type: none">• Trainee for 9-1-1 and non-emergency public safety calls, triaging for proper response, and dispatching appropriate resources. | | |

Secondary and Post- Secondary Educator

Multiple Institutions
Portland Community College
University of Arizona
Pima Community College

1998-2013

International School of Myanmar, Yangon Myanmar
American-Pacific International School, Chiang Mai, Thailand

- Adjunct Instructor/Advisor, Reading/Writing/ESL Instruction, Student Advising
- Adult Basic Education Program Development, At-Risk Student Intake and Assessment
- Instructor/Advisor for Hubert H. Humphrey Fellowship Pre-Academic Orientation Program
- Seminar/Workshop Coordinator throughout PAO Program
- Curriculum Development, Program Assessment
- High School English & History Instruction
- Student Volunteer Coordinator, Service-Learning Coordinator
- Middle School Humanities/ESL Instructor and Department Head
- Student Intake and Assessment, IEP Team Lead
- Designed Humanities Curriculum & Intensive English Program
- Professional Development Seminars
- Service Learning and Community Outreach Development and Management
- Outdoor Pursuits Program Development & Management

Education & Training

2017 Oregon Dept of Public Safety and Standards Training Salem, Oregon
Regulatory Specialist

2014 Oregon Dept. of Public Safety Standards and Training Salem, Oregon
Emergency Dispatcher

2013 U.S. Coast Guard Training Center Petaluma, California
Operations Specialist Training
Honor Graduate

2012 Portland State University Portland, Oregon
Non-Profit Management
Certification Coursework
Specialization in Sociology, Gerontology and Public Policy

2011 Portland Community College Portland, Oregon
Mediation Certification

2003 Quincy University Quincy, Illinois
Master of Science in Education
Honors Graduate, Specialization in English and Social Sciences
Certified Secondary Teacher

1998 University of Oregon Eugene, Oregon
Bachelor of Arts in English
English Major, Spanish and Education Minor

10/5/2022

Dear Dr. DeBess, Ms. McLeod-Skinner, and Recruitment Team,

I am writing to submit my application for the position of Executive Director with the Oregon Veterinary Medical Examining Board. My work history combines over 14 years of strategic nonprofit program leadership with six years (2014-2020) as a public member of the Board of Examiners for Speech-Language Pathology & Audiology. In addition, my participation on the board audit committee allowed me to gain a deeper understanding of common challenges and best practices among multiple state regulating boards beyond just BSPA.

I know that licensees of all regulated professions are facing unprecedented challenges and pressures in their fields of practice, and maintaining public safety and confidence in the board's ability to regulate will require collaboration, creativity, and pragmatism. I also understand that this role requires immense sensitivity and compassion when working directly with a complainant or licensee, and I'm extremely skilled at facilitating difficult interactions so that everyone involved feels they are treated with dignity and respect even if they don't get their desired outcome. While I don't have direct experience working in a veterinary office, I appreciate the critical services veterinary professionals provide the community as an animal enthusiast and life-long pet owner myself. For all of these reasons, (and more!) I'm confident and excited that my leadership strengths and work experience have prepared me well for success in this role.

I hope to have the opportunity to learn more about this position, and to share more about my background. Thanks for your consideration!

Best regards,

Anna Sanger Reed

Anna Sanger Reed

Professional Summary

Fourteen years of experience leading nonprofit program departments, cultivating engagement, and partnering with stakeholders to identify best practices and achieve organizational goals.

Key Skills

| | |
|--|--|
| Emotionally intelligent manager and leader | Dynamic speaker both virtual and in-person |
| Competent and courageous DEI change agent | Analytical and inclusive decision-maker |
| Adaptable and resourceful under pressure | Facilitates understanding across differences |
| Purpose-driven commitment to excellence | Generates trust and strong relationships |

Experience

Oct. 2014 - July 2022

Western Energy Institute

Portland, OR

Western Energy Institute organizes training, career development, educational and problem-solving forums, symposiums and conferences for professionals in the energy industry throughout western North America.

Executive Director of Programs July 2019 - July 2022

Director of Customer + Corporate Programs June 2016 - July 2019

Program Manager October 2014 – June 2016

- Most recent role was responsible for all aspects of the program management department including hiring, training, supervision, and development of seven full-time managers running over 45 unique programs.
- Provided expert consultation on adult learning principles, training and workshop best practices (both virtual and in-person formats,) including virtual meeting tools and technology to increase meaningful engagement.
- Evaluated program success and implemented changes for continuous improvement.
- Oversaw transition to fully virtual program formats in response to COVID-19 pandemic, adapting and growing program offerings to meet rapidly changing membership needs while supporting team morale and wellbeing.
- Developed, implemented, and enforced strategies and policies to successfully resume safe in-person programs March of 2022.
- Sustained positive net income from programs and maintained WEI's status as one of the top 100 nonprofits to work for in Oregon.
- Skilled contract negotiator with a proven record upholding favorable terms and commitments.

Feb. 2008 – Oct. 2014

Parkinson's Resources of Oregon

Lake Oswego, OR

Parkinson's Resources of Oregon provides a wide range of education and support services to people whose lives have been impacted by Parkinson's disease and professionals in long-term care and medical settings.

Program Services Manager Jan. 2013 – Oct. 2014

Education and Outreach Coordinator Sept. 2008 – Jan. 2013

Resource Coordinator Feb. 2008 – Sept. 2008

- Generated sustainable organizational growth over seven-year career resulting in expanded responsibilities. Advanced from sole program staff to supervision of two professional staff and accountability of all program strategy and performance.
- Oversaw all aspects of program management including community needs assessment, strategic planning, grant writing and reporting, volunteer and staff recruitment, training, supervision, marketing and evaluation.
- Managed hundreds of volunteers across Oregon and Southern Washington in roles of high responsibility serving vulnerable adults including those with severe physical disabilities, cognitive change, and mental illness.
- Cultivated Parkinson's disease awareness in rural areas by building professional relationships with healthcare providers and key community stakeholders.

June 2007 – Dec. 2007**American Red Cross****Seattle, WA****Volunteer Coordinator**

- Assisted in recruitment and orientation of organization-wide volunteer efforts and developed a new marketing strategy for emergency response volunteers.

Education**Utility Management Certificate, 2021**

Willamette University Atkinson Graduate School of Management, Portland, OR

Post-Graduate Fellow: Community Health Leadership, Health Equity Focus, 2012

Ladder to Leadership, Robert Wood Johnson Foundation & the Center for Creative Leadership, Portland, OR

Bachelor of Arts: Psychology, 2007

University of Washington, Seattle, WA

Additional development training in systemic racism and best practices for equity and inclusion, volunteer management, supervision, strategic organizational leadership, and project management.

Community Involvement

Volunteer, Parkinson's Resources of Oregon, 2014-Present

Public Member, Oregon State Board of Examiners for Speech-Language Pathologists and Audiologists 2014-2020

Public Member of Health Professional Regulatory Board Peer Review Committee 2014-2017

City of Portland Office of Human Relations Intergroup Dialogues on Race, 2010

Volunteer, Skagit Hospice and Skagit Valley Hospital, 2002-2005

References are available on request.

Troy Wood



Veterinary Medical Examining Board
Attention: President of Board
800 NE Oregon Street, Suite 407
Portland, Oregon 97232

Re: Oregon Veterinary Medical Examining Board - Executive Director Position

Dear President:

I am very interested in becoming the next Executive Director of the Oregon Veterinary Medical Examining Board. Because of my experience and leadership in regulating the legal profession in the state of Oregon, I feel I am well qualified to fill this role. I believe the attached resume will establish my qualifications. I also submit the following as primer of my qualification:

The Oregon State Bar (OSB) has employed me for almost 10 years. I started in the Client Assistance Office (2013 – 2016), where I screened and investigated bar complaints against lawyers. This required excellent communications skills with legal consumers who often felt their lawyer was negligent or unethical in handling their legal matter. This experience reinforced my belief that people generally need to feel heard by someone who has compassion for their situation. If they feel this from a person or organization, then they are more understanding when policy decisions intended to address a marketplace may not apply well to their specific situation. I also volunteered to plan employee functions designed to create an esprit de corps among OSB departments and employees.

After three years at the OSB, I was promoted to the Admissions Manager position (2017 – 2020). In this role, I worked for the Oregon State Board of Bar Examiners (BBX) and managed a staff of three in processing 900+ applications for admission each year, and oversaw all character and fitness (C&F) investigations of applicants. My duties included ensuring compliance with all public meeting and public records rules and laws for the BBX. Additionally, I was responsible for the planning, development and execution of a budget in excess of one million-dollars. I inherited a department with procedures that had not been changed in over 20+ years. I questioned everything, and anytime the answer was “this is the way we’ve always have done it”, I would rethink the entire process with my staff. This created an excellent team building opportunity for our department, because staff had never been asked for their input. The new processes developed through these exercises, cut our application processing times in half.

While 2017 was dedicated to addressing things exclusively in our control, 2018 was focused on an antiquated paradigms that involved many stakeholders. I addressed problems with our application and rules for admissions, which I felt had due process, and diversity, equity and inclusion issues. Our process for evaluating applicant’s C&F was not codified anywhere, so applicants did not know what standard was being applied for admission. Additionally, the questions asked in Oregon’s application for admission targeted people who had a history of mental health care. This led to C&F investigations of applicants who had no history of financial or academic issues, nor any interactions with law enforcement. While many applicants were investigated, none were recommended for denial. This continued a long established trend involving no contested admission cases in the 14 year prior to my taking over the admission post. I worked with the BBX to create a task force that would draft essential eligibility rules and rewrite the application to focus on applicant conduct, rather than conditions or attributes. This set Oregon apart from the vast majority of other states that were comfortable with the status quo. Many of these states are now reconsidering their approach. As a result of these changes, we flag many more applicants each year and this has resulted in approximately 6 times as many denials as before. We have also had six contested admissions cases under my watch. I have worked with staff to create a C&F procedure manual so that all future investigations follow a uniform standard and process.

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In March 2020, the COVID-19 Pandemic seriously threatened the ability of states to license recent law school graduates. I was among the first state administrators to publicly proclaim that we will host an in-person bar exam despite the pandemic. The National Conference of Bar Examiners (NCBE) asked me to present my plan for hosting the exam, so that I could convince other administrators in doing the same. Otherwise, the NCBE could not be able to support our efforts. In

late March 2020, I presented my detailed plan to the other administrators with a focus on the procedures, logistics and space needed to safely conduct the exam. It included protocols for handling exam materials, written instructions to applicants, site maps for multiple exam sites, and demonstrated movements of groups between staging areas and exam rooms; while maintaining compliance with and overarching safety protocols, such as masks and social distancing. In developing this plan, I consulted with the Oregon Health Authority, who later asked me to consult with other state agencies who were considering hosting exams during the pandemic. This aggressive approach caused Oregon to be a sought after jurisdiction among exam applicants, and resulted in our exam applications increasing by over 66%. The increased revenues generated from these application fees allowed the OSB to retain staff that would have otherwise been terminated. The exam was a resounding success, and not one case of COVID was transmitted during the two-day event. Because of this success, the NCBE asked me to give multiple presentations at their functions and events hosted by the Council of Bar Admission Administrators.

In 2021, the Oregon Supreme Court asked that the BBX consider alternatives to the bar exam and reconsider the pass score of 274 for the bar exam. To support this request, I led a standard setting exercise for the bar exam that involved a blind “taste test” with many seasoned lawyers actually setting the pass score through a scientific approach overseen by psychometricians. Many of these lawyers had the stated goal of increasing the pass score; however, following this exercise, they ultimately recommended lowering the pass score by four points. During this time, I also supported a task force of 40 stakeholder representatives in studying the licensing procedures of other common law jurisdictions around the world and in the US. This task force concluded that a post-education apprentice model or an experiential learning model would work equally well to the bar exam in assessing whether someone meets the minimum professional standard necessary for being licensed to practice law in Oregon. The Oregon Supreme Court accepted the suggestions of both task forces and asked the BBX to create a third task force to further develop the recommended alternatives to the bar exam. This development has set Oregon as the leader across the country for alternatives to the bar exam.

Throughout all of these changes, I have regularly received glowing reviews from the members of the Board of Bar Examiners, the Chief Executive Officer of the OSB, and the Justices of the Oregon Supreme Court. As a result, the OSB created a new office called Regulatory Counsel’s Office, which oversees all non-disciplinary regulatory functions of the Bar, and promoted me to be the first Regulatory Counsel in charge of this new office. I still oversee the admissions department and its functions, but also all reinstatements, resignations, administrative suspensions, retirements, status changes, pro hac vice applications, minimum continuing legal education (MCLE) credit approvals for vendors and members, and IOLTA trust account verifications to ensure all lawyers in private practice have a trust account that in which they hold client funds. I now oversee a department with seven employees, including one direct report manager, and three regulatory budgets in excess of two million dollars. In this role, I recently undertook the architecture of part of the regulatory framework for the new Paralegal Licensing Program. This involved writing a complete set of new admissions rules for paralegals. While these new rules were inspired by our current admissions rules for lawyers, they included many new provisions that streamline our current processes or eliminate unnecessary regulatory steps, and increased consumer protections.

Prior to my employment with the OSB, I had over 15 years of management and executive experience, starting as a non-commissioned officer in the United States Marine Corps, and advancing to the General Counsel/COO of a multi-million dollar business that oversaw all financial, human resources and legal aspects of the business. Because of my experience, I believe I am the right candidate for your open position. Please let me know if you are interested in discussing my candidacy further in an interview.

Sincerely,

Troy Wood

Troy Wood

Education

- University of the Pacific, McGeorge School of Law, Sacramento, CA** **1992 – 1995**
Received J.D., 1995. Captained Rugby Team 1993 - 1994 and 1994 - 1995.
- University of the Pacific Stockton, CA** **1990 – 1992**
Received B.A. in Pre-Law, 1992. 1992 Scholar-Athlete of the Year. Lettered Football. Captain of Rugby Team.
- Valley Forge Military Academy, Wayne, PA & Grossmont Community College, El Cajon, CA** **1988 - 1990**
General Studies

Last 10-Year Work History

- Oregon State Bar (OSB), Tigard, Oregon** **2013 – Pres**

Regulatory Counsel (October 2020 – Present) - Duties: I Manage the Regulatory Counsel Office (RCO) of the Oregon State Bar, which consists of seven employees, including one direct report manager. I am responsible for planning, proposing and executing three regulatory budgets totaling well over two million dollars. All the while, I continue to perform all the functions of my prior job, Admissions Manager, described in detail below. RCO oversees all four non-disciplinary regulatory functions of the OSB, including the following: 1) the Admissions Department (functions include: processing over 900 applications each year, which involves the evaluation of each applicant's qualifications and an investigation into their character and fitness); 2) Regulatory Services (functions include: administrative suspension of members out of compliance with license maintenance regulations, reinstatements of suspended members, status changes, retirements, resignations, certificates of good standing and Pro Hac Vice certifications); 3) Minimum Continuing Legal Education (MCLE) (functions include: approving Continuing Legal Education programs from sponsors, approving credits for comity or reciprocity should a member seek accreditation for CLEs taken in or for another jurisdiction, verifying that members have met their MCLE requirements to maintain licensure, suspending members who fail to comply with MCLE requirements, and working with members to regain MCLE compliance and reinstatements following suspension); and 4) IOLTA Trust Account Verification (ensuring that lawyers in private practice maintain a trust account in which they must deposit funds belonging to their clients).

Prior Position with the OSB - Admissions Manager (February 2017 – October 2020) - Duties: These duties and functions continue in my current role as Regulatory Counsel. The admissions department has three employees, and has a budget of over one million dollars. We process all bar exam and alternative admissions applications, and conduct character and fitness investigations of all OSB applicants. In this role, I support the Oregon State Board of Bar Examiners in all of its functions, including: compliance with public meeting laws and public records requirements; admission recommendations for all applicants to the Oregon Supreme Court; administration of two bar exams per year; and administration of two grading sessions per year. I assist the Board in all of its judicial proceedings, including: 1) the appointment of special investigators to prosecute character and fitness proceedings; 2) maintain a record for all character and fitness decisions of the Board; 3) maintain the agency file of any character and fitness proceedings appealed to the Oregon Supreme Court; and 4) support the Board in all judicial decisions, including those related to bar exam testing accommodations sought by applicants under the Americans with Disabilities Act. I further support the Oregon Supreme Court with its law improvement functions by recommending new rules or amended rules at least once per year, and help the Court in hosting two admissions ceremonies per year. This position was historically known as the "Executive Director of the Oregon State Board of Bar Examiners." It was changed to admissions manager to indicate the Board's relationship to, and support from, the Oregon State Bar.

Prior Position with OSB - Client Assistance Office Attorney (February 2013 – February 2017) - Duties: I screened and investigated ethics complaints against Oregon attorneys, answered ethics questions from Oregon lawyers and regularly provided ethics CLEs to Oregon lawyers. I also engaged in public speaking opportunities that provided outreach to OSB stakeholders.

Liaison for Military and Veterans Section of the OSB: I provide agendas, minutes, public meeting notices, and other administrative support functions to the section. The section's primary purpose is to provide law improvement and legal support to Oregon's veteran community and families of reservists called up to active duty.

Other Relevant Work History

Troy J. Wood, Attorney at Law, Portland, Oregon

2012 - 2013

Duties: Managed my own law practice, which included litigation, general corporate services and business transactions. Managed a caseload of 30 litigation files, including a successful jury trial and multiple settlements, multiple business transactions and various consultations with clients regarding construction compliance issues.

Law Offices of Bryan W. Gruetter, PC, Bend, Oregon (Portland, Office)

2010 – 2012

Title: Of Counsel, Portland Office

Duties: Managed the Portland office of a Bend-based law firm. I managed a secretary, file clerk and 2 paralegals. My caseload worked up to approximately 70 active files at any given time. I filed numerous lawsuits in State, Federal and Tribal Courts. I performed all legal research, discovery, motion practice and, when necessary, trial or arbitration.

Byron Wood Enterprises, Inc., Portland, Oregon

2003 – 2006

Title: Chief Operations Officer and General Counsel

Duties: Managed the golf concessionaire business at Heron Lakes Golf Course for the City of Portland. Planned, proposed and managed a multi-million-dollar-budget. Hired and managed up to 70 employees during peak season, including five direct reports (all year). Responsible for employee training. Handled all day-to-day operations, including payroll, tournament reservations and execution, catering, vendor contracts, financial and other business decisions. I had seven Managed the company's brand, including all marketing and IP decisions. Handled all legal issues for the business. Responsible for development and management of relationship with the City. Successfully negotiated and executed an Asset Purchase Agreement which resulted in the sale of the business at the end of 2006.

Albertson's, Inc., Boise, ID

1995 - 1999

Title: In-House Counsel

Duties: I oversaw Albertson's Mini-lease program with banks and ATM providers, which required negotiations with banks such as Wells Fargo and US Bank for leasing space in stores, and documenting such leases. I also oversaw the pharmacy purchase program, where small chains of, or single, pharmacies were purchased to merge the assets of the pharmacy, including patient and prescription data, to the closest local store. I further oversaw the deli purchase program, which followed the same model as the pharmacy purchase program. Both programs involved negotiation of business terms, drafting asset purchase agreements, memorandums of understanding, confidentiality agreements, due diligence investigations, documentation of all terms adjusted at closing, and oversight of business employees executing the terms of these agreements. I oversaw the work of two paralegals for both programs and one business associate assigned to pharmacy acquisitions. I was placed on the Albertson's Transition Team for the merger with American Stores to develop a plan to merge the pharmacy acquisition programs of both organizations.

Non-Profit Volunteerism

Multnomah Bar Association Professionalism Committee, Portland, Oregon

2016 - 2019

Committee promotes principles of professionalism within the Multnomah County legal community through statements, organizational outreach, education and the MBA Professionalism Award. Served as Committee's liaison to the MBA Professionalism Award Selection Committee.

Marine Corps League - Member, Portland, Oregon

2013 – Pres

Duties: Regularly participate in Marine Corps annual toy drive for underprivileged children during the holidays, called Toys-4-Tots. Engage in other fund raising activities when requested.

Sound Equine Options, Troutdale, Oregon

2018 – 2020

My prior home was a small hobby farm that had sufficient pasture acreage in Beavercreek, Oregon. We fostered horses rescued by Sound Equine Options (SEO) and nursed undernourished horses back to health. I hotwired the fences to protect the horses from predators, maintained the barn for a healthy environment and ensured no toxic vegetation was present in the horse pastures. SEO rescues horses from situations where the owner can no longer care for them, or where there is severe cases of neglect. SEO brings the horses to foster farms like ours, and provides veterinarian services and sufficient hay to bring the horses back into good health. Once the horses are back to a normal weight and given a clean bill of health, SEO adopts the horses to new homes that have the resources to continue to care for them. I helped feed the horses their daily hay rations when the pasture didn't provide enough food. I also cleaned the pastures, barn and stalls from the large amount of waste generated by the horses.

Board of Directors or Other Policy Setting Experience

The First Tee – Portland Chapter/Portland Youth Golf Association, Portland, Oregon

2003 - 2010

Served as a Director and as Chairman of the Board for this 501(c)(3) organization. Developed a mentoring program for underprivileged and disenfranchised youth; utilizing the game of golf. As Chair, directed the transition from a local charity to a chapter of a large national organization. Initiated discussion of merging this chapter with another local chapter, which occurred following my tenure.

Albertson's Employee Federal Credit Union, Boise, Idaho

1998 - 1999

Advisory Board Member: Advised the Board on the perspective of corporate employees and provided insight and devil's advocate analysis for Board decisions affecting corporate headquarter employees.

Professional Organizations Related to Regulatory Experience

National Conference of Bar Examiners:

2017 - Pres

I served on the Technology Committee 2018 - 2022, where I worked with states at removing barriers prohibiting them from sharing information about common applicants. My proudest achievement with the NBCE was being the first state administrator to present a detailed plan for administering an in-person bar exam in the midst of a pandemic. The NCBE requested that I present my plan to other administrators to see if an in-person exam would be sufficiently supported by other states. The presentation was held in late March 2020. This created a dialogue between administrators in 20+ states, who ultimately adopted similar exam plans. The states that offered in person bar exams in 2020 had no recorded transmissions of COVID-19 at any of their exam sites.

Council of Bar Admission Administrators:**2017 - Pres**

I am a member of the Character and Fitness Committee and Diversity, Equity and Inclusion Committee. I've given multiple presentations to all administrators on how to conduct a bar exam during the pandemic. I've also given reviews or critiques of past pandemic bar exams, and offered lessons learned from these events. The most recent presentation was in Boston, Massachusetts at the November 2021 CBAA conference. These presentations have helped other states form their exam plans for the July 2020 exam to the present.

International Conference of Legal Regulators,**2020 – Pres**

I follow the trends in legal regulations across the globe, and bring them to the attention of my colleagues at the OSB.

National Organization of Bar Counsel:**2013 - 2017**

At the request of NOBC event organizers, I gave two presentations on various organizational and regulatory structures for state bar associations. I regularly provided research and other support for other presentations given at the annual conference for the NOBC by OSB employees.

Oregon State Bar, Member:**1995 - Pres**

Gave CLE presentation to Washington Lawyers seeking reciprocity with Oregon. The CLE focused on the differences in civil procedure rules between Oregon and Washington.

Other Memberships in Professional Organizations**Oregon Trial Lawyers Association, Member:****2010 - 2013****Oregon Association of Defense Counsel, Member:****2000 - 2003****Deschutes County Bar Association, Member:****1999 - 2003****Deschutes County Inns of Court, Member:****1999 - 2003****Idaho State Bar, In-house Counsel Member:****1995 - 1999****Military Experience****United States Marine Corps Reserve, Washington, D.C.****1988 – 1994**

I received an honorable discharge with the rank of corporal. My last position with my unit was Lead Dispatcher of the Motor Pool for the 4th Landing Support Battalion.

Personal Interests

My greatest joy is helping my 21-year-old daughter with her transition to a strong independent woman; however, because she is strong and independent, she rarely seeks my advice, so I find enjoyment in the following activities as well: My partner and I love live music events, sporting events and family outings. We are also avid outdoor enthusiasts, always looking for opportunities with day hikes, camping, backpacking, hunting and fishing. If I must be indoors, I am probably engaged in some mindfulness activity, studying some philosophical concept, going full-blown nerd on a regulatory idea, or watching one of my favorite teams in a sporting event.