

# DEBORAH KISH STEPHAN

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## BIOGRAPHY

Dr. Deborah Kish Stephan serves as President of the Brandon Campus at Hillsborough Community College in Tampa, Florida, where she leads a vibrant and diverse academic community of over 16,000 students. A visionary and growth-minded leader, Deborah is committed to academic excellence, innovation, fiscal sustainability, and student success. She fosters a collaborative and inclusive campus culture that prioritizes a culture of care and excellence. Guided by principles of access and success for all students, Deborah and her team tackle challenges with creativity, collaboration, and a commitment to enhancing our communities and our students' lives through quality education, growth, and economic mobility. As President of HCC's Brandon Campus, she led major workforce development initiatives, including the launch of Florida's first two-year Financial Technology degree with funding secured through the state and industry, along with an Electrical Line Worker program developed and funded in partnership with industry.



Throughout her career, Deborah has held senior leadership roles, including Campus President, Vice President & Chief Academic Officer, and Vice President & Chief Operating Officer (National Division). She managed multi-million-dollar budgets and led major campus expansion projects to include the development of an Aviation Center of Excellence, a Public Safety Institute with a Fire Training Tower, and an Applied Technology and Trades Center. She revitalized academic and organizational structures, developed dashboards, and established Key Performance Indicators leading to increased student persistence and completion. She reenvisioned faculty development and employee recognition programs. Deborah and her team championed student focused initiatives such as the expansion of Open Education Resources, saving students over \$7.5M, and the creation of a Pre-Health Society to support community colleges students on the path to advanced health fields. She led the design of modern student support structures such as Success Coaches, guided pathways, developmental education, and collegiate academies. In addition, she served on the collective bargaining team and oversaw both specialized accreditation and a successful ten-year reaffirmation of accreditation with HLC. Deborah's creativity, compassion, and ability to foster collaborative, trust-based teams are essential in advancing learning-centered institutions, cultivating a culture of care, and promoting excellence.

Deborah is an engaged contributor to local and national organizations. She serves as the Chair of the HCA Florida Brandon Hospital, sits on the Executive Committee of the Tampa Bay Chamber, and serves on the boards of the Brandon Chamber and the Brandon Community Advantage Center. Previously, Deborah served on the HCC Foundation Board, and recently, Deborah was elected to the Girl Scouts of West Central Florida Board. Nationally, she has contributed to the American Association of Community Colleges' Commission on Public Relations, Advocacy, & Advancement and the American Council of Education's Innovation Lab Steering Committee. In addition, Deborah brings with her more than a decade of legal experience, where she served clients across both public and private sectors, and taught law and business courses at both the undergraduate and graduate levels.

After attending Valencia College her freshman year, Deborah earned a bachelor's degree from Florida State University. She holds a Master of Business Administration and Juris Doctor from the University of Florida, as well as a Doctor of Education in Community College Leadership from The Roueche Graduate Center. Additionally, she completed a Certificate in Entrepreneurship & Innovation through Harvard Business School Online.

Deborah is married to retired U.S. Air Force Colonel Andrew Stephan, a pilot with American Airlines and a Veterans Treatment Court Senior Mentor. Together, they have four adult children. Outside of her professional commitments, Deborah enjoys boating, crafting, skiing, traveling, and spending time with family and friends.

# Deborah Kish Stephan, EdD, JD, MBA

March 4, 2025

Truckee Meadows Community College  
7000 Dandini Boulevard  
Reno, Nevada 89512

Dear Presidential Search Committee,

It is with excitement that I submit this letter of interest for the President position at Truckee Meadows Community College. It is clear that TMCC is focused on preparing all students to be successful and is a vital partner in enriching the Northern Nevada community. With practical learning experiences, a connected community, and a strong foundation of transfer programs and workforce training, TMCC is shaping the future of the region. The College's values of providing access and fostering student success through excellence in teaching and learning along with being an innovator in higher education aligns with my belief in the transformational power of higher education. It is my hope that this letter will demonstrate how my passion and experiences align with TMCC's mission and highlight the contributions I can make as TMCC's next President.

Education and a growth mindset have been driving forces behind my career. After earning my Juris Doctor and MBA, I launched my career as a corporate lawyer while teaching Business Law, an experience that reinforced my belief in the power of education and its ability to transform a student's life. I witnessed students commit to their future and change their lives, and the lives of future generations, as they completed their education. So, when a fellow Chamber board member encouraged me to consider a transition to higher education administration, I embraced the opportunity. Since then, I've held progressive leadership roles, including Campus President, Chief Academic Officer, Chief Operating Officer, Academic Dean, and faculty for both graduate and undergraduate programs. In 2016, I further enhanced my expertise by earning an Ed.D. These collective experiences have prepared me to confidently and effectively lead TMCC into a dynamic future.

## Visionary and Academic Leadership

I am a visionary and entrepreneurial leader with extensive experience in fostering a shared vision, serving a diverse group of students, engaging stakeholders and the community, running strong academic programs focused on academic excellence, creating new or modernized programs, securing funding, growing enrollment, and advancing strategy. I am a strong advocate of student development and have extensive experience in academics, both in the liberal arts and in workforce programming. At multiple institutions, I oversaw over 160 credit and non-credit programs, with approximately half in workforce programming. And as TMCC knows, students are seeking more alternatives to a traditional education. They want high quality instructional options, multiple ways to obtain credentials, practical and

meaningful experiences enhanced by technology, geographic flexibility, automation for routine interactions, educational opportunities that develop transferable skills, and the ability to participate in the larger community. Furthermore, the ethical use of artificial intelligence in all aspects of the college experience will be essential to remain relevant. Having provided leadership in these areas, I am confident in my ability to champion academic innovation, ensure program relevance, and support cutting-edge learning spaces and experiences to meet the region's workforce needs.

In addition, the next President is charged with completing the 2021-2027 Strategic Plan and shepherding in the College's next transformational Strategic Plan. I believe I have the skills and experiences you seek to meet that challenge. To do this, I would collaborate with TMCC's faculty, staff, and the community while employing the skills gained through my experiences. With my teams, I led the work that shaped the strategic initiatives at HCC Brandon, national strategy at Rio, and the academic strategy at Aims and Northwest Florida. From these strategies, we pioneered new campuses, championed novel programs, revamped academic and student success models, and instilled a culture of innovation and care. For example, at Aims, I was responsible for re-envisioning and implementing the strategic identity for each outlying location which included a new Public Safety Institute, and an Aviation Center housed at the local airport. At NWFSC, I pitched a new vision for the Crestview Campus which included Board approval to implement Phase 1- the Aviation Center of Excellence- of a four-phase plan. And at Rio, I was responsible for the execution of a national strategy. I spearheaded the development of cutting-edge national marketing efforts utilizing hyper-targeted marketing techniques, a social media marketing plan, and created a national website. This work resulted in week over week enrollment growth and became a springboard for fresh programs such as student success coaches, guided self-placement, and an all-inclusive book initiative - all which are now the norm at many institutions. In addition, during the last two years at HCC, we launched two new workforce programs -the Tampa Electric Company Electrical Line Workers Program and Massage Therapy. This Spring, we launched a *first of its kind* in the state, FinTech program which embodies modern courses like Blockchain, AI, and Cybersecurity. As President, I will utilize these same entrepreneurial skills to work in partnership with the College community to employ an equally laser-like focus on implementing TMCC's vision and cultivating academic and student excellence.

#### Champion of All Students

TMCC holds a significant role in the Northern Nevada region as a minority and Hispanic-serving institution. I have a depth of experience with a student body quite similar to TMCC's including at First Generation and Hispanic-Serving Institutions. At HCC, a majority-minority Hispanic-serving institution, it is imperative that we are responsive to the needs of our diverse students and create a welcoming community where all of our students feel valued and respected. We work diligently to create opportunity for all students. For example, in 2022 we championed the creation of a Pre-Health Society with programming that is focused on remedying the gaps that our

disadvantaged students face in seeking a medical education because of lack of opportunity. We have engaged our health care community, faculty, pre-health students, and the American Medical Student Association to work on a collective solution to remedy the number of underserved students who obtain acceptance into medical school. I am very proud of the work our team has done to create this *first of its kind* program which has impacted over 550 students already.

Furthermore, with the help of faculty and deans, we were able to move forward initiatives resulting in increased student success. Our strategic priority of making college accessible to economically disadvantaged students by advancing Zero Textbook Costs has saved students \$7.5M since its inception in 2021 and again we lead the state in this work. At Aims, we revamped the Aviation program resulting in a 300% increase in FAA certificates by addressing financial barriers. We also created an Automotive Tool Program that advanced persistence and graduation. We developed a culture of inquiry focused on increasing assessment participation from one department to all departments resulting in over 50 assessment projects, 100% department participation, and increasing student performance at Aims. Continuous improvement efforts guided by using data such as these assist in the creation of a culture of excellence and being on the forefront of a modern education. At TMCC, I will seek input from faculty and staff to employ creative solutions to champion the success of all students.

#### Shared Governance, Community, and People

Building a strong college community working together to advance academic excellence and continually improve is vital to our success. From leading the complete redesign of faculty professional development at Aims to crafting employee support and recognition programs such as the High-Flying Hawk Awards at HCC Brandon, I am committed to creating a professional, engaged, vibrant college community. Part of that commitment is my belief in listening and respecting the voices of faculty, staff, and students during the decision-making process. As President, I will work with the Board of Regents, System leadership, and College to share those voices and keep the College's mission and students at the forefront of decision-making. My collaborative work at Aims led to the development of a participatory governance council creating a forum for conversation and consensus building to set policies such as revising the Faculty Handbook and Academic Freedom. In addition, my work on the labor negotiating team led to successfully working through sensitive topics and diverse opinions regarding salary increases, benefits, credentialing, and faculty load policies with ease. Leadership is about people, and it is my belief that an institution thrives when our people feel valued and heard. I am committed to promoting just that environment at TMCC.

#### Financial Stewardship and Resource Development

I believe that where we choose to allocate our resources reflects our values and strategic priorities. It is imperative that we are responsible stewards of our resources,

philanthropic support, and the student dollars entrusted to us. I have a firm grasp on varying funding models including tuition and fees, state appropriation, fundraising, and grants. I understand the importance of sound fiscal management and the use of performance metrics. My financial expertise was recognized as I was asked to chair the Chief Financial Officer Search Committees at two institutions. At HCC, I oversee the campus' operating budget and at Aims, I oversaw \$36M. To manage expenses and budgets accurately and employ financial strategies, I adopted the use of a data informed, modified zero-based budgeting process which freed up \$500K to be reallocated. I championed the annual investment of \$1M for programmatic equipment, and I participated in over \$100M of facility proposals and/or construction. My work included obtaining Board approval for over \$73M in cash funded construction projects. At Rio, I managed a \$5M national marketing budget and at Northwest Florida, I successfully renegotiated disadvantageous long-term leases, ensuring fiscal responsibility and program growth.

However, as TMCC knows with the ebbs and flows of funding, it is not enough to rely solely on tuition and state funding. At Aims, we leveraged \$2.7M in new funding from grants and at HCC Brandon, we crafted program expansion through creative strategic private partnerships and special state allocations due to resource limitations. Resource development in a funding constraint environment is essential. As such, I would actively pursue additional grants, along with private and public investments to bolster the TMCC's resources. It is with a balanced blend of fiscal responsibility, strategic foresight, and partnership development that I will collaborate with the Board of Regents, System Leaders, and the College's team to lead TMCC in strengthening its revenue streams.

#### Economic Development, Advocacy, and Partnerships

TMCC's focus on workforce education, transfer paths, and incubating opportunity is game changing for many students in the Reno-Sparks region. For instance, TMCC's workforce training programs in partnership with Nevadaworks, the \$3.7M WINN grants for short term program support from the Governor's Office of Economic Development, and collaborative efforts with the Economic Development Authority of Western Nevada aimed at bringing business and industry to the region all provide strong resources for TMCC to help build the community's economic engine and workforce. I welcome the opportunity to be the College's lead advocate amplifying why the College is such a transformational place to learn along with securing private and public partners to bolster the College's reach.

As President, I will be actively involved in the community fostering partnerships, seeking support, and developing relationships that benefit TMCC just as I have done in my previous roles. I have experience negotiating and securing funding with foundations, private funders, and state governments. For example, at HCC Brandon, we secured a \$3.4M commitment from a private company, \$350K from a private foundation, and \$500K from the state for special program development. I have collaborated with the

Tampa Bay Economic Development Council to pitch the Tampa Bay area and worked with CareerSource funding to provide workforce training. Just as I developed an extensive network of engaged and invested community members in Tampa, I am committed to doing the same at TMCC.

Also, I serve on the executive committee of the Tampa Bay Chamber, am the Chair of the HCA Florida Brandon Hospital, and serve on the Boards of the Brandon Chamber and the Brandon Community Advantage Center. I previously served on the HCC Foundation Board. I have advocated for various programs and policies with the state legislature and federal level. Nationally, I contribute to the AACCC's Public Advocacy Commission and served on the ACE's Innovation Hub Steering Committee. I look forward to championing TMCC at local, state, and national levels. Furthermore, I will engage the College's alumni and industry partners to advance the College's reach even further.

#### Personal Characteristics

Beyond the leadership experience I bring, I possess intangible traits that set me apart. What I believe others would say about me is that I weave a combination of leadership, intelligence, and emotional insight with the ability to handle complex situations with grace, fairness, and effectiveness. I am a thoughtful, heart-centered leader with a zealous focus on the success of all students and possess a growth mindset. I care deeply about serving those that I am privileged to lead and that includes listening, being responsive, and providing the right resources and authority. I am future oriented and possess an entrepreneurial spirit that translates into the ability to tackle new challenges with courage and excitement. I believe in living my integrity and elevating others to their fullest potential, celebrating our successes along the way. I am committed to creating a culture where we take care of each other and our whole selves. It is with these qualities that I am empowered to confidently and passionately deliver on TMCC's mission and the priorities you seek in the next President.

TMCC's vision of being a leader in innovative education, and meeting students' and the community's needs is inspiring and transformative. Together, I believe we can lead TMCC into its next thriving chapter, guiding both students and the region toward even greater prosperity. Thank you for your consideration and allowing me to express my interest in becoming Truckee Meadows Community College's next President. I am happy to answer any questions you may have and look forward to speaking with you soon.

Sincerely,

A handwritten signature in black ink, appearing to read 'Deborah Kish Stephan', with a long horizontal flourish extending to the right.

Deborah Kish Stephan

# Deborah Kish Stephan, EdD, JD, MBA

## PROFESSIONAL PROFILE

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Visionary and innovative higher education leader with a strategic focus on academic excellence, program modernization, calculated risk, partnership development, fiscal sustainability, and success for all students. Progressive and unique executive level responsibilities including Campus President, Chief Operating Officer, Chief Academic Officer, and Legal Counsel with 27 years of professional experience.

## CORE COMPETENCIES

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Culture of Excellence	Learning Centric	Entrepreneurial Leader
Collaborative Leadership	Data Informed Decision-Making	Partnership & Fund Development
Strategic Vision & Planning	Continuous Improvement	Accreditation & Compliance
Financial Acumen	Culture of Care	Advocacy & Policy

## EDUCATION

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Doctor of Education, The Roueche Graduate Center of National American University • Austin, TX • 2016  
Dissertation: Understanding Excellence Through an Examination of Vision, Leadership, Strategic Planning, and the Use of Data at Three Award-Winning Institutions

Juris Doctor, University of Florida • 1998

Rijks Universiteit Leiden, Leiden, The Netherlands, Study Abroad, European Union Law

Master of Business Administration, University of Florida • 1998

Bachelor of Science, Secondary Social Science Education, Florida State University, • 1994

Associate of Science, Florida State University • 1993

## HIGHER EDUCATION LEADERSHIP EXPERIENCE

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PRESIDENT, BRANDON CAMPUS

2021 – Present

Hillsborough Community College | Tampa, FL

The Brandon Campus, the second largest of five HCC campuses, serves over 16,000 students (3,188 FTE) offering primarily Liberal Arts transfer degrees and workforce programs in Aquaculture, Biotechnology, Business, Computer Science, Engineering Technology, Financial Technology, Supply Chain Management, TECO Line Workers Training, and Massage Therapy. HCC is a majority-minority, Hispanic Serving Institution, granting associate and baccalaureate degrees serving over 45,000 students (19,389 FTE) and offering over 200 programs. With an average class size of 21:1. The Institution is situated in Hillsborough County with a population of 1.47M people.

## KEY INITIATIVES

- Received state approval for modern programming in FinTech which includes AI, Blockchain, and Cybersecurity. FinTech is experiencing double digit growth in the region and is expected to grow to \$1.5T in global annual revenue by 2030. Secured \$500K in state funding through collaboration with District Leadership, \$350K from Chase Foundation, and participation in program development from

JP Morgan Chase, Citibank, DTCC, University of South Florida FinTech Accelerator, FinTech, Revstar, CareerSource Tampa Bay, City of Tampa, Suncoast Credit Union, and USAA. Program launched Spring 2025.

- Created, in partnership with HCC Institute for Corporate and Community Education, a Line Workers program that launched in Fall 2023. Negotiated and secured a \$3.4M program and scholarship commitment along with the construction of a training yard and the donation of program equipment from Tampa Electric Co. Program is supported with 100% scholarships. Program has a 95% completion rate and 85% with an interview, job, or continuing education.
- Created, in partnership with HCC Institute for Corporate and Community Education, a Massage Therapy program that is supported by 100% student scholarships through the Open Door Grant.
- Championed the removal of access barriers through the Open Educational Resources Taskforce focused on the ongoing creation of Open Educational Resources saving students \$2.7M annually along with developing a Zero Textbook Cost degree indicator and pathway. Leads Florida colleges and universities in Open Educational Resources student savings totaling \$7.5M.
- Oversaw enrollment growth in FTE by 7.9% and growth in headcount by 5.9% in 2023-2024.
- HCC ranks in the top 10 of all FCS schools for total number of completions, number of A.S. completions, PSAV completions, PSV & ATC completions, and EPI completions in 2022-23, according to the 2024 State Factbook.
- Campus awarded a \$590K NSF NavigATE grant and \$229K Perkins V Equipment Upgrade and Modernization grant
- Envisioned "AI Ethics for Leaders" continuing education course.
- Assisted in the launch of the HCC Pre-Health Society and the HCC American Medical Student Association Research Project focused on developing students to be positioned to submit strong applications for programs in the medical field. Sponsored the launch of the Shadow a Surgeon program at St. Joe's Hospital for AMSA students.
- Developed, in collaboration with the leadership team, the campus' strategic priorities advancing the district-wide strategic plan. Conducted a comprehensive listening tour in 2021 and in 2024 which informed the campus' strategic priorities focused on People, Place, & Programs.
- Engaged a Campus President Advisory Council to engage community and industry leaders to provide feedback and input into the Campus strategic priorities and College offerings and services.
- Implemented the High-Flying Hawk Awards program and Employee Appreciation Days to recognize and encourage a healthy workplace culture.
- Instituted the Presidential G.R.I.T. Award for students demonstrating Grace, Resiliency, Integrity, and Tenacity
- Utilizes a Communication Plan to promote an engaged and connected culture.
- Supported the creation of the HCC Hawk Run Endowment for student scholarships, Deans' Empowered series, first generation & underrepresented students learning series.
- Re-envisioning the modern campus as student behavior patterns change and revitalized campus spaces including the library, gym, cafeteria, classrooms, & auditorium as a place of community and engagement. Installed a 22x11ft LED wall with approximately 3M pixels in the auditorium.
- Supported changing learning modalities and updated Simulcast Classrooms to provide for flexible and modern learning options.
- Revamped the Food Forest to encourage sustainable food systems, installed a community garden, and held first Food Harvest Fest.
- Increased student participation in on campus activities particularly in co-curricular programming.
- Chaired the Search Committee for the Chief Financial Officer and the Chief Diversity Officer.



- Chaired the Screening Committee for the “Up to \$4M” Construction Firms.
- Spearheaded the Campus’ “Return to the Nest” COVID response and collaborated with the Hillsborough County Emergency Response Team on two community efforts to provide vaccinations, testing, and treatment.
- Partnered with FEMA to respond to four hurricanes.

2019 – 2020

#### VICE PRESIDENT FOR ACADEMIC AFFAIRS (CHIEF ACADEMIC OFFICER)

Northwest Florida State College | Niceville, FL

An associate and baccalaureate degree granting institution serving 8,000 students (4,081 FTE) with 69 programs in a rural area of 300,000 people.

#### KEY INITIATIVES

- Led the successful redesign of a public-private partnership to re-envision the Crestview Campus to create an Aviation Center of Excellence to house an Airframe & Powerplant program.
- Renegotiated a cost prohibitive set of existing leases to a Build to Suit lease which more effectively situated the College financially and academically.
- Redesigned the Academic Affairs organizational structure to promote program synergies.
- Championed the use of data informed practices such as a Key Performance Indicators Dashboard, Program Lifecycle Model, and Faculty Staffing Model.
- Hosted the reaffirmation site visit for Accreditation Commission for Education in Nursing and participated in the compliance review for the Commission of Dental Accreditation. Oversaw initial drafting of academic affairs accreditation responses for 28 Standards.
- Oversaw the faculty tenure process and presented faculty for tenure approvals to the Board.

2018 – 2019

#### VICE PRESIDENT AND CHIEF OPERATING OFFICER, NATIONAL DIVISION

Rio Salado College | Tempe, AZ

A Hispanic Serving Institution granting associate degrees serving 50,000 students (12,888 FTE) with 135 programs in a metropolitan area of 1.62M people. Rio Salado College is a national leader in online education with a rich 40-year history in this space and a proprietary Learning Management Software, RioLearn.

#### KEY INITIATIVES

- Provided leadership and oversight to the development and implementation of the College’s National Division, designed to scale the College’s strengths to meet the educational needs of primarily underserved students in “Education Deserts” and across the nation which resulted in enrollment growth.
- Oversaw a \$5M national marketing budget and implemented highly specialized marketing strategies which utilized 800 points of data to target specific personas.
- Collaborated with Strada Education Network to secure \$275K funding to support the development of media assets and a one-hour PBS special on students obtaining an education in Education Deserts with RoadTrip Nation - <https://roadtripnation.com/roadtrip/rio-salado-college-documentary>.
- Championed systematic changes for institutional improvement: Guided Self Placement, Guided Pathways, and a Student Success Coach Advising Model.

- Managed various vendor partnerships ranging from \$100K to \$2M per instance.
- Developed National Division Key Performance Indicators and corresponding Dashboard. These measures provided the foundation for the utilization of business intelligence to drive performance, efficiency, and agility.
- Initiated and participated in internal and external collaborative partnerships and strategic alliances that include academic, technical, workforce, and economic development stakeholders.
- Utilized iterative market analysis to ensure relevant program offerings and a robust infrastructure to support online activities and projected growth.
- Developed and maintained quality assurance measures.
- Oversaw the business, financial, academic, and student support structures for the National Division.
- Directed the hiring, onboarding, strategic work, and evaluation of leaders and staff for the Division.
- Responsible for strategic budget management and scaling efforts.
- Chaired the Search Committee for the Chief Financial Officer and Vice President of Administrative Affairs (2019).
- Trademarked "America's Online Community College."

VICE PRESIDENT OF ACADEMIC AFFAIRS (CHIEF ACADEMIC OFFICER), DEAN,  
ASSOCIATE DEAN/ASSISTANT DEAN

2012 – 2018

Aims Community College | Greeley, CO

A multi-campus, Hispanic Serving Institution granting associate degrees serving 8,000 students (3,781 FTE) with 200 programs in an urban area of 555,000 people.

#### KEY INITIATIVES

- Oversaw Academic Affairs, academic (credit and non-credit) programs and departments, institutional research and assessment, accreditation, grants, faculty development, online learning, library services, workforce development, concurrent enrollment, and community partnerships.
- Oversaw the operation of four outlying campuses/locations: Fort Lupton Campus, Loveland Campus, Windsor Campus, and the Flight Training Center.
- Oversaw a successful Comprehensive Quality Review site visit in Fall 2017 by the Higher Learning Commission for reaffirmation of reaccreditation. Managed the development of the systems portfolio, multi-site visit, compliance report and reaffirmation of accreditation Comprehensive Site Visit. The Higher Learning Commission summarized its findings from the multi-site visit as follows, "Operations at the Fort Lupton and Windsor locations surpass adequate," and "The Fort Lupton and Windsor campuses are models for the establishment of additional locations." In 2018, under my leaderships, Aims successfully achieved reaffirmation of accreditation and was given the option to choose its next pathway.
- Co-designed the proposal and obtained Board approval for a \$51M construction project to expand the College which included a new Welcome Center at the Greeley Campus and Academic Building at the Windsor Campus.
- Oversaw the development and/or opening of multiple facilities: \$21M Applied Technology and Trades Building, a \$17M Physical Education building, and \$3M Flight Training Center.
- Oversaw the redesign of the 50-year-old Aviation program and facility move, which included the opening of the FAA's first remote tower and the acquisition of five new Piper airplanes.
- Collaborated as a team member of President's Cabinet charged with setting, implementing, and tracking institutional strategy.

- Developed the institution's five Key Performance Indicators which included leading and lagging indicators for Access, Retention, Learning, Completion, and Impact. These Indicators allowed to track student progression and completion.
- Maintained a 67-97% completion rate for cohort-based programs.
- Oversaw the development and implementation of both short- and long-term strategic plans for 39 academic departments, 23 academic and student support departments, over 160 degrees and certificates, 341 full- and part-time faculty, and \$36M budget.
- Oversaw the Grants Office which managed \$5.5M to \$8.5M grants that engaged 51 employees and obtained \$2.7M in new grants. The Grants Office had average award rate of 68% which was 10% higher than the national award rate for like institutions.
- Collaborated with constituents in Academic Affairs and Student Affairs on strategies to achieve desired organizational results in increasing student access, retention, completion, and satisfactory student progress.
- Served as the institutional representative to the Colorado Department of Higher Education's Academic Council and to the Colorado Community College System's Education Services Council advocating for policies and procedures advantageous to the institution.
- Reviewed legislation concerning academic affairs and provided analysis of impact and recommendations. Spearheaded the College's advocacy for FAA Air Traffic Control entrance requirements.
- Provided leadership in curriculum updates, scheduling 3,500 courses annually, catalog development, classroom management techniques, faculty professional development, and curriculum alignment with state requirements.
- Led Assessment of Student Learning Initiative designed to improve learning and make assessment meaningful to faculty and students, increased participation over four years from one department to 100% participation.
- Developed a shared governance model through collaboration with faculty and staff creating a Learning Council that improved communication with employees, empowered faculty to give more input on academic decisions, and drove institutional decision-making to enhance student success.
- Spearheaded the institution's first pathway project, aligning all Allied Health programs, to provide course choices that align certificates and degrees to reduce unnecessary coursework and lessen time to completion. Worked collaboratively with the Dean and Director of Nursing to create a guaranteed pathway for Aims' associate degree in nursing students who passed the NCLEX to be admitted to the University of Northern Colorado's Bachelor of Nursing program.
- Oversaw team that developed the first institutional Environmental Scan that identified community demographics, predominant industries, K-12 alignment with higher education, workforce demands, post-secondary education pathways, community infrastructure and technology needs designed to inform the institution's strategic planning process.
- Redesigned the Program Review process to focus on quality and continuous improvement, by increasing data usage and the number of reviews so the institution could remain contemporary, proactive, and responsive to community needs.
- Developed a robust program feasibility study process to determine the potential of new programs, the closure of outdated programs, and the revision and/or expansion of existing programs including designed a Bachelor of Applied Science program and opened the College's Applied Technology and Trades facility housing Industrial Technology, Logistics, Engineering Technology, Construction programs.

- Championing the AIMS2UNC initiative by engaging the University of Northern Colorado Provost and other leaders to collaborate with the College to create a dual enrollment program for community colleges students to be accepted and enrolled in the University while seeking their two-year degree. Supports and pathways were designed to enhance successful transfer to the University.
- Led collaborative outreach with community leaders to increase concurrent enrollment (+12% since 2015-16 and +40% in part-time and +163% in full-time enrollments in Spring 2018), expanded the number of articulation agreements, and diversified the college's business and industry partnerships.
- Provided leadership for key institutional committees impacting academics: Curriculum Committee, Career and Technical Education Advisory Committees, Learning Environments Advisory and Resource Network, Faculty Teaching & Learning Center Think Tank, Student Learning Assessment Team, Part-time Faculty Taskforce, Learning Council Creation Committee, Learning Council, and Library Committee.
- Led vocational credentialing authorized through the State Board of Community Colleges and Occupational Education and served as the Vocational Credentialing Officer.
- Oversaw the development and operation of two Early Colleges designed to allow for underprivileged high school students to seek a college education.
- Oversaw the purchase of \$1M of programmatic equipment annually.
- Served on multiple Cabinet Search Committees: Chief Financial Officer and Vice President of Administrative Affairs, Vice President of Community and Public Relations, and Vice President of Student Affairs.
- Served on the architectural selection committee.
- Served on the shared governance team (~ to Collective Bargaining), Consultation, as an administrative representative charged with collaborating with faculty representatives to negotiate working conditions and pay structures.

## ACADEMIC DEAN, DIVISION II

Reported to the Provost and President, oversaw compliance based academic (credit and non-credit) programs and departments. Directed the largest academic operating budget and served as a division leader actively participating in administration, strategic planning, and problem-solving.

## KEY INITIATIVES

- Completed planning and construction of a \$21M Public Safety Institute expanding the Windsor Campus. Operated, administered, and oversaw all campus functions.
- Oversaw compliance based academic programs and operational areas including Academic Assessment, Nursing and Allied Health programs, Faculty Teaching and Learning Center, Public Safety and Criminal Justice programs, Transportation programs, the Science Department, and the Windsor Campus.
- Developed, managed, and directed an operating budget of over \$5M.
- Revamped the Aviation program, focusing on student success resulting in a 237% increase in student progress and a 300% increase in FAA certificates issued. Instituted a new payment and progression plan for students and veterans.
- Developed and refined a robust faculty onboarding, mentorship, and ongoing professional development program through the creation and management of the Faculty Teaching and Learning Center.

- Served on institutional collective bargaining administrative team (Consultation) charged with working with faculty representation to negotiate work conditions and pay structures (shared governance).
- Participated in the reaccreditation or reaffirmation process with the Higher Learning Commission, Accreditation Commission on Education in Nursing, Colorado State Board of Nursing, and International Fire Science Accreditation Conference.
- Orchestrated the College's Culture of Inquiry initiative resulting in an increase in assessment participation by over 50 projects equating to a 900% increase.
- Resolved student and faculty issues in a prompt and professional manner through the enforcement of policy and cooperation with appropriate offices at the college.
- Researched, evaluated, proposed, and implemented the formation of new programs as well as the review and closure, as appropriate, of stagnant programs.
- Worked closely with Academic Pathways to offer dual enrollment courses, Career Academy programs, and Early College programs.

ASSOCIATE DEAN TO THE CHIEF ACADEMIC OFFICER (PREVIOUSLY ASSISTANT DEAN OF ACADEMIC AFFAIRS)  
Member of the Academic Affairs Leadership Team charged with overseeing college wide initiatives, special projects on behalf of the Chief Academic Officer, Assessment of Student Learning Outcomes, the Faculty and Teaching Learning Center, program reviews, division reports, accreditation compliance, and department chair training.

#### KEY INITIATIVES

- Led Higher Learning Commission Academic Quality Improvement Program Accreditation Category 1 (Helping Students Learn) Team.
- Re-envisioned faculty support and revamped the Faculty Teaching and Learning Center to provide robust faculty support services from the time of hire to retirement.
- Collaborated with stakeholders including Academic Deans, department chairs, faculty, student services, academic services, and Institutional Research in developing an academic strategic master plan, academic division board reports, new academic processes and policy, and academic initiatives.
- Performed Chief Academic Officer duties on behalf of Chief Academic Officer in legislative reviews, policy reviews, program review revisions, and academic protocols.
- Participated in the State of Colorado Department of Education Chief Academic Officer meetings and Colorado Community College System Chief Academic Officer meetings.
- Addressed complex and/or sensitive, confidential inquiries.
- Represented the College at the Colorado legislative committee hearing to approve Bachelor of Applied Science degrees.
- Researched problems and provided operational solutions, including collection and analysis of extremely intricate data, information, and materials, and advised on applicability to college academic endeavors using data driven decision-making while collaborating with Academic Deans, Department Chairs, and Faculty (such as the Developmental Math and English curriculum redesign).
- Interpreted and drafted college policy and procedures for Academic Affairs.
- Led college-wide reviews of department chair stipends and chaired corresponding committee.
- Provided guidance on Higher Learning Commission requirements and ensured compliance with the Assumed Practices and Criteria.

- Provided leadership for the Culture of Evidence initiative and academic assessment of student learning outcomes. Led the identification of Institutional Learning Outcomes project.
- Directed and managed Faculty Teaching and Learning Center and Academic Assessment budgets.
- Contributed to the academic capital budgeting process and Perkins funding allocation of over \$1M.
- Designed and implemented Department Chair trainings and work sessions, including FERPA, ADA reasonable accommodations, and credentialing training as well as part-time faculty orientation, mentorship, and department assessment planning.
- Collaborated with Faculty and the Institutional Effectiveness Department on the Prerequisite Task Force that collected and analyzed data critical in making recommendations for prerequisite requirements.
- Chaired the Sabbatical Leave Committee. Collected, reviewed, and recommended sabbatical leave awards for tenured faculty.
- Developed and maintained online faculty guidebook (Faculty Toolbox).
- Designed and implement standard syllabus policies through collaboration with Academic Deans, Department Chairs, and Student Support Services Personnel.
- Coordinated the alignment of program reviews, assessment plans, professional development plans, and board reports to reflect integrated academic planning through collaboration with the academic deans, department chairs, and faculty.

VICE PRESIDENT OF ACADEMIC AFFAIRS (CAMPUS CHIEF ACADEMIC OFFICER)  
 WYOMING CAMPUS AND FORT COLLINS CENTER  
 University of Phoenix | Fort Collins, CO

2011 – 2012

A large multi-campus university which served 450,000 students with 100 programs throughout the United States. University of Phoenix, a trailblazer in online education, began offering online education in 1989 and its work in developing and socializing online education forever changed how education would be delivered as almost all education institutions now have an online education component.

#### KEY INITIATIVES

- Provided administrative oversight, support, and leadership for all academic programs at the Campus.
- Strategized the development and operation of a new local campus Bachelor of Science program in Business.
- Prepared and provided training for 10-year reaccreditation (PEAQ) visit from the Higher Learning Commission. Participated in University-wide training conferences for preparation of Higher Learning Commission visit.
- Oversaw academic quality review, led Campus Academic Council, and participated in the University Academic Council.
- Oversaw all academic operations and faculty support staff, and implemented the campus Faculty Development Plan, the Faculty Recruiting Plan, the Faculty Communication Plan, and the Faculty Recognition Program.
- Utilized institutional effectiveness data and campus specific data to effectuate academic changes, including curriculum modifications



- Served as Interim Campus Chief Academic Officer at the Denver Campus overseeing Campus College Chairs for 8 separate colleges (Humanities, Natural Sciences, Business, Criminal Justice, and Security & Information Systems Technology) including 3 regulated colleges (Nursing, Social Sciences, and Education) with 2,000 students and 250 faculty members, 6 College Chairs, 4 Program Coordinators, 30+ Lead Faculty, an Academic Affairs Manager, and an Administrative Assistant.
- Represented the University as appropriate in northern Colorado to government and local agencies.
- Ensured compliance with federal and state regulations.
- Managed faculty recruitment, selection, orientation, course assignment and scheduling, load reporting, training, and remediation activities including the observation and evaluation faculty, as well as reviewing the integrity of the faculty payroll process
- Hired, trained, conducted performance evaluations, and directed the workflow for the academic affairs department management team, chairs, lead faculty, faculty, and staff.
- Handled all grade change requests, student complaints, and student and faculty code of conduct issues, including behavioral and academic violations.
- Directed campus academic affairs processes, procedures, and activities to ensure academic integrity and compliance with university guidelines and standard. This included investigating, resolving, and tracking all campus level student requests for academic policy exceptions.
- Developed, implemented, and tracked the academic affairs budget to ensure that all goals were met on a yearly basis.
- Accountable for participation in the development and implementation of campus goals and objectives.
- Participated and led task committees to represent and address academic concerns to campus senior management team and University administration.

## COMMUNITY PARTNERSHIPS & OUTREACH

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Executive and Academic Leadership Coach and Accreditation Consultant • Ongoing

Member, Finance Committee, Girl Scouts of West Central Florida • Tampa, FL • 2025–present

Member, Steering Committee, Bridging the Cliff- International Education Innovation Lab, American Council on Education • Washington D.C. • 2024

Member, Brandon Library Exterior Sculpture Selection Subcommittee, Hillsborough County Board of County Commissioners Public Art Committee • 2024-present

Member, Commission on Public Relations, Advocacy, and Advancement, American Association of Community Colleges • Washington D.C. • Appointment 2022- 2025

Member, Alliance for Innovation & Transformation • 2022-2023 and 2024- present

Board of Trustees, HCA Florida Brandon Hospital • Brandon, FL • 2022–present

Chair 2025-present

Member 2022- present

Chief Executive Officer 2022 Interview Committee

Chief Medical Officer 2023 Interview Committee

Board of Directors, The Greater Tampa Bay Chamber of Commerce • Tampa, FL • 2021–present

Executive Committee Member, 2024- present

Member, Women of Influence Committee, 2023- present

Member, Workforce Development Committee, 2022

Board of Directors, The Greater Brandon Chamber of Commerce • Brandon, FL • 2021–present

Chair 2023, Chair-Elect 2022, Past Chair 2024

Executive Committee Member, 2022- 2024

Founding Member, Brandon's Wonder Women Council, 2023

Member, Search Committee for the Chief Executive Officer, 2022

Member, Finance Committee, 2021-2024

Board of Directors, Brandon Community Advantage Center - The Regent • Riverview, FL • 2021–present

Member, Mosaic Community Advisory Panel • Riverview, FL • 2021–2023

Board of Directors and Finance Committee, The Angel Foundation • Brandon, FL • 2021–2024

Board of Directors, Executive Committee, and Development Committee, HCC Foundation • Tampa, FL • 2021–2022

Board of Directors, Secretary, and Executive Committee Member, Rocky Mountain Performance Excellence (regional Baldrige Award evaluation organization) • Denver, CO • 2015–2018

Examiner, Rocky Mountain Performance Excellence • Denver, CO • 2013

Advisory Board Member, University of the Rockies for the Ph.D. program in Organizational Development and Leadership • Denver, CO • 2014

Board of Directors, Castle Country Assisted Living • Castle Rock, CO • 2008

Board of Directors, Castle Pines Chamber • Castle Rock, CO • 2008–2010

## NOTABLE PROFESSIONAL DEVELOPMENT

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Certificate, Blue Zones Advocate, Arizona State University • 2024

Certificate, Entrepreneurship & Innovation, Harvard Business School Online • 2022

Certificate, The Impact of FinTech: AI, Blockchain, Cryptocurrency, and the Future of Fintech, University of South Florida • 2024

Certificate, Diversity, Equity, & Inclusion, University of South Florida • 2021

Leadership Tampa, Class of '22, Tampa Bay Chamber, • 2021-2022

Disney's Approach to Business Excellence, Disney Institute • 2019

Disney's Approach to Quality Service, Disney Institute • 2019

Future Presidents Institute, American Association of Community Colleges • 2018

Annual Conferences- P3-EDU, Higher Learning Commission, Southern Association of Colleges and Schools Commission on Colleges, League for Innovation, ACE Presidents' Meeting, ACE Experience, AACC, & Alliance for Innovation and Transformation • 2012-present

Leadership Fort Collins, Fort Collins Chamber of Commerce • 2011



## FACULTY EXPERIENCE

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*Undergraduate and Graduate Courses: Business Law I, Business Law II, Employment Law, Foundations in University Studies, Introduction to Business, US Government, and University Orientation*

Part-time Faculty, Aims Community College • 2013

Associate Faculty and Full-Time Faculty, University of Phoenix • 2009-2013

Associate and Adjunct Professor, Valencia College • 2002-2007

Graduate Assistant, University of Florida • 1997

Middle School Teacher, St. Cloud Middle School • 1994-1995

## LEGAL & GOVERNMENT EXPERIENCE

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\*Law License, Supreme Court of Colorado • 2007-present • Inactive

\*Law License, Supreme Court of Florida • 1998-present • Inactive

Business Attorney, Self-Employed • Colorado & Florida • 1999-2011

Represented clients in corporate/business transactions up to \$7M, contract negotiation corporate governance, start-up strategy, technology agreements, employee matters, non-profits, private loans, stock purchases, asset purchases, shareholder agreements, real estate transactions, estates and trusts, dependency cases, divorce and family law, and civil litigation. Managed business operations of the firm.

School Board and Corporate Attorney, Brown, Ward, Salzman & Weiss, P.A. • Orlando, FL • 1999

Provided legal opinions and representation in multi-million-dollar transactional agreements in the areas of technology, employment, real estate, construction management and architecture, charter school formation, and government/interagency matters directly related to the local school district.

Corporate and Securities Attorney, Ruden, McClosky, Smith, Schuster & Russell, P.A. • Ft. Lauderdale, FL • 1998

Analyzed, developed and drafted transactional agreements up to \$80M, including securities, government bonding, mergers & acquisitions, and provided general corporate representation.

Anti-Piracy Legal Intern, Recording Industry Association of America • Dallas, Texas • 1997

Reviewed and developed prototype anti-piracy laws for recommendation to state legislatures.

State Policy Intern for Representative Irlo Overstreet "Bud" Bronson, Jr., House of Representatives • Tallahassee, Florida • 1993

## PUBLICATION CREATION

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Signature: To Teach, To Learn, To Inspire, Co-Founder and Editor (2014), Aims Community College, \*2016 Gold Paragon Award for Best Magazine, National Council for Marketing and Public Relations, <https://www.aims.edu/resource-library/signature-magazine-issues>

\*A magazine devoted to the advancement of teaching and learning in higher education.

Journal of Technology and Policy, Co-Founder and Co-Editor (1995), University of Florida, Levin College of Law, <https://www.journaloftechlaw.org>

*\*One of four co-curricular journals at the University of Florida, JTLP is one of the first scholarly legal journals devoted to the analysis of legal issues in technology.*

## SELECTED PUBLICATIONS & PRESENTATIONS

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Kish Stephan, D., McCullough, E., & Brett, T. (2024). Leveling the Playing Field for Underrepresented Students in the Premedical Journey. Presentation at American Association of Community Colleges Annual Meeting, Louisville, KY.

Kish Stephan, D. (2024). Women in Construction. Panel Presentation at DPR's Annual Women's Breakfast, Tampa, FL.

Kish Stephan, D. (2023). State of Technology: AI. Panel Moderator at The Greater Brandon Chamber's Synergy Luncheon, Brandon, FL.

Kish Stephan, D. (2023). Celebrate Your Voice. Panel Presentation at Accenture's Third Annual Women in Florida Public Service Leadership Summit.

Kish Stephan, D. (2023). State of Education. Panel Presentation at The Greater Brandon Chamber's Synergy Luncheon, Brandon, FL.

Kish Stephan, D. & Rand, P. (2023). Calm the Fear: AI as a Learning Tool. Panel Presentation at Hillsborough Community College's Professional Development, Tampa, FL.

Kish, D. (2023). Education, Talent Supply, and the Workforce Panelist. Panel Presentation at Tampa Bay Chamber's Insight Tampa Program, Tampa, FL.

Kish, D. (2023). Launching Wonder Women. Panel Presentation at The Greater Brandon Chamber's Wonder Women Program, Brandon, FL.

Kish, D. (2023). Keynote Speaker at Phi Theta Kappa Induction Ceremony, Hillsborough Community College, Tampa, FL.

Kish, D., (2023). Removing Barriers Through a Zero Textbook Cost Initiative. Presentation at American Association of Community Colleges Annual Meeting, Denver, CO.

Kish, D. (2019). Brave New Workforce: Generational and Cultural Competencies for Higher Education Institutions. Panel Moderator at WICHE Annual Alliance Conference, Salt Lake City, UT.

Kish, D., (2019). Wholehearted Leadership. Presentation at Maricopa Community Colleges Women's History Month, Tempe, AZ.

Kish, D. & Wycaver, S. (2018). Five Strategies to Increase Completion. Presentation at Conversation Day, Aims Community College, Greeley, CO.

Kish, D. (2018). Wholehearted Leadership. Presentation at the Northern Colorado Chapter of the American Association of Women in Community Colleges, Windsor, CO.

Kish, D., Cameron, D., Fifield, M., & Rhodes, R. (2017). Understanding Excellence: Organizational Characteristics of Award-winning Institution Excellence. Presentation at the 97<sup>th</sup> Annual Convention, American Association of Community Colleges, New Orleans, LA.

Güney, S. & Kish, D. (2016). Campus Redesign for Student Success: Innovative Technology, Adaptive Learning & Growth Mindset. Presentation for Innovative Educators, Boulder, CO.

Güney, S. & Kish, D. (2016). Leadership for Innovation. Presentation at Convocation, Aims Community College, Greeley, CO.

Rand, P., & Kish, D. (2016). Changing Culture Through Creating Conversation Around Learning. Presentation at Innovations, The League for Innovation, Chicago, IL.

Kish, D. (2013-2016) Founder & Editor, Signature Magazine, Aims Community College.

Ray Parsons, M., & Johansen, D. (2015). Miracles in assessing student learning: Assessment academy engages faculty. Presentation at Innovations, The League for Innovation, Boston, MA.

Kish Johansen, D., & Liddell, M. (2014). Money and metrics: A focus on success. Presentation at the 94th Annual Convention, American Association of Community Colleges, Washington, DC.

Voorhees, R. A., & Kish Johansen, D. (2014). Dig deep into data to build effective strategic plans. Community College Week. Retrieved from <http://ccweek.com/article-4286-dig-deep-into-data-to-build-effective-strategic-plans.html>

Kish Johansen, D. (2013). Performance Based Funding. Presentation at the COMBASE Annual Conference, Charleston, SC.

Maglio, A. M., Kish Johansen, D., Thatcher, M. E. (2008). Forward from the founding fathers, Journal of Technology and Policy, 13(1), pp. xi-xiii.

## AWARDS & COMMENDATIONS

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Finalist for Business of the Year, Brandon Campus, Riverview Chamber of Commerce • 2024

Honorary Emergency Response Team Commendation for COVID response work in Hillsborough County, Hillsborough Community College • 2022

Board Chair Commendation for Visionary Work for the Crestview Campus Redesign, Northwest Florida State College • 2019

Board Commendation for Academic Affairs Work, Aims Community College • 2018

Ripple in Recognition, Aims Community College • 2018

Best Presentation on Performance Based Funding, COMBASE Conference • 2013

Ripple in Recognition, Aims Community College • 2013

Exceptional Excellence Award for Academic Administrator Service, University of Phoenix • 2011

Best Attorney of Castle Rock, Colorado Community Newspapers • 2008

Book Award, University of Florida Computers & Law Course • Gainesville, FL • 1997

Honors in Appellate Advocacy, University of Florida College of Law • 1996

Nominated for the Jan Jancin Award, University of Florida College of Law • 1996

## ACADEMIC AREAS OF ADMINISTRATIVE EXPERIENCE

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### APPLIED TECHNOLOGY & TRANSPORTATION

Air Traffic Controller, Applied Technology, Automation, Automotive Collision Repair Technology, Automotive Technology, Carpentry, Computer Aided Design, Construction Management, Diesel Automotive, Driver Operator, Electrical Line Worker, Helicopter Pilot, Private and Commercial Pilot, Production Agriculture, Supply Chain Management, Unmanned Aircraft Systems/Drones, Upholstery, & Welding.

### BUSINESS, EDUCATION, & SOCIAL SCIENCES

Accounting, Administrative Assistant, Agriculture Business, Agriculture Education, Anthropology, Bookkeeping, Business (AS & BS), Business Technology, Digital Marketing, Early Childhood Education, Economics, Education, Educator Preparation Institute, Geography, Geology, GIS, History, Management, Marketing, Political Science, Psychology, Real Estate, Retail Management, Small Business Management, Social Sciences, Sociology, Supervisory Management, & Web Design.

### COMPUTER, MATHEMATICAL, AND PHYSICAL SCIENCES

Animal Science, Aquaculture, Chemistry, Computer Information Systems, Computer Science, Cybersecurity, Database Administration, Engineering Science, Engineering Technology, Environmental Science, Financial Technology, Industrial Technology, Manufacturing, Mathematics, Oil and Gas Technologies, Physics, Precision Agriculture, & Soil and Crop Sciences.

### LIBERAL ARTS

Animation, Art, Art History, Audio Production, Dance, English and Communication, Foreign Languages, Graphic Design & Rich Media, Humanities, Journalism, Literature, Music, Philosophy, Radio Production, Spanish, Speech, Studio Art, Television and Video Production, & Theater.

### LIFE SCIENCES, ALLIED HEALTH, & PUBLIC SAFETY

Allied Health Professional, Biological Sciences, Biotechnology, Criminal Justice, Dental Assisting, Emergency Medical Technician, Exercise Science, Fire Academy, Fire Science, Massage Therapy, Medical Clinical Assisting, Nurse Aide, Nursing (LPN, RN, ADN, & BSN), Paramedic, Peace Officer Academy, Phlebotomy, Physical Therapy Assistant, Policy Academy, Public Health, Radiologic Technology and Mammography, Sterile Instrument Processing, & Surgical Technology.