

Volunteer West Virginia  
Technical Proposal

RFP Number: DCH2000000001

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Vendor Signature

May 14, 2020

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Date

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## Technical Proposal

### Introduction

Successful volunteer management is a key process for improving communities and fostering change. Organizations and volunteer movements that do this in rural communities are especially important for working together and taking care of one another, as noted by Volunteer West Virginia's own work. To achieve this, providing organizations with the best practices in volunteer management is key.

Enclosed in this proposal, is a unique approach from Future Generations University for building a volunteer management curriculum that meets the needs of Volunteer West Virginia through collaboration and the latest methods for providing education.

### Project Goal

As defined by RFP section 4.2, the goal of the proposed effort is to create a state-wide volunteer management curriculum using modern tools while addressing challenges faced by rural communities in mobilizing volunteers. Accomplishing this goal will be done through the following approach and methodology that meets the four objectives in section 4.2.1 of the RFP.

### Approach & Methodology

Accomplishing the goal previously identified will require four areas of work outlined in this approach. The approach and methodology described in each of the components below is based on the vendor's 28 years of work in developing curricula, working with rural communities and creating development opportunities, as well as the Program Manager's 23 years in training adult volunteers, volunteer management, working with nonprofit organizations, and curricula development. In carrying out the objectives of the program, it will be incumbent upon the collaboration with Volunteer West Virginia to meet the needs of volunteer managers in West Virginia.

### Vendor Approach to Applied Learning

Communities all over the world must be equipped to develop site-specific solutions that grow resilience in the face of global challenges. That's what is done at Future Generations University. We assist organizations and leaders with proven best practices that better support bottom-up change in the communities they serve:

- Mobilizing & monitoring sustainable social change led by people's shared priorities
- Building momentum on local successes and bridging & negotiating differences to bring communities together
- Planning, managing, and expanding successful development projects at all scales: within a community, across an organization/agency, and embedded within large-scale regional/national enabling environments

Future Generations University offers these skills through one-of-a-kind learning opportunities to community-grounded organizations and professionals committed to

developing a more inclusive, sustainable world. Over three decades, Future Generations has evolved a global learning organization with expertise in community-based sustainable development to advance the well-being of people and planet. Future Generations University exists to extend this learning through innovative graduate education, professional training, and collaborative research in partnership with development agencies, practitioners, and community leaders.

Headquartered in the heart of Appalachia where thousands are reached in marginalized communities all over the world -- from such as Arunachal Pradesh, India and the slums of Cité Soleil, Haiti – the FGU method that enables community-driven sustainable change using local resources. Students, alumni, faculty and partners across 41 countries lead non-profit organizations, manage government agencies, teach in universities, serve as international consultants, and organize civic movements for all 17 Sustainable Development Goals.

### Core Curriculum

*Needs Assessment:* The 3-hour Rural Volunteer Management Core Curriculum is the key component for achieving Volunteer West Virginia's goal of a comprehensive curriculum. In developing the curriculum in response to 4.2.1.1 of the RFP, the Vendor will conduct a needs assessment among the volunteer managers identified by Volunteer West Virginia to create a curriculum that meets their needs. This will be conducted online (with a paper version available to meet the needs of those without internet connection) asking respondents to rate their competencies in volunteer management

*Development:* The Vendor will work with the Volunteer West Virginia to develop the core curriculum but suggests the starting outline below to create a course that is comprehensive, but adaptive based on the needs assessment discussed previously:

- Volunteer management overview: The volunteer space and value of volunteer efforts
- Identifying Opportunities
- Recruitment: Placing volunteers, Reaching Rural Communities, Screening
- Training Volunteers: Preparing and Educating
- Retention: Keeping Volunteers, Managing Expectations, Maintaining Boundaries
- Recognizing Volunteers
- Evaluating the Volunteer Effort: Measuring impact

The core curriculum can be delivered in a variety of ways: in-person, online live, and online asynchronous. In the development phase, the Vendor will work with Volunteer West Virginia staff to determine if all three ways of delivery are needed, and for those that are ideal, how each of the delivery methods will be used. In addition to the content, the Vendor will also determine methods used to measure learning, which may include online quizzes, activities, or other interactions to accommodate adult learning methods.

*Testing, Evaluating, and Revising:* After draft content is created for the core curriculum, the Vendor will test this content with either an online or in-person training for a group of 4-6 volunteer managers identified by Volunteer West Virginia. This group may

encompass those who will serve as future trainers. This will allow the Vendor to present content, evaluate learning, determine level of interest in each topic, and measure interaction with the content. Based on this test and evaluation of learning results, the content may be revised to best meet needs of adult learners and volunteer managers that will be trained after the initial group.

#### Train-the-Trainer Curriculum

*Development:* Training trainers, as identified in section 4.2.1.2 of the RFP, is a unique opportunity to not only provide the core curriculum to those who can teach others but provide trainers the skills and tools needed to present the information in the best way possible.

*Delivery:* The Vendor recommends a day-long train-the-trainer event in which all trainers are brought together in-person (provided availability, travel, health/Covid related concerns) to facilitate peer learning as well as ability to practice training methods. (Note: if an in-person training is not possible with limitations at the time, an online synchronous session can also be conducted).

The Vendor suggests the Train-the-Trainer curriculum include:

- Core curriculum content review
- Stand-alone module content review
- Effective training elements
- Core Competencies of Trainers
- Barriers to Learning
- Motivating Adult Learners
- Preparing for the Training
- Adapting to Needs
- Managing Participants

#### Learning Modules

The Vendor will create four 90-minute stand-alone modules, as described in 4.2.1.3 in the RFP, that can be delivered in person and online in asynchronous form. The topics will be determined through the needs assessment conducted as part of the Core Curriculum and in concert with Volunteer West Virginia. Content could include, but not limited to: content recordings, worksheets, activities, quizzes, case studies, forums, or peer interaction.

The topics identified in 4.2.1.3 in the RFP (developing your board of directors, ready for group projects/service days, new approaches, intergenerational volunteers, legal issues and liability, strengthening internal operations) are areas of previous work by the Vendor and the Program Manager (see Qualifications and Experience; Attachments: Program Manager CV)

#### Online Resource Library

The Vendor is well versed in the creation of online tools and resources. For this effort, use of Moodle allows for easy access, even for rural communities, to materials to

address the need identified in 4.2.1.4 of the RFP. In development of this resource library, the Vendor will work with Volunteer West Virginia to determine the navigation or organization as well as the resources that will be included. The Vendor is dedicated to not only providing the online platform and maintaining it but also creating materials that will be included.

Also possible in using Moodle for the Online Library is to limit access to sections based on login. For example, the Train-the-Trainer materials can be limited to those who are designated trainers so they have access to updated materials or the core curriculum materials used in their training. Trainees can have modified access to resources specific to their needs.

## **Qualifications and Experience**

### *About the Vendor*

Future Generations University (FGU) and its staff are uniquely positioned to best provide the services and programs proposed in the approach and methodology. FGU not only has experience working with the field of volunteerism, rural communities, and nonprofit organizations, but it also has extensive experience in developing curricula for adults and providing training using a variety of teaching methods to be inclusive of all learning styles.

Future Generations University delivers and teaches local impact at global scale from its Franklin, West Virginia headquarters. With its proven method for community development, this world-circling, yet community grounded, universe of learning is uniquely positioned to advance just and lasting change for all. Future Generations first began tackling humanity's toughest challenges in 1992: understanding how to create community-driven change that is both sustainable and scalable. Recognizing traditional approaches to community development were not working, UNICEF launched a task force and enlisted Future Generations to study this question around-the-world. Future Generations was founded to promote the newly synthesized method for community-based sustainable development.

### *Working with Rural Communities*

After a decade of successful demonstrations of the methodology advancing health, peacebuilding, conservation, education, and livelihoods in urban and rural areas of India, Afghanistan, China, Peru and other nations, Future Generations formed a new global learning community to extend this method at scale. A graduate school was established in 2006, which today advances research, learning, and action in 42 countries. Of the American students served by Future Generations, AmeriCorps members, both current and alumni, have been a considerable part of the program participants. Currently, 15% of the student body and 6% of American alumni are AmeriCorps members.

This unique perspective on community development is the foundation for having the experience to carry out the proposed approach and methodology. FGU currently

manages formal education as well as training programs for a variety of groups that encompass rural communities and volunteer management.

### Record of Developing Curricula

As this learning organization evolved into a University with new research initiatives and a wider reach, so did its innovative approach to global education. What sets all FGU programs apart is how they transform the community into the classroom. Life-useful learning is delivered over long distances through a combination of online coursework, peer learning, and community-based projects. The University offers a range of learning opportunities, including online resources, customized training, certificate programs, and an accredited Master of Arts in Applied Community Development program.

In 2017-2018, Future Generations launched a customized graduate training track for AmeriCorps members in West Virginia and beyond. The curriculum intersects with participating AmeriCorps members' positions, allowing them to pursue a Master's degree in Applied Community Development over the course of two years of service.

In 2018-2019, Future Generations launched a customized training program for World Scouting, comprised of a four-course sequence to earn a Certificate in Applied Community Development. Participants include volunteers and professional scouters in rural and remote communities in Africa, Asia, and the Middle East.

### Past Similar Projects

*West Virginia Broad Band Opportunities Project:* Future Generations University was an early leader in bringing modern learning tools to rural West Virginians. Back in 2010, when only 43% of people in West Virginia's rural areas had Internet broadband at home, Future Generations launched the Broadband Opportunities program with multi-year funding from the U.S. Department of Commerce's American Recovery and Reinvestment Act. This program first involved interviewing 248 small business owners across the state to identify their technology and training needs. Then, the team established 62 public computer centers in partnership with 62 Volunteer Fire & Rescue Squads across rural West Virginian communities. A series of training programs facilitated by local volunteers in each community offered computer skills, digital literacy, and workforce development opportunities to the public. These volunteer-run training programs continued at least four years beyond the federal funding period, leading to long-term community revitalization helping rural residents leap into the 21<sup>st</sup> Century.

*Future Generations Sweet Opportunities Project:* Since 2017, the Future Generations Maple Initiative has offered a professional training certificate for agribusiness entrepreneurs. This training program blends in-person workshops, online instruction, and mentorship for rural West Virginians seeking to join the state's growing maple syrup and alternative tree syrup industry. The University customized this training program in partnership with the West Virginia Maple Syrup Producers Association, the West Virginia Department of Agriculture, and the Warriors to Agriculture program. It intersects with a broader initiative focused on industry-advancing research and technical

assistance as an entry point into the broader forest farming sector that builds on the region's existing natural resources.

### Expertise with Modern Tools

The use of modern tools to deliver curriculum is a keystone of FGU's success in delivering courses. FGU uses the online platform Moodle across all courses, a widely used tool in learning management. This open source platform provides a flexible system for online learning, whether synchronously or asynchronously, or online or offline. Moodle not only has the version accessible via computer but also on the go with a mobile app. FGU's current student body is not only international but rural in nature, whether in the United States or abroad. Even with the rurality of students, they have access even when using cellular or satellite connections.

### Staffing

Serving as the Program Manager is Ericka Harney, Assistant Professor at FGU. Assisting the Program Manager will be Instructional Technology Lead Kelli Fleming, Chief Academic Officer/Assistant Dean of Academic Innovation at FGU.

### About the Program Manager

Ericka Harney, CAE, CFRE, GPC, CVA has over 23 years of experience (18 as a professional, 5 as a volunteer prior), serving as a volunteer manager much of that time and earning her Certified Volunteer Administrator (CVA) credential in 2007. She has served as an international representative for the US, raised millions for great missions & co-founded a social enterprise. She is a contributing author for industry publications & a guest on several blogs and podcasts. Ericka is a consultant to nonprofits, university faculty, a regular speaker, finishing a Ph.D. in Nonprofit Organizational Leadership, & continues a life mission of improving the soft skills of all professionals.

Ericka has been responsible for successful grant awards of over \$14million. Federal grants have been awarded from: HHS-CDC, HHS - SAMHSA, DOD - Military Education, DOJ - Drug Court Program, CNCS, USDA, DOE-EPA. Foundation grants have been awarded from: Bill & Melinda Gates Foundation, Robert Wood Johnson Foundation, Lumina Foundation for Education, Hewlett Foundation, A.P. Sloan Foundation, Foundation for a Healthy Kentucky, Dr. Scholl Foundation, Kraft, United Way, JPMorgan Chase, Keeneland Foundation, Pfizer, AstraZenaca and many others. During her experience in annual fund, major gift fundraising, and events, she was responsible for raising over \$1.5 million. She has served as a federal grant peer reviewer for the US Department of Health and Human Services and the Corporation for National and Community Service, in a variety of programs under each department.

As President of the Board for God's Closet, Ericka was co-founder of The Purple Lunchbox, a social enterprise. The Purple Lunchbox provides skills training and employment in catering for women with criminal histories that keep them from gainful employment. During its 3-year operation, The Purple Lunchbox employed more than 30 women at above minimum wage for 30+ hours each week and provided catering services job training for more than 200 women.



Ericka is a Certified Association Executive (CAE), Certified Fund Raising Executive (CFRE), a Grant Professional Certified (GPC), and a Certified Volunteer Administrator (CVA). She received her Bachelor of Business Administration in Marketing and Bachelor of Science in Communication, as well as a Master of Arts in Communication, from the University of Kentucky. She is a Ph.D. Candidate in Organizational Leadership concentrating on Nonprofit Leadership from Eastern University in St. David's, PA.

*Program Manager Experience with Volunteer Management*

The Program Manager has extensive experience with volunteer management and training volunteers. In addition to being a long time Certified Volunteer Administrator (CVA), she has managed thousands of volunteers in addition to training volunteer managers. As evidenced by the attached CV, the Program Manager has overseen volunteers as part of foodbank operations, workforce development, philanthropy organizations, and national association management. This has included episodic volunteers, micro volunteering, committees, and volunteer leadership such as boards of directors and advisors. During her time as an Executive Director, she created a webinar series to provide volunteer management support to chapter leaders around the country in addition to overseeing volunteer management and succession planning with two boards of directors. Her expertise was also sought as a grant reviewer for the Corporation for National and Community Service (CNCS). And finally, as part of the Program Manager's doctoral studies, her dissertation is on the succession planning of volunteer leadership, or boards of directors, for membership associations.

*Program Manager Experience with Training Adults and Developing Curricula*

The Program Manager has been working with adult learners since 1997 in a volunteer capacity as a council trainer for Girl Scouts Kentucky's Wilderness Road Council. This encompassed not only delivering content in an engaging manner but also ensuring volunteers in rural communities were served by traveling to leaders who needed training. The Program Manager began working in higher education in 2006, developing curriculum in public speaking and communications at a statewide community college system. Her experience in developing curriculum expanded to 7 colleges and universities with 13 courses. Six of these courses are directly related to the nonprofit community in topics of nonprofit management, philanthropy, fundraising, and grant writing.

Each year the Program Manager is responsible for dozens of conference presentations, webinars, and seminars in addition to training hundreds each year in grant writing and grant management around the country. This is evidenced by the information provided in the attached CV, specifically sections on professional experience, teaching experience, and presentations and panels.

Contact Information for Program Manager  
Ericka Harney, CAGS, CAE, CFRE, GPC, CVA  
[ericka.harney@future.edu](mailto:ericka.harney@future.edu)  
Cell: 859-492-0677  
LinkedIn: <https://www.linkedin.com/in/erickaharney>

**Mandatory Qualifications/Experience Requirements**

The Vendor meets and in some areas exceeds the mandatory requirements for this project. Both of the mandatory qualifications and experiences are detailed below.

Experience working in the field of volunteerism and nonprofits in rural communities:

The Vendor has been working in the field of volunteerism since 1992, specifically serving rural communities around the world and right here at home in West Virginia. FGU has not only been working in the field of volunteerism but is also seen as the institute of higher education among groups like AmeriCorps, the United Nations, and World Scouts. Because of past projects as mentioned previously, in areas like rural broadband and expanding the industries in rural areas, the Vendor exceeds the mandatory minimum qualification of 5-10 years of experience in this area. IN addition, the Program Manager's experienced adds to this depth of experience making the Vendor uniquely qualified to assist Volunteer West Virginia with its efforts to develop a volunteer management curriculum. Please also see the sections under Qualifications and Experience for additional information and further details.

Proven record of developing effective training curricula:

In addition to formal education provided by the Vendor through the accredited Master's program, FGU designs customized training programs, which can include online resources, webinars, one-day workshops, or longer-term training. The Vendor has been developing effective training curricula for over 25 years, exceeding the experience required by the RFP. Training curricula has been designed to be engaging and inclusive of all learning styles. FGU ensures all programs are a high-impact, immersive learning experience that offers applied learning with real-world applicability and results.

**Attachments/Additional Documentation:**

- CV of Key Personnel:
  - Program Manager: Ericka Harney, Assistant Professor
  - Instructional Technology Lead: Kelli Fleming, Chief Academic Officer/Assistant Dean of Academic Innovation

PROFESSIONAL VITAE  
**Erica Harney, CAE, CFRE, GPC, CVA**

Cell: [REDACTED] \* [REDACTED]  
[REDACTED] \* [REDACTED]

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**FUNDRAISING & GRANT DEVELOPMENT PROFESSIONAL**

Annual Fund and Major Gift Fundraising | Federal and Foundation Grants | Corporate Giving  
Case for Support Writing | Program and Grant Management | Foundation Administration

**NONPROFIT EXPERT & ENTREPRENEUR**

Program Management | Business Development | Community Involvement | Leadership | Marketing  
| Governance

**EDUCATOR AND COLLEGE PROFESSOR**

Student Development | Program Development | Organizational Leadership | Workshop and  
Training Development

Experienced, dynamic executive offering over 19 years of accomplishment in education, nonprofit sector work and entrepreneurship. Outstanding qualifications in a wide variety of fields including communication, marketing, management, fund development, program creation, credentialing, grant development, volunteer management, governance, leadership development, human resources, and strategic planning.

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**I. EDUCATION:**

**Ph.D., Organizational Leadership**, Nonprofit Concentration, Eastern University, St. Davids, PA  
The College of Business and Leadership, expected graduation Summer 2020

*Dissertation: Volunteer Leadership in Membership Associations: Succession Planning  
Thorough the Lenses of Planned Behavior and Organizational Commitment*

2018 Association for Research on Nonprofit Organizations & Voluntary Action (ARNOVA)

Graduate Diversity

Scholars and Leaders Scholarship

2016 Association for Research on Nonprofit Organizations & Voluntary Action (ARNOVA) Doctoral  
Fellow

2010 Academy of Management Doctoral Student Consortium-Public & Nonprofit Division

2009, 2010, 2011, 2016, 2017 IUPUI Tobias Leadership Conference/Multi-Sector Forum Presenter

**Certificate of Advanced Graduate Study (CAGS) in Leadership Studies**, Eastern University,  
St. Davids, PA, December 2016, Post-Master's academic credential

**Certificate of Collaborative Innovation**, International Partnership Institute, 2011

**Master of Arts, Communication**, University of Kentucky, Lexington, KY

**Bachelor of Business Administration, Marketing**, University of Kentucky; Dean's List,  
Management 2<sup>nd</sup> major

**Bachelor of Science, Communication**, University of Kentucky; Dean's List

## **II. CERTIFICATIONS AND ACCREDITATIONS:**

**Approved Trainer**, Grant Professionals Association, February 2016, Expires 2022

GPA – [www.grantprofessionals.org](http://www.grantprofessionals.org)

**Certified Association Executive (CAE)**, Conferred January 2016, Expires 2021

ASAE – [www.asaecenter.org](http://www.asaecenter.org), ID# [REDACTED]

**Certified Fund Raising Executive (CFRE)**, Conferred July 2009, Expires 2021

CFRE International – [www.cfre.org](http://www.cfre.org), ID# [REDACTED]

**Grant Professional Certified (GPC)**, Conferred August 2008, Expires 2020

Grant Professionals Certification Institute – [www.grantcredential.org](http://www.grantcredential.org), ID# [REDACTED]

**Certified in Volunteer Administration (CVA)**, Conferred April 2007, Expires 2022

Council for Certification in Volunteer Administration – [www.cvacert.org](http://www.cvacert.org), ID# [REDACTED]

## **III. SELECTED PROFESSIONAL EXPERIENCE:**

**National Instructor, Grant Writing USA**, March 2019 to Present, Las Vegas, NV

- Provide expertise in the instruction of two-day courses in Grant Writing and Grant Management courses of up to 50 attendees each across the country.

**Executive Director, Accounting and Finance Women's Alliance (AFWA) and The Foundation of AFWA,**

*February 2014 to February 2018, Lexington, KY*

- Served as the chief staff officer for the overall management and operation of the organization with 2,000 members and 65 chapters, providing sound programming, fiscal and personnel management, development of effective relationships with stakeholders, and positively represent the association to external audiences.
- Established online training series for members, resulting in over 40 webinars and courses offered in subjects pertaining to interpersonal communication, public speaking, emotional intelligence, people skills, management, leadership, and others.
- Managed all relationships with corporate partners and sponsors, including contract negotiation.
- Spearheaded creation of a young professionals' advisory board to provide programming for emerging professionals under 40 as well as the start of a formal mentoring program for young professionals.
- Implemented 3-year strategic plan through successful project management with board and committees.
- Successfully turned annual conference from a \$22,000 loss to \$9,000 net profit in one year.
- Guided 12-member board of directors in management of \$500,000 annual budget to diversify volunteer leadership and begin expanding membership growth and retention.
- Oversaw all special event fundraising, donor stewardship and nonprofit giving totaling \$50,000 annually, with a 15-member board of directors for The Foundation of AFWA, providing over \$180,000 in scholarships since 2004. Created a national financial literacy program with volunteers for Girl Scouts.
- Created and delivered new member-serving programs including Master Presenter, teaching members to improve public speaking skills, and the Savvy Series, educating members about soft skills and how to improve them. These programs served over 400 attendees and provided more than 50 CPE.

**Consultant & Coach, ErickaHarney.com, July 2009 to Present, Dayton, OH**

- Provide services to nonprofit organizations, universities, and small businesses, resulting in over \$6 million in grant awards. Recent client work including:
  - External evaluation of Ross County Ohio Health District's Opioid Overdose Death Reduction Program funded by the CDC through Ohio Department of Health for \$450,000
  - Serve as Marketing and Fundraising Consultant to Kentucky Coalition Against Domestic Violence (KCADV), tasked with website redevelopment, membership creation, and all marketing efforts
  - Providing all development and marketing support for the Dayton Public Schools Foundation
  - Manage all grant applications and reporting for Clothes That Work
  - The Foodbanks's (Dayton) application to the USDA for Community Food Programs for \$70,000
  - Review of University of Providence USDA application successfully funded for \$441,000
  - Proposal development and internal reviews for clients of McAllister & Quinn since 2010, resulting in \$1.8million in grant awards.
- Specialize in fundraising, grant development, strategic planning, board development, program planning, and evaluation.
- Serve as a national coach and/or mentor to up and coming fundraising and grant writing talent.
- Present on a variety of topics at over a dozen national, regional, and local meetings each year.

**Assistant Director of Development (2010-2012), Fund Development Coordinator (2007-2010),**

**The Council of State Governments, July 2007 to September 2012, Lexington, KY**

- Oversaw foundation and federal revenue efforts, with requests over \$18million and a 14% success rate.
- Initiated individual giving society and guided 15 staff in proposal development.
- Researched and identified sources of funding from federal or foundation sources for policy specific projects in state governance transformation, health, education, environment and public safety/justice.
- Developed and delivered trainings for staff on fund development topics.

**Board Advisor (2014-present), President (08-13), God's Closet, Inc. (volunteer), April 2007 to Present, Lexington, KY**

- Provide governance leadership & conducted all fund development activities.
- Tripled organizational budget and co-founded The Purple Lunchbox, a social enterprise catering program employing 30+ women at above minimum wage and providing training for over 200 women.
- Conduct resume writing and social media usage workshops for over 150 women reentering the workforce after incarceration annually (2010-2018).

**Assistant Executive Director, Chrysalis House, Inc., March 2006 to June 2007, Lexington, KY**

- Raised more \$600,000 in federal, state, corporate and foundation funding, \$120,000 in individual giving and \$30,000 in event sponsorships.

- Supervised Job Readiness staff & oversaw agency functions on administration team including: child care, licensure, substance abuse treatment, mental health treatment, case management, client employment and client support (food stamps, WIC, TANF, etc.).
- Planned and coordinated human resources and benefit management for a 50-member staff. Conducted the agency recruitment, selection, hiring and training process of personnel and volunteers. Represented Chrysalis House as a board member of the Central Kentucky Homeless and Housing Initiative (CKHHI) and United Way Gifts In-Kind Advisory Council.
- Conducted all human resources, marketing, and graphic design efforts.

**President and Development Chair, Kentucky Occupational Therapy Foundation (volunteer),**

*October 2005 to May 2011, Lexington, KY*

**Fund Development Coordinator, God's Pantry Food Bank, August 2004 to March 2006, Lexington, KY**

**Director of Advertising, Student Activities Board, University of Kentucky, August 2003 - May 2004 & January 2000-May 2003, Lexington, KY**

**IV. TEACHING EXPERIENCE:**

**Assistant Professor, Future Generations University, 2019 – Present, Franklin, WV**

- PSK 601 – Nonprofit Management

**Instructor - Communication, The Modern College of Design, 2017- 2019, Kettering, OH**

- COM 101 – Introduction to Communication
- COM 102 – Advanced Communication
- COM 301 – Organizational Communication (curriculum development only)
- BUS 301 – Business Fundamentals (curriculum development only)

**Adjunct Faculty - Communication, Bluegrass Community & Technical College, 2013-2014 & 2006-2009, Lexington, KY**

- COM 181 - Basic Public Speaking
- COM 252 - Interpersonal Communication

**Graduate Adjunct Faculty, North Park University, School for Business and Nonprofit Management, 2012 to 2015, Chicago, IL**

- SBNM 5771 – Annual and Major Gift Fundraising

**Graduate Adjunct Faculty, Thomas Edison State College, John S. Watson School of Public Service and Continuing Studies, 2010 to 2013, Trenton, NJ**

- MSP 662 – Practical Grantwriting (3 credit course)
- NPR-200-PS - Grantsmanship for Non-profits (non-credit)
- NPR-210-PS - Fundraising for Non-profits (non-credit)
- Served on the 2011-13 on the Academic Integrity Committee

**Ph.D. Program Teaching Assistant, Eastern University, 2010 & 2012, St. Davids, PA**

- BUSA 770 – Advancement, Fundraising and Philanthropy

- Developed course syllabus and required textbooks for a Ph.D. level course in the nonprofit organizational leadership track.
- Managed weekly assignments, online discussion sessions, guest speakers and materials.
- Developed and presented grant application basics session for students creating a funding application for the final project.

**Graduate Assistant, Office of Undergraduate Education, University of Kentucky, August 2003 to May 2004, Lexington, KY**

- UK 100 - Basic Skills Course
  - Coordinated assignments for second-semester freshmen on academic probation.

**V. GRANT REVIEWER EXPERIENCE:**

May 2019 – Ohio Department of Education, 21<sup>st</sup> Century Learning Centers, reviewer

June – July 2016 – US Department of Education, Office of Post-Secondary Education (OPE) Institutional Service (IS) Hispanic-Serving Institutions (HSI) STEM Program, participating panel member

August - October 2014 – United Way of the Bluegrass compliance review

June 2013, March 2013, June 2012, and February 2012– US Department of Health and Human Services, Administration for Children and Families, Office of Community Services, Assets for Independence Demonstration Program (AFI), participating panel member

August 2012 – US Department of Health and Human Services, Administration for Children and Families, Office of Community Services, CSBG T/TA: Combined Results Oriented Management Accountability (ROMA) Next Generation Center of Excellence (COE) and Organizational Standards (OS) Center of Excellence (COE), participating panel member

June 2012 and February 2012– US Department of Health and Human Services, Administration for Children and Families, Office of Community Services, Assets for Independence Demonstration Program (AFI), participating panel member

January-March 2012 – Lexington Fayette Urban County Government, Partner Agency Selection Committee.

August, 2011 - US Department of Health & Human Services, Administration for Children and Families, Office of Community Services, Job Opportunities for Low-Income Individuals (JOLI) Program, Panel Chair.

April 2011 – Corporation for National and Community Service, Social Innovation Fund, selected for reviewer pool

July, 2010 - US Department of Health & Human Services, Administration for Children and Families, Office of Community Services, Job Opportunities for Low-Income Individuals (JOLI) Program, participating panel member.

March – April, 2010 –Corporation for National and Community Service, Learn and Serve America Higher Education, participating panel member



June – July, 2008 - US Department of Health & Human Services, Administration for Children and Families, Office of Community Services, Job Opportunities for Low-Income Individuals (JOLI) Program, participating panel member.

July, 2008 - US Department of Health & Human Services, Administration for Children and Families, Office of Community Services, Community Economic Development (CED) Operational Projects, selected as alternate.

## **VI. PUBLICATIONS:**

- Harney, E. (2020). Grant E-News – Issues: March, July, September. Grant Professionals Association.
- Harney, E. (2019). Grant E-News – Issues: January, June. Grant Professionals Association.
- Harney, E. (2018). Grant E-News – Issues: March, June, September. Grant Professionals Association.
- Harney, E. (2016). Grant E-News – Issues: March. Grant Professionals Association.
- Harney, E., & Paree, S. (2015). *The grant divide: Bridging the gap between the grant and accounting worlds*. Journal of the Grant Professionals Association, 13.
- Various authors. (2012). *The Book of the States 2012*. The Council of State Governments.
- Various authors. (2011). *The Book of the States 2011*. The Council of State Governments.
- Harney, E. (2011). *States Creating Their Own Agricultural Brands*. Capitol Research Brief. [http://knowledgecenter.csg.org/drupal/system/files/States\\_Creating\\_Their\\_Own\\_Agricultural\\_Brands.pdf](http://knowledgecenter.csg.org/drupal/system/files/States_Creating_Their_Own_Agricultural_Brands.pdf)
- Harney, E. (2011). A different kind of welcome center. *Capitol Ideas*, March/April, 20.
- Harney, E. (2011). *Capitol Facts & Figures: State Contracting and Financing for Human Services*. [http://knowledgecenter.csg.org/drupal/system/files/State\\_Contracting\\_and\\_Financing\\_for\\_Human\\_Services.pdf](http://knowledgecenter.csg.org/drupal/system/files/State_Contracting_and_Financing_for_Human_Services.pdf)
- Harney, E. (2009). Creating impact with policymakers: Cases of building cross sector partnerships to build stronger programs and grant applications. *Journal of the American Association of Grant Professionals*, 7, 16-24.
- Hottinger, J., Gillett, C., Pennings, L., Reitman, T., Shurford, E., Keating, M., Gumpert, R., Boyce, K., Harney, E., Miller, D., Cotkin, A., Fischer, K., Shiffman, J., Shook, S., & Crosby, N. (2009). Citizens Jury on Election Recounts Draft Report. Retrieved from [http://www.minnpost.com/client\\_files/pdfs/CitizensJuryReport.pdf](http://www.minnpost.com/client_files/pdfs/CitizensJuryReport.pdf).
- Harney, E. (2009). State of Volunteers: Rising Interest in Volunteerism Benefits States. *State News*, 52.
- Harney, E. (2009). From the Expert: Grant Expectations for Competitive Stimulus Funds. *State e-News*, Issue #17, April 2, 2009.
- Harney, E. (2008). State Programs Find a Firmer Foundation. *State News*, 51(10), 34-37.
- Harney, E. (2008). What's on Your Profile? A potential danger no longer reserved for young professionals alone. *Business Lexington*, April 4.
- Harney, E. (2007). Predatory lending and subprime loans", young professionals as a target group for predatory lending. *Business Lexington*, September 21.
- Harney, E. (2004). Gaining volunteers: Comparing statistical versus narrative messages when recruiting new volunteers. Master's Research Project, University of Kentucky.
- Harney, E. (2003). Finding Your Promotional Creativity: Kick the "Box" to the Curb!, Programming 101 Feature Article. *Programming* (National Association of Campus Activities), Fall.

## **VII. INTERVIEWS, CITED AND QUOTED:**

Interview: September 2019 – Fundraising HayDay Podcast with Amanda Day and Kimberly Hays de Muga.

<https://www.fundraisinghayday.com/>

Interview: December 2018 – The Fundraising Talent Podcast with Jason Lewis.

<https://www.fundraisingtalent.org/e/20-how-do-we-remedy-the-sector%E2%80%99s-misguided-assumptions-about-fundraising/>

Interview: December 2017 – The Future of Accounting Podcast with Danetha Doe.

<http://futureofaccounting.libsyn.com/website/episode-19-ericka-harney-executive-director-of-the-afwa>

March 6, 2017 – Quoted in Forbes. “Research Matters: What You Should Be Reading”.

<https://www.forbes.com/sites/forbesnonprofitcouncil/2017/03/06/research-matters-what-you-should-be-reading/#2a0b3d6f7799>

Interview: AccountingWEB with Terry Sheridan.

<https://www.accountingweb.com/practice/team/how-women-can-climb-the-ranks-in-the-accounting-profession>

Cited in: Bowman, A. O. & Kearney, R. C. (2017). *State and Local Government* (10<sup>th</sup> ed.). Boston, MA: Cengage Learning.

December 29, 2015 – Quoted on PR Newswire. “Dr. Carl Sheeler Cracks Elusive Value Creation Code and Shares Its Secrets in Just Released “Equity Value Enhancement” Book”.

<http://www.prnewswire.com/news-releases/dr-carl-sheeler-cracks-elusive-value-creation-code-and-shares-its-secrets-in-just-released-equity-value-enhancement-book-300197245.html>

Cited in: Bowman, A. O. & Kearney, R. C. (2014). *State and Local Government: The Essentials* (6<sup>th</sup> ed.). Boston, MA: Cengage Learning.

Cited in: Maxwell, N. K. (2012). *Grant Money Through Collaborative Partnerships*. Chicago, IL: American Library Association.

## **VIII. SELECTED PRESENTATIONS AND PANELS:**

November 2019	A MUST do: Be a Grant Reviewer!; This is what Mentoring Looks Like; IGNITE the GPC Competencies, Grant Professionals Association Conference, Washington, DC
May& Nov 2019	Federal & State Grants: Navigating the Process, Dayton Metro Public Library, Dayton, OH
March 2019	Pro Panel Participant, ReWrite: Bringing Creativity to Your Fundraising and Grant Writing Regional Conference, Lexington, KY
March 2019	Succession Planning for Chapter Leadership, International Coach Federation Global Leaders Forum, Dublin, Ireland
November 2018	Keynote Speaker, National Philanthropy Day, Association of Fundraising Professionals, Springfield, OH
September 2018	The Other Side of the Application: Become a Peer Reviewer. Grant Professionals Association Ohio Regional Conference, Columbus, OH
September 2018	Diversify the Cash Stash: Earned Income for Nonprofits, Grant Professionals Association Ohio Regional Conference, Columbus, OH
August 2018	The Other Side of the Application: Become a Peer Reviewer. Grant Professionals Association-Greater Miami Valley Chapter Meeting
2014 - 2017	Savvy Series Webinars, AFWA, Lexington, KY; Topics have included: Emotional Intelligence, Staying Relevant, Nonverbal Communications and others

November 2017	Understanding Financial Statements without Going Bald, Grant Professionals Association Conference, San Diego, CA
November 2017	A Taxidermist Applied to HHS for a Grant (and other things from grant reviews that you can't make up), Ignite Presentation, Grant Professionals Association Conference, San Diego, CA
October 2017	Brand You: Personal Branding, Association of Professional Dog Trainers Annual Conference, Richmond, VA
October 2017	Furry Funding: Fundraising and Grant Basics for Shelters and Rescues, Association of Professional Dog Trainers Annual Conference, Richmond, VA
October 2017	Reward for Caring-Social Responsibility, Association of Professional Dog Trainers Annual Conference, Richmond, VA
October 2017	Grant Basics: Applying & Being Successful, VISTA training at The Plantory, Lexington, KY
June 2017	Board Members and Grants, Southern Regional Grant Conference, Atlanta, GA
April 2017	Being Savvy: Moving Past People Skills to be a Better Leader, Tobias
November 2016	Everyday Leadership, Grant Professionals Association Conference, Atlanta, GA
November 2016	Volunteers Aren't Free, Ignite Session, Grant Professionals Association Conference, Atlanta, GA
October 2016	Fundraising and Grant Basics, Association of Professional Dog Trainers Annual Conference, Las Vegas, NV
April 2016	Succession Planning as Planned Behavior: Sustaining Volunteer Leadership, Tobias Leadership Conference, Indianapolis, IN
April 2016	Everyday Leadership, Beta Alpha Psi Midwest Regional Meeting, Cincinnati, OH
March 2016	The Grant Divide: Bridging the Gap Between the Grant and Accounting Worlds, National Grant Management Association, Washington, D.C.
November 2015	Diversify the Cash Stash: Using Earned Income Strategies and The Grant Divide, Grant Professionals Association Conference, St. Louis, MO
September 2015	Ramp it up: Additional fundraising tools for your organization, Kentucky Association of Environmental Educators, Prestonsburg, KY
September 2015	Bridging the Divide – Grant Developers as Fundraisers, Illinois Community College Resource Development Conference, Springfield, IL
May 2015	The other side of the Proposal: Being a Peer Reviewer, Southern Regional Grant Conference, Atlanta, GA
May 2015	Bored boards are out: Developing dynamic board members, Southern Regional Grant Conference, Atlanta, GA
January 2015	Volunteers: Managing a Needed Workforce, Kentucky Historical Society
October 2014	"Diversify the Cash Stash: How Earned Income Supports your Mission" and "The Other Side of the Application: Become a Peer Reviewer, Grant Professionals Association National Conference, Portland, OR
April 2014	Social Entrepreneurship & Earned Income Workshop, Southern Regional Grant Conference, Atlanta, GA
January 2013	"Looking forward: Trends, Improving, and Connecting (in Volunteer Administration)", Central Kentucky Association of Volunteer Administrators, Lexington, KY
November 2012	"Creating impact with policymakers: Cases of building cross sector partnerships to build stronger programs and grant applications" paper

November 2012	presentation, Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Annual Conference, Indianapolis, IN
November 2012	"The L3C: Providing nonprofits a mechanism for earned income" paper presentation, Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Annual Conference, Indianapolis, IN
November 2012	"The Law of Fundraising: An Examination of State Fundraising Policy and Impacts on the Fundraising Profession" paper presentation, Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Annual Conference, Indianapolis, IN
November 2012	"The Future of Nonprofit Human Resources: Challenges and Recommendations for Success" poster presentation, Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Annual Conference, Indianapolis
September 2011	"The L3C – New Opportunities for Community Foundations", Full Day Pre-Conference Session, Council on Foundations 2011 Fall Conference for Community Foundations, San Francisco, CA
June 7, 2011	"How to Pass State Legislation/Update on Federal Legislation" Panel with North Carolina Senator Jim Jacumin, Robert Lang and Illinois Senator Heather Stearns, The L3C A to Z Americans for Community Development Conference, Chicago, IL
March 4, 2011	"The Future of Nonprofit Human Resources: Challenges and Recommendations for Success", Tobias Leadership Multi-Sector Forum, Indiana University-Purdue University Indianapolis
February 2011	"Developing Good Staff and Volunteer Relationships", Central Kentucky Association of Volunteer Administrators Professional Development Day, Lexington, KY
February 2010	"Creating Impact with Elected Leaders: Cases of Building Cross Sector Partnerships through Collaborative Leadership, Tobias Leadership Multi-Sector Forum, Indiana University-Purdue University Indianapolis
October 2008	"Considering a Career in the Nonprofit Sector", Alpha Kappa Psi Business Fraternity Professional Day Conference, Lexington, KY
May 2008	"Creating Active Citizens, Integrating Civic Engagement into Campus and Courses", KY Council on Post Secondary Education Conference
August 2007	Sponsorship and asking basics, Junior League of Lexington, Lexington, KY
May 2005	Fund development basics, God's Pantry Food Bank, Prestonsburg, KY
April 2004	The international Girl Scouting experience, annual meeting, Girl Scouts-Kentucky's Wilderness Road Council, Midway, KY
August 2001-	Bronze Award Training, held at least three times a year, Girl Scouts
October 2014	Kentucky's Wilderness Road Council Lexington, KY
October 1997-	Silver Award Training, Older Girl Age Level training, and Junior Age Level
October 2014	Training held at least biannually, Girl Scouts-Kentucky's Wilderness Road Council, Lexington, KY

#### **IX. TECHNOLOGY:**

- Microsoft Office (Word, Excel, PowerPoint, Publisher, Outlook)
- Classroom Management Platforms (Moodle, BlackBoard)
- Blackbaud Raiser's Edge Fundraising Software
- Sage Fundraising 50 Fundraising Software
- Adobe Creative Suite (InDesign, Photoshop)
- SPSS Statistical Software and InVivo Qualitative Research Software

## X. PROFESSIONAL MEMBERSHIPS:

- Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA)
- Association of Fundraising Professionals (AFP) (Greater Springfield and Dayton Chapters)
- Association of Leaders in Volunteer Engagement (ALIVE)
- Grant Professionals Association (GPA) (Miami Valley and Kentucky Chapters)
- International Leadership Association (ILA)

## XI. PROFESSIONAL SERVICE:

2019 – Present	<b>Association of Fundraising Professionals Global</b> , Marketing and Awards committee
2019 – Present	<b>Grant Professionals Association Miami Valley Chapter Board of Directors</b> , Marketing Chair (2020), Education Chair (2019)
2018 – Present	<b>CFRE International</b> , CFRE Ambassador
2018 – Present	<b>Association of Fundraising Professionals Greater Springfield Chapter</b> , Board member-VP of Membership, Advanced Professionals and Ethics Chair
2017 – Present	<b>Grant Professionals Association</b> , Mentor
2017 – Present	<b>Grant Professionals Certification Institute (GPCI)</b> , GPC Ambassador
2017 – 2019	<b>Grant Professionals Foundation</b> , Board Member
2016 – 2017	<b>ASAE</b> , National Component Relations Section Council
2016 – 2018	<b>Grant Professionals Certification Institute (GPCI)</b> , Eligibility Peer Reviewer
2015 – 2017	<b>Professional Women’s Forum Lexington</b> Immediate Past President (October 2016-September 2017), President (October 2015-September 2016), President Elect (Feb - Oct 2015)
2015 – 2016	<b>National Association of Women Business Owners (NAWBO) Lexington</b> , Awards Chair
2013 – 2014	<b>National Association of Women Business Owners (NAWBO) Lexington</b> , Programs Chair
2010 – 2013	<b>Americans for Community Development</b> Public Policy Working Group Chair
2010 - Present	<b>The Foundation Review Journal</b> , Peer Reviewer
2010	<b>Association of Fundraising Professionals Global</b> U.S. Government Relations Committee
2010	<b>Bluegrass Chapter, Association of Fundraising Professionals</b> National Philanthropy Day committee
2008 – 2014	<b>Grant Professionals Certification Institute (GPCI)</b> Governing Board, Treasurer, Marketing Committee Chair
2007 - 2013	<b>Council for the Certification in Volunteer Administration (CCVA)</b> Portfolio peer review committee, Web Marketing volunteer

## XII. HONORS AND AWARDS:

2016	President’s Award; Grant Professionals Certification Institute
2015	Tribute Award, NAWBO Lexington

2014	Herbert G. Horton Service to Youth Award, Alpha Phi Omega
2014	Impact Award – Fayette County, Bluegrass Women’s Alliance
2009	Bluegrass Junior Women’s Club Woman of the Year Finalist
2008	Advisor of the Year Award, Alpha Phi Omega, Centre College
2007	Lifetime Achievement Presidential Service Award
2007	Alpha Phi Omega, Golden Sash, University of Kentucky
2007	Alpha Phi Omega Certificate of Appreciation, Service, University of Kentucky
2006	Girl Scout Honor Pin, Girl Scouts-Wilderness Road Council
2006	Lexington Young Professionals Association Rising Star
2006	Alpha Phi Omega Certificate of Appreciation, Service, University of Kentucky
2005, 2006, 2007	Gold Presidential Service Award
Fall 2005	University of Kentucky Alumni Magazine Feature Story
May 2005	Lexington Herald-Leader Making a Difference Profile
2001	Girl Scout Appreciation Pin, Girl Scouts-Wilderness Road Council
1999	Fayette County Farm Bureau Scholarship Recipient
1999	Community Action Council Outstanding Community Service Award
1998	Horatio Alger & Louis Feinstein Award
1997	Girl Scout Gold Award

**XIII. SELECTED COMMUNITY SERVICE EFFORTS:**

***NON-PROFIT AND CIVIC INVOLVEMENT***

2019 – Present	<b>International Book Project – Lexington, KY</b> Board member and fund development committee <i>IBP promotes education and literacy while broadening Americans’ understanding of their neighbors, which we achieve by annually sending more than 300,000 books to schools, libraries, churches, and Peace Corps volunteers throughout the developing world and in the United States</i>
2016 – 2019	<b>The Plantory – Lexington, KY</b> Treasurer, Board member and fund development committee <i>The Plantory hosts an innovative and energizing coworking hub that fosters collaboration and nurtures growth for positive, passionate, and community-minded businesses and nonprofit organizations.</i>
2007 – Present	<b>God’s Closet – Lexington, KY</b> Co-Founder, <i>The Purple Lunchbox</i> , social enterprise Board advisor, Board President (2009 –2013), Board Secretary (2007 – 2009) <i>God’s Closet provides women with career assistance and professional clothing to gain adequate employment and achieve self-sufficiency.</i>
2005 - 2011	<b>Kentucky Occupational Therapy Foundation</b> President, 2007 – 2011, Development Chair, 2005 – 2007
2004 - 2011	<b>Alzheimer’s Association-</b> Lexington, KY Speakers Bureau

## ***GIRL SCOUT INVOLVEMENT***

### **Girl Scouts of the United States-New York, NY**

September 2005 Conference,	Delegate to the United Nations 58th Annual DPI/NGO New York, NY
June 2005 World	GSUSA Delegate & World Board Committee Nominee, 32nd Conference, Amman, Jordan
August 2004-May 2005	Opportunities for University Women National Task Group
September 2003	GSUSA Representative, Many Images of Girl Guiding and Girl Scouting Seminar, Pax Lodge, London England
July 2002 Philippines	GSUSA Delegate & World Board Communications Committee Nominee, 31st World Conference, Manila,

### **Girl Scouts-Kentucky's Wilderness Road Council-Lexington, KY**

2012 –2015 Committee Chair	Member at Large, Board of Directors and Fund Development
2010 – 2013	Chair, Bluegrass Cluster
2005 - 2010	Vice Chair, Bluegrass Cluster (formerly Area 8)
2005 – 2010	Fund Development Committee
2003, 1999	Strategic Plan Task Group Member
2001 – 2005	Member at Large, Board of Directors
1999	National Council Delegate, 1999 National Council Session
1997- 2018	Council Trainer/Adult Education Volunteer

### ***ALPHA PHI OMEGA INVOLVEMENT – INDEPENDENCE, KS (National Co-ed Service Fraternity)***

February 2017 – Present	National Finance Committee
May 2016 – June 2017	Service Education Program Committee
April 2016 – August 2017	Scouting Advisor, Transylvania University Petitioning Group
March 2015 – January 2018	Member, Herbert G. Horton Service to Youth Award Selection Committee

May 2009 - October 2011 Vice-Chair and GSUSA Liaison  
National Scouting and Youth Services Committee

April 2007 - August 2008 Section Chair, Section 67- Lexington, KY

April 2004 - August 2010 Scouting Advisor, University of Kentucky Chapter (Alpha Zeta)  
and Centre College (Theta Theta)



# KELLI SHIREEN FLEMING



## EDUCATION

PHD – Instructional Design & Technology	2025 [expected]	Virginia Tech, Blacksburg, VA
MA - International Higher Education [Concentration: Training & Consulting]	2008	Lesley University, Cambridge, MA
BA - Psychology & Anthropology	2002	Macalester College, St. Paul, MN

## PROFESSIONAL EXPERIENCE

**Chief Academic Officer/Assistant  
Dean of Academic Innovation** Feb 2020 - Current Future Generations University  
Franklin, WV

**Director of Educational  
Technologies** Nov 2017 – Jan 2020

### Learning Project Management

- Cross-functional team management experience: benchmarks created and exceeded.
- Learning Management System Administrator: Head designer and development team lead.

### Training

- End to End development and delivery of multi-level soft skills training.
- Expert in Flexible Delivery: online and face-to-face, individual and group, beginner-introductory to expert-upskilling.
- Co-Instructor for Introductory and Capstone courses for the Masters of Arts in Applied Community Development program.

**eLearning Professional Practice  
Faculty Member** 2014 – Oct 2017 University of Otago, New Zealand  
Wellington Medical School Campus

- Integrated online teaching technologies into curriculum.
- Trained worldwide staff using a variety of synchronous and asynchronous modalities.
- Promoted active dialogue through clear and timely communication, explicit expectations, a culture of continuous improvement, and the mediation and resolution of communication breakdowns.
- Authoring Examples:
  - Orientation curriculum which became a model for university-wide initiative.
  - Virtual synchronous simulation of an aeromedical retrieval: design, execution, and evaluation.
  - Blended medical curriculum with subject matter experts and developers.
- Program procedural decision-making committee member: admissions, academic evaluation, curriculum development, implementation of university regulations (academic integrity, copyright infringement).
- Provided excellent customer service through a university-wide systems conversion.
- Generated reports on evaluation data; facilitated change management.
- User interface expert: trained colleagues and provided design feedback/suggestions to developers.

# KELLI SHIREEN FLEMING



## PROFESSIONAL EXPERIENCE CONTINUED

<b>Academic Program Coordinator</b>	2010 - 2013	University of Otago, New Zealand Wellington Medical School Campus
<b>Program Officer - Fulbright</b>	2009 – 2010	Institute of International Education. Chicago, IL Student/Scholar/Faculty Exchange
<b>Training Assistant</b>	2008 – 2009	University of Iowa Hospitals & Clinics. Iowa City, IA Academic Medical Facility
<b>Operations Coordinator</b>	2003 – 2008	EF Education. Cambridge, MA Educational Travel Organization

## CONSULTING - By Contract

eLearning Modules	BAP Finance. NY & Uganda
Cross-cultural/Relocation Training	IOR Global Services. Boston, MA

## CONTINUING EDUCATION

Distance Education: Services, Tools, Assessment, Interactions, and Design	2014	Professional Development Series University of Otago. New Zealand
Researching Educational Issues	2011	Graduate Course University of Otago. New Zealand

## AWARD - TEACHING

- 2017 Enhancing Teaching and Learning with Technology Award – 2nd place with cash prize. Committee for the Advancement of Teaching and Learning, University of Otago.

## PUBLICATIONS

- Fleming, K. (2016). The Professional Visits Program of the Occupational and Aviation Medicine Program In K. Pratt (Ed.), *Our World in Your Place: 30 years of distance learning and teaching at the University of Otago* (pp. 87-90). Dunedin: Distance Learning Office - University of Otago.
- Gladman, T., & Fleming, K. (2015). Adobe Connect as emergency triage command centre: A simulation test. *Proceedings of E-Learn: World Conference on E-Learning in Corporate, Government, Healthcare, and Higher Education.* (pp. 1771-1775). Chesapeake, VA: Association for the Advancement of Computing in Education.

## PRESENTATIONS

- Fleming, K. (2020, Jan) Utilizing the “Holy Grail of Rubrics” and ePortfolio Peer Assessment to Facilitate Student Learning. 11th Annual Forum on Digital Learning and ePortfolios. Washington DC, USA.

# KELLI SHIREEN FLEMING



- Fleming, K. (2019, April) Online Learning Special Interest Group. Higher Learning Commission Annual Conference, Chicago, USA.
- Fleming, K. (2019, October) Moodle features – What do Students Use? MoodleMoot Philadelphia, USA.

## PRESENTATIONS CONTINUED

- Fleming, K. (2018, October) Getting Comfortable with Quiz: Supporting Online Faculty Development. MoodleMoot, Denver, USA.
- Osborne, E., Fleming, K., Tietjens, D., Gladman, T., & McKinlay, E. (2017, June) Tailored and timely: Transforming our campus's approach to student support. Poster presented at the annual conference of the Higher Education Research and Development Society of Australasia, Sydney, Australia.
- Fleming, K. (2016, November). Embark Otago: A Venture into Online Orientation. Paper presented at the 30th year Distance Learning Symposium, Dunedin, New Zealand.
- Fleming, K. (2016, September). Embark Otago – An online orientation to Otago by distance. Paper presented at the University of Otago Staff Conference, Dunedin, New Zealand
- Stuart, F., & Fleming, K. (2016, April) Embark Otago: Orientation for Distance Students in an On-Campus World. Poster presented at the annual conference of the Flexible Learning Association of New Zealand, Matamata, New Zealand.
- Fleming, K. (2012, April) Creating Social Presence in Distance Education. Poster presented at the annual conference of the Distance Education Association of New Zealand, Wellington, New Zealand.

## SOFTWARE APPLICATIONS

- Learning Management [Canvas, Blackboard, Moodle]
- Microsoft Office Suite [Excel, Word, PowerPoint, Publisher, Outlook, Access]
- Student Management [Banner, SITS:Vision]
- Videoconferencing [Adobe Connect, Zoom, Skype]
- eLearning Authoring [Articulate 360]
- Financial Management [Citrix]

**DESIGNATED CONTACT:** Vendor appoints the individual identified in this Section as the Contract Administrator and the initial point of contact for matters relating to this Contract.

 Chief Operating Officer

(Name, Title) Stephanie Hartman, Chief Operating Officer

(Printed Name and Title)

390 Road Less Traveled Rd., Franklin, WV 26807

(Address)

(304) 358-2000 / (304) 358-7384

(Phone Number) / (Fax Number)

accounts@future.edu

(email address)

**CERTIFICATION AND SIGNATURE:** By signing below, or submitting documentation through wvOASIS, I certify that I have reviewed this Solicitation in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to the State that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated herein; that I am submitting this bid, offer or proposal for review and consideration; that I am authorized by the vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

Future Generations University

(Company)

 Chief Operating Officer

(Authorized Signature) (Representative Name, Title)

Stephanie Hartman, Chief Operating Officer

(Printed Name and Title of Authorized Representative)

May 14, 2020

(Date)

(304) 358-2000 / (304) 358-8374

(Phone Number) (Fax Number)

**ADDENDUM ACKNOWLEDGEMENT FORM  
SOLICITATION NO.:**

**Instructions:** Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

**Acknowledgment:** I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

**Addendum Numbers Received:**

*(Check the box next to each addendum received)*

- Addendum No. 1
- Addendum No. 2
- Addendum No. 3
- Addendum No. 4
- Addendum No. 5

- Addendum No. 6
- Addendum No. 7
- Addendum No. 8
- Addendum No. 9
- Addendum No. 10

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Future Generations University

Company \_\_\_\_\_

*SJ Hartman*

Authorized Signature \_\_\_\_\_

May 14, 2020

Date \_\_\_\_\_

**NOTE:** This addendum acknowledgement should be submitted with the bid to expedite document processing.

STATE OF WEST VIRGINIA  
Purchasing Division

# PURCHASING AFFIDAVIT

**CONSTRUCTION CONTRACTS:** Under W. Va. Code § 5-22-1(i), the contracting public entity shall not award a construction contract to any bidder that is known to be in default on any monetary obligation owed to the state or a political subdivision of the state, including, but not limited to, obligations related to payroll taxes, property taxes, sales and use taxes, fire service fees, or other fines or fees.

**ALL CONTRACTS:** Under W. Va. Code §5A-3-10a, no contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

**EXCEPTION:** The prohibition listed above does not apply where a vendor has contested any tax administered pursuant to chapter eleven of the W. Va. Code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

**DEFINITIONS:**

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Employer default" means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

"Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

**AFFIRMATION:** By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (W. Va. Code §61-5-3) that: (1) for construction contracts, the vendor is not in default on any monetary obligation owed to the state or a political subdivision of the state, and (2) for all other contracts, that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

**WITNESS THE FOLLOWING SIGNATURE:**

Future Generations University

Vendor's Name: \_\_\_\_\_

Authorized Signature: SO Hartman Date: May 14, 2020

State of West Virginia

County of Pendleton to-wit:

Taken, subscribed, and sworn to before me this 15<sup>th</sup> day of May, 2020

My Commission expires September 18, 2022

**AFFIX SEAL HERE**

NOTARY PUBLIC Donna E Evick

Purchasing Affidavit (Revised 01/19/2018)

