

## LARRY MANDELKEHR

2219 New Hope Drive  
Chapel Hill, NC 27514  
984-974-0488

[Larry.Mandelkehr@unchealth.unc.edu](mailto:Larry.Mandelkehr@unchealth.unc.edu) and [lkm@unc.edu](mailto:lkm@unc.edu)

**SUMMARY** More than 40 years of demonstrated expertise in problem solving, process improvement and demonstrated leadership experience in quality, performance improvement, process analysis, database and software design, and technical and marketing management. Expertise in developing and teaching quality and information management courses. Excellent analytical, communications and facilitation skills.

## EMPLOYMENT

### University of North Carolina (UNC) Health Care System

Chapel Hill, NC

1995 - *Executive Director, Hospital Quality and Innovation (2017-present)*

- Created new system quality department – developed strategy and procedures, hired and trained staff
- Leads relationship building initiatives and quality improvement opportunity assessment with administrative and clinical leadership at fourteen system entities.
- Leads the process to establish hospital quality and safety organizational quality goals
- Developed new dashboards and benchmark models. Presents to senior management and board quality team
- Monitors key quality and safety measures in order to improve processes and outcomes with focus on patient care and performance in public and private incentive and reporting programs.
- Collaborates with senior management to develop and implement innovative improvement models to improve patient care and safety.
- Directed the Performance Improvement and Patient Safety Department at UNC Hospitals 2017-2019.

### *UNC Hospitals, Performance Improvement and Patient Safety Department*

*Director (2001-2019), Senior Quality Analyst/Programmer/Quality Advisor (1995-2001)*

- Strategic planning and leadership of improvement activities across UNC Medical Center including pursuit of organizational quality goals, regulatory goals, multidisciplinary teams and initiatives focused on improved patient care, safety and satisfaction, and reduced readmissions and mortality.
- Facilitation of UNC Health Care System Improvement Roundtable (2 years), responsibility for Meaningful Use attestation for all UNC system hospitals using the Epic Electronic Medical Record and coordination of goal selection and reporting for UNC Health Care system hospital organization quality goals, public reporting and CMS & commercial payer incentive goals.
- Facilitate cross-departmental Performance Improvement teams to improve patient safety, educate patients and staff, better utilize scarce resources and lower hospital costs, focused on reducing mortality, readmissions and complications of care, improving patient satisfaction and meeting accreditation goals.
- Conceive, create and maintain clinical/operational databases & spreadsheets to facilitate data-based decision-making by improvement teams and hospital administration. Developed web-based data collection and database reporting system for tracking Nursing Documentation standards compliance.
- Designed and taught quality improvement courses to 500+ leaders. Co-led development of “Customer Service 101” course taught to 80% of UNC Medical employees (more than 8,000 employees trained).
- Coordinated efforts resulting in UNC Health Care recognition as finalist for the American Hospital Association–McKesson Quest for Quality Award in 2012.
- Direct team of 35 managers analysts, nurses, & interns. Hire and orient staff, set priorities, appraise performance. Plan and manage \$4 million annual budget.
- Received “Management Excellence Award”, two hospital-wide “Plus Person” Awards for exceptional dedication and achievement and inaugural Department of Nursing “Caring Colleague” award

### Owner/Consultant, Thriddle Consulting

Chapel Hill , NC

- 1993 - • Designed/facilitated/developed a variety of spreadsheet and database applications including
- 1995 • Medicaid fund allocation for county health departments, university alumni tracking state-wide pediatric dental examination study, charity donation tracking and a customized customer payment tracking system.
- Tutor for graduate level Quantitative Methods/Statistics, Microeconomics, and Accounting courses.

**MTS Systems Corporation, Sensors Division**

Cary, NC

1993 *Sensors Division: Business Development/Marketing Specialist.*

- Pursued merger, acquisition and private label activities. Researched market trends and target companies and developed financial valuation models.
- Devised and implemented "intelligent" adaptive customer survey database application.

1991- *Liquid Level Products: Sales and Marketing Manager.*

- 1993 • Directed \$7 million product line (P&L responsibility) serving world-wide industrial end user and retail service station OEM markets.
- Directed product/market planning, advertising, pricing strategies and new product introductions.
- Supervised team of sales and marketing managers, application engineers and order entry clerks.
- Forecast monthly/annual sales. Produced/administered \$1 million department annual budget.

**Texas Instruments, Industrial Automation Division**

Johnson City, TN

1985- *Tank Farm Automation Systems: Marketing Manager (1990-91), Program Manager (1987-91),*1991 *Technical Lead Engineer/Software Development Manager (1985-87).*

- Directed business unit of field transmitters and Oil Refinery Tank Farm Automation systems.
  - Expanded business strategy to incorporate new system products and partnerships.
  - Forecast annual, quarterly and monthly sales for manufacturing.
  - Designed spreadsheet-based pricing model which reduced quotation preparation time by 50%.
- Managed three-fold growth of revenues over three years.
  - Led team of twelve software engineers and electronic technicians.
  - Directed personnel, resources and cost allocations for 8-12 simultaneous projects.
  - Developed test specifications, supervised software quality and system test and integration.
  - Wrote all technical specifications and user manuals. Trained customers and new employees.

1981- *Contract Systems Business: Software Lead Engineer (1983-85), Software Engineer (1981-83)*

- 1985 • Led design of data acquisition system for emergency shut-down of oil wells on Alaska's North Slope.
  - Led team of six engineers and technicians.
  - Developed software, wrote user manuals, installed systems and trained customers.
  - Received division-level award for outstanding project contribution.
- Developed all software for automation of a European automotive paint shop workstation.
  - Received division-level award for outstanding project contribution.
- Designed software for numerous custom control systems including automation of natural gas pipeline terminals and the world's largest sugar beet processing facility.

**EDUCATION****University of North Carolina-Chapel Hill, Kenan-Flagler Business School**

Chapel Hill, NC

Master of Business Administration

Concentrations in Strategic Planning and Services/Operations Management

Beta Gamma Sigma Business Honor Society.

MBA Project: The "Self-Survey" System for Developing Your Own Customer Surveys**Rensselaer Polytechnic Institute**

Troy, NY

Master of Engineering in Electrical Engineering

Concentration in Automated Controls

Bachelor of Science in Electrical Engineering

Minor in Technical Communications

Eta Kappa Nu Electrical Engineering Honor Society

**UNC Health Care System – College of Leadership Excellence**

Advanced Leader Academy, graduated September, 2016

**Seminars attended**

Juran Quality Training

Curing Conflict: Mediation Techniques  
for Health Care Professionals

Six Sigma Yellow Belt and Blue Belt Training

Microsoft Access: Power User/Programming

Crucial Conversations – Tools for talking when the  
stakes are high

**COMPUTER SKILLS**

Expertise in advanced spreadsheet (Excel) and database (Access) design, including Visual Basic for Applications (VBA) programming, presentations (PowerPoint) and word processing (Word).

**PROFESSIONAL ACTIVITIES**

Certified Professional in Healthcare Quality (CPHQ), 1997-2023, by the National Association of Healthcare Quality

UNC Gillings School of Global Public Health, 1997-present

Faculty appointment, Adjunct Associate Professor, 2018-present

Faculty appointment, Adjunct Instructor, 1997-2018

UNC School of Nursing, 2001-present

Faculty appointment, Adjunct Assistant Professor, 2008-present

Clinical Preceptor, Masters Programs, 2001-2019

Received Health Care Systems Master's Program Outstanding Preceptor Award, 2011

UNC Kenan-Flagler Business School, 1997-present

Faculty appointment, Professor of the Practice, 10/2016 – 10/2017, 10/2018 – present

Analytic Skills Workshop, Excel Instructor, 1997-2021

Institute for Healthcare Improvement (IHI) Open School, UNC Chapter, 2008-present

Chapter Advisor, 2009-present

North Carolina Association for Healthcare Quality (NCAHQ), 1996-2006, 2019

University HealthSystem Consortium - Clinical Information Management Advisory (CIMA) Group, 1997-1999, 2001- 2006

North Carolina Quality and Patient Safety Conference, Planning Committee, 2006

**PUBLICATIONS**

G Nortey, N Koch, SJ Chadwick, S Lang, S Parker, F Farmer, L Mandelkehr, M Raynor, A Smith, “Improving Staff Workflow in Urology Procedure Clinic Using the Model for Improvement”, Urology, April 2023

N Koch, L Mandelkehr, F Farmer, S Parker, S Lang, M Raynor, A Smith, “Interprofessional Partnership Using Lean/Six Sigma Methodology To Improve Local Procedures Efficiency”, The Journal of Urology, September 2021

SW Glickman, A Mehrotra, CM Shea, C Mayer, J Strickler, S Pabers, J Larson, B Goldstein, L Mandelkehr, C Cairns, JM Pines, KA Schulman, “A Patient Reported Approach to Identify Medical Errors and Improve Patient Safety in the Emergency Department“, Journal of Patient Safety. November, 2016.

**PUBLICATIONS (continued)**

CB Jones, C Mayer, L Mandelkehr, “Innovations at the Intersection of Academia and Practice: Educating Graduate Nursing Students about Quality Improvement and Patient Safety”, Quality Management in Health Care, Volume 18, Issue 3, July-September 2009

M Ferris, D Shoham, D, M Pierre-Louis, L Mandelkehr, RK Detwiler, AV Kshirsagar, “High Prevalence of Unlabeled Chronic Kidney Disease Among Inpatients at a Tertiary-Care Hospital”, The American Journal of the Medical Sciences, February, 2009

BP Goldstein, L Mandelkehr, C Mayer. “Quality and Safety in Clinical Practice”. Book chapter in Netter’s Internal Medicine, 2<sup>nd</sup> ed., 2008

D Travers, L Mandelkehr, “The Emerging Field of Informatics”, North Carolina Medical Journal, March/April 2008

B Brotherton, L Mandelkehr, “Chapter 23: Performance Improvement, Teamwork and Monitoring Outcomes.” Book chapter in Essentials of Physician Practice Management. Jossey-Bass, a Division Wiley Publishing, 2004

JM Welton, AA Meyer, L Mandelkehr, SM Fakhry, S Jarr., ”Outcomes of and resource consumption by high-cost patients in the intensive care unit.”, American Journal of Critical Care, September 2002

AV Kshirsagar, SL Hogan, LK Mandelkehr, RJ Falk, “Length of Stay and Costs for Hospitalized Hemodialysis Patients: Nephrologists versus Internists”, Journal of the American Society of Nephrology, August 2000

M Russo, RS Sandler; LK Mandelkehr, JH Fair, MW Johnson, RS Brown, Jr., “Payor Status, but Not Race, Affects the Cost of Liver Transplantation”, Liver Transplantation and Surgery, September 1998

Articles and columns published in Intech, Control and Measurements & Control magazines on industrial automation level measurement and market trends (1991-1993)

**COURSES/CLASSES DEVELOPED AND TAUGHT**

“Healthcare Quality and Information Management” – 3-4 credit required courses for MHA and MPH students in Health Policy and Management (EMP) Program  
HPM 760, UNC Gillings School of Global Public Health, 2009-present  
HPM 776/777, UNC Gillings School of Global Public Health Executive Masters Program, 2010-present  
Course featured in the UNC School of Public Health Magazine, Fall 2016

Independent Study in Quality and Analytics, UNC Gillings School of Global Public Health, 2022-present

“Healthcare Analytics” – 3 credit course  
UNC Kenan-Flagler Business School 2016 (co-taught)

“Public Health Simulation” (team development activity)  
UNC Gillings School of Global Public Health, HPM Executive Masters Program, 2011-2013

“Database Design for Healthcare Applications” - 3 credit course  
HPAA 380/480, UNC School of Public Health, 1998-2007

“Microsoft Excel Bootcamp”  
UNC Kenan-Flagler Business School (Analytical Skills Workshop for incoming MBAs), 1997-2021  
UNC School of Public Health – Health Policy Management Master’s Program, 1997-2001, 2016-present

“Microsoft PowerPoint “Bootcamp”  
UNC Kenan-Flagler Business School (Analytical Skills Workshop for incoming MBAs), 1997-2006

**COURSES/CLASSES DEVELOPED AND TAUGHT (continued)**

“Quality Improvement Basics: Using Data to Improve Patient Care”

North Carolina Southeastern Area Health Education Center (SEAHEC), September 2009

"IMPACT CARE Performance Improvement Methodology" (6 hour class), UNC Health Care, 2001-2008

"AIDE Performance Improvement" (7 hour class), UNC Health Care, 2002-2008

“Introduction to Microsoft Outlook” (half day class for a local realtor), 2008

“Introduction to Microsoft Excel” (one day class for a local realtor), 2005

“Introduction to Microsoft Access” (series of three 2-hour classes), Cecil B. Sheps Center, 2005

Clinical Nursing Leadership Program, UNC School of Nursing, Continuing Education, 2002-2008

“Quality: Creating a Climate of Excellence”, 2002-2008

“The Why of The Joint Commission Core Measures”, 2008

“Public Health Informatics”, UNC Public Health Management Academy, 2000-2003

“embanet” e-mail Program, UNC Kenan-Flagler Business School, 1997-1999

“Effective Use of Data”, UNC Hospitals, 1997-1999

Regular guest speaker on Quality/Performance Improvement and Data Management at UNC Hospitals, UNC’s Schools of Allied Sciences, Medicine, Nursing, Pharmacy and Public Health, 1997-present

Recent courses include:

School of Nursing: NURS 874 Outcomes Management for Quality Improvement in Health Care Systems; topics include Information Systems, Quality Improvement Methodologies and Tools, Healthcare Report Cards, Computerized Provider Order Entry Systems, and Failure Mode Effects Analysis

School of Nursing: NURS 588 Leadership in Health Care Organizations; topics include Quality Improvement Methodologies and Tools

School of Pharmacy, PACE 833 Overview of Health Systems, “Continuous Quality Improvement and Lean Leadership in Health Systems”, 2020

School of Public Health; HPM 761 Quality and Utilization Management; topics include Quality Improvement Methodologies

School of Public Health; HPM 762 Quality of Care; topics include Health Care Report Cards and Pay for Performance/Physician incentives, 2005-2023

School of Medicine, Department of Anesthesiology Residency Program, “Making a Good Impression with PowerPoint”, 2011-2017

School of Medicine, 4<sup>th</sup> year curriculum - Students Engaged in Quality & Safety, “Measurement for Improvement”, 2016-2019

Guest Speaker – Duke University, Fuqua School of Business, MBA Program, “Health Analytics and Innovation – Quality”, 2018-2020

**PRESENTATIONS/POSTERS**

Healthcare Data & Analytics Association (HDAA) Career Development Webinar, July 2022

Panelist: “A Day in the Life of Three Data Analysts”

American Institutes for Research (AIR) – RETAIN (Retaining Employment and Talent After Injury/Illness Network) Virtual Annual Convening, November 2021

Panelist: “Continuous Quality Improvement (CQI): Considerations for RETAIN Models”

**PRESENTATIONS/POSTERS (continued)**

IHI Open School – UNC Student Chapter, 2020-present  
Presentation: “Resume and Interview Preparation”

American Journal of Medical Quality, “It Takes a Village – the Road to PSI2 – Patient Safety Indicator Improvement” (abstract), “Dive Deep: A Report on the 2018 Vizient Fall Connections Summit”, May 2019 Supplement

North Carolina Association for Healthcare Quality (NCAHQ) Annual Conference, Durham, NC, April 2019  
Poster: Innovation Expo – “It Takes a Village – the Road to PSI2 – Patient Safety Indicator Improvement”

2018 Kenan-Flagler Business of Health Conference, Chapel Hill, NC, November 2018  
Panelist: “How Analytics is Transforming Healthcare”

Vizient Annual Conference, Las Vegas, NV, October 2018  
Poster: Innovation Expo – “It Takes a Village – the Road to PSI2 – Patient Safety Indicator Improvement”

University HealthSystem Consortium (UHC) Annual Conference, Orlando, FL, October 2015  
Participant: Innovation Expo – “Reducing 30-Day Readmissions with Predictive Analytics”

VHA Center for Applied Healthcare Studies – Population Health Symposium, September 2015  
Presentation: “Implementation and Improvements to University of North Carolina Health Care System to Reduce Readmissions”

UNC School of Nursing, Excellence in Nursing Leadership: A Skills Building Workshop, April 2015  
Presentation: “Health Care Improvement: Measuring Progress Toward Transformation”

Association of Perioperative Registered Nurses Meeting, February, 2015  
Presentation: “Leaping to Better Care”

UNC Kenan-Flagler Business School Undergraduate Business ENGAGE 2014, February, 2014  
Panelist: Operations

MIT Chief Data Officer and Information Quality (CDOIQ) Symposium, July, 2013  
Presentation: “Meaningful Use – View from the Inside”

American Hospital Association Webinar, November, 2012  
Presentation: “Profiles in Excellence - Quality Improvement Lessons from the 2012 AHA-McKesson Quest for Quality Prize® Recipients”

University HealthSystem Consortium (UHC) Annual Conference, Orlando, FL, September 2012  
Presentation: “Sharing Physician Performance Using the HarrisCarefx PI+ (Physician Insight Plus) Dashboard”

American College of Emergency Physician’s Leadership and Advocacy Conference, May, 2012  
Poster: “Transitions of Care at UNC Health Care”

UNC Gillings School of Public Health, Healthcare Improvement Group Panel, April, 2012,  
Discussion Moderator: “Patient Centered Care in an Integrated System”

UNC Greensboro, First Inaugural Electronic Medical Record (EMR) Implementation Conference, Greensboro, NC, May, 2010  
Presentation: “Best Practices in EMR Implementation - Demystifying EMR Implementation - Up Close and Personal”

**PRESENTATIONS/POSTERS (continued)**

Institute for Healthcare Improvement (IHI) – Improvement Map National Teleconference, March 2010

Presentation: “Creating an email mail merge to encourage use of the IHI Improvement Map”

NC Center for Quality and Safety – Use of the IHI Improvement Map Teleconference, January 2010

Presentation: “Creating an email mail merge to encourage use of the IHI Improvement Map”

University HealthSystem Consortium (UHC) Joint Conference, Atlanta, GA, September 2009

Poster: “Using Technology to Improve the Skin Survey Process”

6th Annual Nurse Executive Leadership Conference/Frances Ross Memorial Scholarship Program, “Quality Comes of Age: From Assurance to Performance”, June 2009

Presentation: “Pay for Performance”

UNC Chapter, Institute for Healthcare Improvement (IHI) Open School, April 2009

Presentation: “Application of Performance Improvement Tools and Techniques”

UNC School of Nursing - Spring 2009 Healthcare Quality And Patient Outcomes Seminar Series Focusing On Using Information to Improve Of Care, March 2009

Presentation: “Designing Dashboards for Driving Transparency and Improvement”

Cecil B. Sheps Center, Research Fellows, March 2009

Presentation: “Health Report Cards”

UNC Clinical Leadership Course, January-February 2009

Presentation: “The Creation and Use of Metrics”

National Database of Nursing Quality Indicators (NDNQI) Data Use Conference, January 2009

Poster: “Using Technology to Improve the Skin Survey Process”

UNC Health Careers Symposium for Students, Educators and Counselors, October 2008

Presentation: “Careers in Performance Improvement and Patient Safety”

Delphi Healthcare Partners, Physician Leadership Conference, May 2008

Presentation: “Performance Improvement and Quality Initiatives”

Institute for Health Improvement Health Professions Education Collaborative, Boston MA., April 2008

Poster: “Core Measures Heart Failure Discharge Teaching: A Quality Improvement Project”

UNC Health Care Heart Center: 5<sup>th</sup> Annual “The Beat Goes On” Conference: The Continuum of Care in Cardiac Management”, February 2008

Presentation: “Core Measures – Why you should care (We’re not in Kansas anymore) “

UNC Hospitals Department of Radiology Professional Conference, October, 2007

Presentation: “The Regulatory Survival Guide” (and Jeopardy Game)

North Carolina Society of Radiological Technologists Annual Conference, April 2007

Presentation: “Teams Work because of Teamwork”

UNC Hospitals Department of Radiology Professional Conference, November, 2006

Presentation: “Teams Work because of Teamwork”

American Society of Nephrology, San Diego, Ca, November, 2006

Poster: “Undiagnosed Chronic Kidney Disease (CKD) is Common Among Patients Admitted to a Tertiary-Care Hospital”

**PRESENTATIONS/POSTERS (continued)**

North Carolina Society of Radiological Technologists Annual Conference, April 2006

Presentation: "Can You Find the Sleeping Giant?" (Performance Improvement)

University HealthSystem Consortium (UHC) Joint Conference, Phoenix, AZ, October 2005

Posters: "Making a Good First Impression: Improving Care for Peripartum Women and Their Infants at UNC Health Care", "Is Everybody Happy? Driving Performance Improvement in Employee Satisfaction"

PHO Pfizer Summer Outcomes Day, UNC Program on Health Outcomes (PHO), UNC School of Public Health, Chapel Hill, NC, August, 2005

Presentation: "Performance Improvement: Doing It, Measuring It, Rewarding for It"

Planetree Annual Conference, New York, NY, October 2004

Presentation: "Measurement Happens: Indicators and Outcomes Inside and Outside the Box"

North Carolina Society of Radiological Technologists Annual Conference, April 2004

Presentation: "Find It, Think It, Solve It" (Performance Improvement)

Performance Improvement & Management for Healthcare Conference, Atlanta, GA, November, 2003

Presentation: "Strategies & Tools for Process Evaluation & Improvement"

UNC Hospitals Department of Radiology Professional Conference, November, 2003

Presentation: "Stop the Madness, You Have the Power!"

University HealthSystem Consortium (UHC) Joint Conference, Phoenix, AZ, October 2003

Presentation: "Performance Measurement and Improvement Systems That Produce Results"

National Association of Healthcare Quality (NAHQ) 28<sup>th</sup> Annual Educational Conference, Phoenix, AZ, September 2003

Presentation: "IMPACT CARE – The Unit-Based Performance Improvement and Measurement Tool"

North Carolina Association for Healthcare Quality (NCAHQ) Fall Meeting, October 2002

Posters: "IMPACT CARE Performance Management & Improvement System", "AIDE Problem Solving", "Staffing Effectiveness"

University HealthSystem Consortium (UHC) Joint Conference, Baltimore, MD, October 2002

Posters: "IMPACT CARE Performance Management & Improvement System", "AIDE Problem Solving", "Staffing Effectiveness"

UNC School of Nursing "Performance Improvement in Health Care – 2002 & Beyond" Quality Conference, September, 2002

Planning Committee Member

Presentations: "Comparative Data & Performance Improvement Use", "Performance Improvement Systems: An IMPACT CARE Example"

North Carolina Association for Healthcare Quality (NCAHQ), May/October 2002

Presentation: "Certified Professional in Healthcare Quality (CPHQ) Review Course" (total 8 hours)

North Carolina Association for Healthcare Quality (NCAHQ), November 2001

Poster: "New UNC Medication Safety Program Increases Reporting 10x and Drives Quality Improvement"

University HealthSystem Consortium (UHC) Joint Conference, Chicago, IL, October 2001

Poster: "New UNC Medication Safety Program Increases Reporting 10x and Drives Quality Improvement "



**PRESENTATIONS/POSTERS (continued)**

Pediatric Ground Rounds, Department of Pediatrics, UNC School of Medicine, June 2001  
Presentation: "Overview of Data Available for Quality Improvement and Benchmarking"

University HealthSystem Consortium (UHC) Joint Conference, Chicago, IL, October 2000  
Presentations: "Integrating UHC Data with Performance Improvement" & "Performance Improvement Benchmarking Project - PI Integration and Resource Allocation"  
Posters: "Top 50 DRGs Revisited", "Capturing Fire Drill Reports over the Internet" & "Interrelationship Analysis Powered by Microsoft Excel"

University HealthSystem Consortium (UHC) Joint Conference, Chicago, IL, October, 1999  
Presentation: "Painting the Whole Picture (Effective Data Reporting)"

North Carolina Association for Healthcare Quality (NCAHQ) Fall Meeting, December 1998  
Presentation: "Effective Reporting: Show Me the Variation"

University HealthSystem Consortium (UHC) Clinical Database User Group Fall Meeting, Seattle, WA, Oct. 1998  
Presentation: "Achieving Clinical Effectiveness Through Data"

UNC Annual May Day Trauma Conference, May 1998 and May 1999  
Breakout session: "The Web is not a Drag"

North Carolina Association for Healthcare Quality (NCAHQ), September, 1997  
Presentation: "Certified Professional in Healthcare Quality (CPHQ) Review - Statistics and CQI Tools"

North Carolina Association for Healthcare Quality (NCAHQ) July, 1996  
Breakout session: "Using the Internet"

ISRACHEM Exhibition, Israel, February 1993  
Presentation: "Magnetostrictive Level Measurement"

Industrial Society of America (ISA) Conference/Exhibition, Philadelphia, PA, October 1989  
Presentation: "Hydrostatic Tank Gauging - Where is it best applied?"

**COMMUNITY SERVICE**

University of North Carolina Health Care System, Employee Ambassador, 2010, for volunteer efforts for  
Boy Scouts of America  
Cedar Ridge High School Athletics  
Cedar Ridge High School Band

Boy Scout Troop 449, Occonechee Council, Orange District, Troop 449, 2003-2010  
Troop Committee Chairman, 2004-2010  
Advancement Chairman, 2007-2010  
Troop Committee Member, 2003-2004  
Merit Badge Recruiter/Coordinator  
Merit Badge Counselor: Personal Management, Communications and Citizenship in the Nation  
Received "Orange District, Occonechee Council, BSA Certificate of Appreciation for Outstanding Service to Scouting as Troop 449 Committee Chair", December, 2008

Boy Scout/Cub Scout Leader Specific Training, Occonechee Council, Orange District  
Course Director, 2008 - 2009  
Cub Scout Webelos Leader Training Instructor, 2003-2005

**COMMUNITY SERVICE (continued)**

Cub Scout Pack 821, Occoneechee Council, Orange District, Pack 821, Den 2, 1998-2003

Den Leader (Tiger Cubs, Wolf, Bear and Webelos), 1998-2003

Received "Outstanding Service Award In Recognition of Exceptional Leadership" from Pack 821, April 2003

Received "Orange District, Occoneechee Council, BSA Certificate of Appreciation for Outstanding Service to Scouting as a Cub Scout Den Leader", December, 2001

Volunteer, Pines of Carolina Girl Scouts

Senior Girl Scout Troop 243, 2003-2006

Cadette Girl Scout Troop 59, 2002-2003

Junior Girl Scout Troop 946, 1997-2001

Girl Scout Cookie Co-Chairperson, 1998-2001

North Carolina Children's Promise Radiothon, 2002-2015

Co-chair of the Technology Committee, 2003-2015

Created an Access database to tally pledges.

Cedar Ridge High School Band Boosters, 2002-2010

Vice President, Transportation 2007-2009

Co-Vice President, Equipment 2006

Co-Vice President, Uniforms 2003-2005

Member of the Halftime and Competition "Pit Crew", 2003-2009

A.L. Stanback Middle School Jazz Band "Roadie", 2005-2006

Cedar Ridge High School Lacrosse Scorekeeper

Varsity, 2008-2010

Junior Varsity, 2007-2008

A.L. Stanback Middle School Lacrosse Scorekeeper, 2006

WUNC-FM Public Radio Volunteer: Shift director, tally keeper and pledge-taker, 1993-2009.

Designed Excel spreadsheet to tally pledges during fund-raisers (shared by WUNC and used by radio stations across the country), created database to track "special premiums".

Hillsborough Youth Athletic Association, Assistant Baseball Coach, 2000-2003

Orange County Recreation, Assistant Basketball Coach, 2003-2004

Magician at UNC Burn Center and Pediatric Playroom activities, 1998-2002

Orange County High School Reform Task Force, Member, 2005

New Hope Elementary School, Orange County Schools, Volunteer, 1994-2011

Co-Vice-President of Curriculum Support, New Hope Elementary PTSA, 1997-1998

Co-Coordinator of Annual Summer Book Give-Away, 1997-2011

New Hope Elementary School Co-Volunteer of the Year, 2003

Recipient of WCHL-1360 AM Village Pride Award for achievement and contributions to Orange County, 2003

SECU Family House of Chapel Hill, Volunteer Database Designer, 2005-2009

Developed database to track donors and donations, manage correspondence, etc.

American Red Cross Blood Donor, donated more than 10 gallons of blood, 1976-present