

Robin C. Capehart
Curriculum Vita

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EDUCATION

Georgetown University (1991)

Masters of Law in Taxation

Emphasis: Exempt Organizations, Business Reorganizations

West Virginia University (1978)

Doctor of Jurisprudence

Emphasis: Federal, State and Local Taxation, Wills and Estates

West Virginia University (1975)

Bachelor of Arts – Magna Cum Laude

Phi Beta Kappa

Major: Political Science

Minor: History

ACADEMIC AND RESEARCH EXPERIENCE

Principal Fellow (January 2025 to present)

The Carnegie Academy

Atlanta, GA/Jonesborough, TN

I currently serve as the Principal Fellow of The Carnegie Academy, a group of experienced academic leaders dedicated to supporting colleges and universities in achieving their mission and goals. Our team is comprised of former presidents, provosts, deans, and senior administrators who bring decades of practical leadership experience from a broad spectrum of public and private institutions.

We believe that each institution is unique, shaped by its own culture, history, and aspirations. As such, our approach to assisting colleges and universities is grounded in authentic partnership. We work collaboratively with campus leaders, faculty, and staff, immersing ourselves in their environment to understand their needs and co-create solutions that deliver lasting results.

In partnership with Collegiate Consulting, provide specialized partnership opportunities to address an institution's specific needs. Each offering is designed to help institutions address challenges, seize opportunities, and sustain long-term growth.

Together, Collegiate Consulting and The Carnegie Academy has served over 200 colleges and universities

Maxwell Leadership Certified Team

As a member of the Maxwell Leadership Certified Team, I provide leadership development and personal growth services in three key areas: coaching, speaking, and teaching.

- As a **coach**, I work one-on-one and with groups to help individuals identify their strengths, set actionable goals, and develop strategies for personal and professional growth, utilizing the proven Maxwell Leadership methodology.
- As a **speaker**, I deliver keynote addresses, workshops, and seminars to diverse audiences, inspiring participants to embrace leadership principles and effect positive change within their organizations and communities.
- As a **teacher**, I facilitate interactive training sessions and leadership development programs, equipping participants with practical tools and insights to enhance their influence, communication, and effectiveness as leaders.

My work with the Maxwell Leadership Team reflects a commitment to empowering others to reach their full potential and create lasting, positive impact.

Senior Consultant (January 2024 to present) **Collegiate Consulting, Atlanta, GA**

As a Senior Consultant and independent contractor and through my role with The Carnegie Academy, I am responsible for adding to the firm's sports-focused services by providing administrative and academic services such as risk management studies, student support initiatives, curriculum enhancement programs, financial analysis, strategic enrollment initiatives and responsibility-centered management studies. My role involves providing expertise and guidance in these areas to support the firm's expansion of services beyond sports management consulting.

Strategic Transformation Implementation Plan

As Principal Fellow for The Carnegie Academy and Senior Consultant for Collegiate Consulting, I led the research and development of Atlanta Metropolitan State College's 2025–2030 Strategic Transformation Implementation Plan. This multi-phase, data-driven plan operationalizes the college's shift from a transfer-focused institution to a leading provider of career pathways and stackable credentials aligned with regional workforce needs.

My responsibilities included conducting comprehensive labor market needs assessments, facilitating industry advisory boards, auditing academic programs for workforce alignment, and engaging internal and external stakeholders through targeted communications.

I oversaw the redesign of curricula to embed industry certifications, the formation of work-based learning partnerships, and the integration of guided student pathways and enhanced support services.

The plan incorporates robust metrics for enrollment, retention, job placement, and employer satisfaction, ensuring continuous improvement and institutional sustainability through evidence-based decision-making and adaptive change management strategies.

Student Success Initiative

I led and oversaw the implementation of transformative student success initiatives at Atlanta Metropolitan State College by executing Recommendations 2 and 3 of the National Institute for Student Success (NISS) Playbook. This includes:

- Spearheading the development and refinement of intentional academic pathways to ensure all first-year students transition smoothly into college and identify a right-fit pathway, including the introduction of meta-majors, block-scheduled Freshman Learning Communities, and a required First-Year Experience (FYEX) course integrating career exploration and academic readiness.
- Launching a data-driven, for-credit summer bridge program targeting at-risk students to build academic skills and foster early campus engagement.
- Directing the enhancement of campus advising systems by establishing and empowering an Academic Advising Council to standardize advising practices and training across both professional and faculty advisors.
- Driving the adoption of proactive advising through the implementation of standardized degree maps, early alert systems, and integrated advising technologies, ensuring all students receive consistent, timely, and effective support from matriculation through graduation.

These efforts significantly strengthened retention, progression, and graduation rates, reduced equity gaps, and advanced alignment with the institution's strategic goals for student success and social mobility.

Freethinking Higher Education

Authored and published a Substack blog that addressed issues in higher education. Over 400 college presidents and numerous other academic leaders were subscribers. Hosted a weekly podcast that discussed current academic issues with various higher education leaders

President (July 2022 to December 2023)

Bluefield State University
President (January 2019 – June 2022)
Bluefield State College
Serving as Chief Executive Officer of the College with the rank of Professor

Bluefield State University is a four-year, public and historically black college located in Bluefield, West Virginia. Instructional programs include 14 nationally accredited programs in engineering technologies, business, teacher education, arts and sciences, nursing and health science professions, and criminal justice. The college offers both baccalaureate and associate degrees and students may also complete the non-traditional Regents Bachelor of Arts and Bachelor of Leadership Development programs. Classes are offered on both the main campus in Bluefield and the off-campus center in Beckley, West Virginia.

As interim president, we focused on three specific areas in need of attention: improving the college's fiscal health; increasing enrollment by constructing the first on-campus housing in fifty-one years; and creating a culture of engagement with the community, alumni and benefactors as well as improving interaction among the faculty staff and students. Our initiatives included (1) establishing a more transparent and participatory budget process; (2) the concept design, funding and initiation of construction of new campus housing; and (3) a strengthening of the relationship with the community and a more intensified interaction among all constituency groups including alumni and benefactors.

In September 2019, I was named permanent president. We continued and expanded a number of initiatives to positively impact enrollment. In March 2022, we launched a plan to change the paradigm of the University from an enrollment driven model to a quality driven model that will impact all facets of the institution. As such, our focus shifted from driving enrollment numbers to providing exceptional students the opportunity to receive a high-quality education in an engaging academic environment. This change impacted, significantly, the manner in which we recruited students, student advancement into our colleges, our curriculum, our evaluation of faculty and our student support services.

Significant Achievements

- Obtained University status, July 1, 2022.
- Offered the institution's first graduate degree, Masters of Business Administration, Fall 2021.
- Added four new health science programs, Fall 2023.
- Amidst a global pandemic in which most institutions suffered significant declines in enrollment, Bluefield State reversed a trend and became one of the fastest growing colleges in West Virginia experiencing a 1% increase in Fall 2020 and an 8% increase in Fall 2021.

- From Fall 2019 through Fall 2023, enrollment of full-time students rose 26%.
- Increased our African-American and other minority population from 5% in Fall 2019 to 26% in Fall 2023 providing a significantly higher degree of campus diversity. Freshman minority population in the Fall 2023 was 30%.
- Our cumulative financial index (CFI) improved better than any other institution in the State moving from last among Marshall University, West Virginia University and the regional colleges to second. For the first time in the school's history, we have attained a positive CFI.
- Our campus assets grew 368% through the acquisition of the 67-acre, 300,000 square foot Bluefield Regional Medical Center which was converted to student housing, a cafeteria and instructional rooms for our current health science programs and 14 new programs we will add in the next five years.
- We opened campus housing for the first time since 1968.
- In January 2019, the college lacked a development office or any type of fundraising mechanism. Consequently, there was no fundraising for several years preceding 2019. Moreover, the Foundation took no role in fundraising. Nevertheless, fundraising for January 2019 to June 2019 was \$75,000. In FY 2020, fundraising grew to over \$670,000. This Fundraising does not include contributions of real estate (\$60,000) and the acquisition of hospital property (est. \$50 million) for one dollar. Fundraising for the post-pandemic period of July 2021 through June 2023 was \$5.2 million. In August 2023, we established and staffed the Office of Development. We have targeted fundraising collections for FY 2024 at \$7 million.
- In May 2021, we implemented a more efficient, effective and transparent budget process that focused on identifying and funding our highest priority programs.
- We provided three years of raises for all faculty and staff for the first time in over a decade.
- We instituted the Emerging Scholars Program which brought highly motivated high school students from underserved populations to campus and provided a summer residential experience as well as year-long academic mentoring that focuses on academic enrichment, leadership development and college readiness.
- We added 11 new intercollegiate sports including football which was played for the first time in 42 years. In January 2023, we were offered and accepted membership in the

Central Intercollegiate Athletic Association (CIAA), one of most highly recognized HBCU conferences in America.

- In October 2022, we were only one of three institutions in West Virginia to receive the highest rating achievable by the Higher Learning Commission.
- Served as a Member of the Board of Directors of the Central Intercollegiate Athletic Association (2023)

Senior Resident Scholar (March 2015 to January 2019)

Public Policy Foundation of West Virginia

Public Policy Research and Consulting

In 2003, the Public Policy Foundation of West Virginia was organized to conduct research and author academic writings that focus primarily on education, economic and fiscal issues. I served as Senior Scholar from 2003 to 2007, and then returned in March 2015 as Senior Resident Scholar. Since 2015, the major projects for which I am or have been directly responsible include:

- Blue Ribbon Commission on Four-Year Higher Education (July 2018 to present). Senior Advisor to Chair, Gordon Gee, President of West Virginia University and the Commission. Primary focus is fiscal implications of reorganization of higher education.
- West Virginia University Research Corporation (June 2018 to March 2019). I have been commissioned to author policy proposals and model legislation for the reform of the state's system of higher education; the privatization of the state's seven hospitals; the review and reform of all the state's licensing, governing and advisory boards and commission; the reform of the state's system of public employee insurance; the reform of the state's severance tax; and the creation of a post-secondary options program for K-12 and higher education.
- Roman Catholic Diocese of Wheeling – Charleston (2016). Retained to conduct a comprehensive financial, academic and operational analysis and evaluation of *Wheeling Jesuit University*. Authored a 964-page report that produced significant structural and functional changes at the institution.
- Lt. Governor and Senate President Bill Cole (2015 – 2017). Served as advisor on higher education, K-12 education, tax reform and economic development. Authored numerous position papers that provided academic support for legislative initiatives.
- West Liberty University. (2015 – 2016) Retained by the Institutional Board of Governors to advise the Chair, serve as the university's legislative liaison and author of a series of 10 reports that outlined and analyzed issues in higher education at the campus, State and National level.

President (May 2009 – March 2015)

West Liberty University

President (July 2007 – May 2009)**West Liberty State College****West Liberty, WV****Served as Chief Executive Officer of the Institution.**

West Liberty University is a four-year, public institution located on a 450-acre campus in West Virginia. The University consists of five academic colleges and a school of professional studies that offers nontraditional degree programs and certificates. The enrollment totaled nearly 2,800 students in 2015. The institution offers several graduate degrees including education. The College of Science offers a Master's Degree in Physician's Assistant Studies, the only terminal degree offered by a regional college or university in West Virginia. In the eight years of service, the University's budget grew from \$27 million to \$42 million mostly attributable to enrollment increases and an initiative to achieve market equalization in tuition and fees. A study by West Virginia University for the Higher Education Policy Commission concluded that by 2015, West Liberty University produced an annual economic impact of \$50.2 million on Ohio County and the surrounding region.

Over the course of eight years, U.S. News and World Report elevated West Liberty University from a Tier 3 to a Tier 1 University. This success was directly attributable to a series of strategic initiatives designed and implemented by the President's Office and embodied in the University's Strategic Plan, *Distinction and Distinctiveness: A Strategic Plan for West Liberty University*.

Strategic Initiatives and Innovation**Increase Enrollment**

- The largest increase in actual number of students among all of the public and private four-year institutions in the state including West Virginia University and Marshall University.
- A 15.5% increase in enrollment, the second highest among all four-year public and private institutions.
- One of only two public or private institutions that experienced seven consecutive years of enrollment increase.
- The highest total enrollment since 1973.
- The largest class of new students since 1977.
- A 25.6% increase in adult learners – 22.3% higher than the average of all public institutions.
- For each year from 2008 to 2015, West Liberty University produced the highest one-year retention rate among all of the state's colleges and universities averaging over 76% for the period.
- From 2008 to 2015, the University's retention rates exceeded those of our peer institutions by an average of 18% per year.
- While the overall graduation rates in the state declined between the 2003 cohort and the 2007 cohort, West Liberty University experienced a 5.5% increase, the highest among all

public colleges and universities (35.9%, 2003 cohort to 41.4%, 2007 cohort with a high of 47.1%, 2005 cohort).

- Our increased graduation rate exceeded that of our peer institutions by 10%
- While the overall number of degrees and credentials awarded in the state declined 2.8% from 2008 to 2012, West Liberty University experienced a 33% increase, the highest among all public colleges and universities in West Virginia and twice as high as the second-place institution.

Judicious Financial Management

- Faculty and staff salary increase six out of eight years.
- Fully funded the Mercer scale for classified staff every year.
- Budget produced surpluses every year including years of cuts in state appropriations.
- Investments in graduate programs produced significant sources of revenue. For example, the physician's assistant program was a \$1.5 million investment before we had enrolled our first student. Program now produces over \$800,000 in program revenue over costs.
- New graduate programs (criminology, business, etc.) produce similar results.

Increase Fundraising

- An aggressive fundraising initiative greatly increased the amount of private resources that contributed to maintaining the university and keeping down the costs for students. Our annual fundraising totals increased from \$862,479 in 2007 to over \$5,000,000 per year for the last three years.
- Our revenue per donor has increased from \$2,527 in 2013 to \$5,441 per donor in 2015.
- Our successful fundraising efforts produced a significant increase in scholarship opportunities for our students. In the last seven years, total scholarships increased from \$2,021,772 in AY 2008 to \$5,166,393 in AY 2015, a 155% increase.

Promoting Access

- The Hilltopper Academy is an academic bridge program that targets prospective freshmen with lower grades and standardized test scores who often find the transition to college life overwhelming both academically and socially. From its inception in 2012 to 2015, the first-year retention rate for these students averaged 83%, which is 12% higher than the overall cohort.
- In 2008, we raised over \$1,000,000 to relocate our off-campus center to a rapidly growing retail area. As a result of this move, off-campus enrollment rose from 248 students in our last year at the old location to over 900 students in our new location.
- In 2008, we created the School of Professional Studies, which focused on providing special degree programs that combine classroom work and credit for life experience for older students including veterans. The Bachelor of Arts in Organizational Leadership and

Administration (BLA) program became one of the University's fastest growing programs and was offered at three different off-campus locations.

- From 2010 to 2015, our Distance Learning Development Program produced a 319% increase in the number of online classes. The program was especially beneficial for summer students, older students, working students and caregivers.
- Our Try College program offered individuals the opportunity to take a class free of charge in order to determine whether they are prepared for college level work. This program was popular among individuals who had worked for several years since high school and considered resuming their education.
- Our Transfer Orientation Program familiarized prospective transfer students with the unique aspects of a four-year baccalaureate institution.
- Our Office of International Education, created in 2008, generated a significant increase in international students representing 29 different countries.

Promoting Affordability

- In 2012, we launched our SmartCampus initiative. The purpose of this effort was to identify practices and processes that were inefficient or ineffective and implement ways to do them better. The initiative involved over 80% of our faculty and staff and produced a series of suggestions that helped create a more effective and efficient campus, thus allowing our employees to provide better service to our students and free our employees to engage in more productive activity.

High Impact Practices Promoting Student Success

- Our Student Success Task Force concentrated on the campus-wide assessment of the essential learning outcomes established under the AAC&U's LEAP program.
- After the beginning of the fall term, students who participated in the Hilltopper Academy in the summer become members of a learning community that was maintained throughout their college careers. We have already noted the success we have enjoyed in terms of extraordinary retention.
- We greatly increased the number of students who study abroad through our participation in the Washington Internship program and through exchange opportunities generated by our Office of International Education.
- Since 2007, we increased the number of ongoing internships by 111% expanding such opportunities to all colleges within the university.
- We increased the number of disciplines that require capstone courses or culminating senior experiences.
- We significantly increased the number of student research opportunities through such programs as S.U.R.E., which provided funding for faculty and students in the College of Sciences.
- In 2011, we opened our Learning and Student Development Center that included such features as tutoring services and a self-paced math emporium.

Encourage Collaboration

- We provided monthly reports to the campus that were open to all campus constituencies and televised online on our cable station, WLTN Channel 14, which reached over 120,000 homes in our area.
- We hosted a series of faculty roundtables where we shared views and information on such issues as competency-based education, inquiry-based learning and online course delivery.
- We hosted frequent social events that provided an opportunity for informal interaction with faculty and staff.
- Each administrative unit established and maintained an advisory council consisting of members of the unit, faculty and staff and, in certain circumstances, alumni. These units included community engagement, campus safety, marketing, fundraising, alumni affairs, campus safety, buildings and facilities, Channel 14, business office, campus life, registrar's office, housing, athletics and the President's Office.
- In an effort to create a culture of planning, strategic thinking and strategic management, we established the Office of Strategic Planning and a new planning and budget process that sought to align the University's resources with its primary objectives and strategic priorities as identified in our strategic plan; promote engagement, collaboration, participation, transparency and accountability; and provide faculty and staff the opportunity to develop, prioritize and propose programs and initiatives.
- We established the University Planning Council, which served as an advisory body for the strategic management of institutional resources.
- We created the Executive Fellowship Program, a succession planning initiative, in which faculty who were designated as "Executive Fellows" spent the academic year working within the various academic and administrative offices with the goal of obtaining a greater comprehension and realization of the operation of the university as a whole.

Advance Our Academic Offerings and Status

- In May 2009, West Liberty State College was elevated to university status.
- In order to provide high quality programs that prepared students to contribute to an evolving and contemporary society, we added nine bachelor degree programs and a number of new majors, minors and teacher certification areas.
- After obtaining university status in 2009, we began to offer our first graduate degree program in education that included five areas of concentration.
- In 2012, we launched our Masters of Science in Physician's Assistant Studies becoming one of only nine such programs located at a public institution in the country. We became the only regional institution in West Virginia to offer a terminal degree program.
- In 2013, we added a graduate program in organizational leadership and set in motion the process to develop and offer four new graduate programs from 2015 to 2019 including our first doctoral program.

- In 2014, we established the Gary E. West College of Business becoming the first endowed academic unit in the institution's history.
- In 2013, we established the state's first comprehensive Entrepreneurship Studies program that extended entrepreneurship to every program and major on campus. Classes included Entrepreneurship Appreciation, Creative Problem-Solving and an Entrepreneurship Practicum.
- In order to attract and support high achieving students, we elevated our honors program to an Honors College and instituted two new honor societies.
- In further support of high achieving students, we created the Advanced Academy of West Virginia, a dual credit program for high achieving, highly motivated high school juniors and seniors who took classes on campus through our Honors College which counted towards their high school graduation. Participants in the program graduated high school accumulating as many as 60 on-campus, college credits.
- In order to increase the availability of online classes for our students, we (1) established a campus-wide wireless Internet system; (2) became one of only 2.5% of all institutions of higher learning in the country to provide all incoming students with a laptop computer; and (3) created a Distance Learning Development program which trained our faculty and provided a stipend for the creation and delivery of online classes.
- In order to advance sustainability as a core value, we established the President's Council on Sustainability and charged the group with advising the President and the campus community, in general, about issues related to the integration of sustainability into campus operations. We also provided support for the creation of an annual West Liberty University Environmental Education Day sponsored by the campus's Green Initiative Committee.
- In support of employee excellence, we significantly increased funding for the professional development of faculty. We also initiated an Adjunct Faculty Training Program and created a staff development fund for support staff.
- In order to promote innovation, creativity and scholarly activity, we created the Presidential Colloquium and the West Liberty University Research Corporation, which supported the creation of the Center for Entrepreneurship, Institute for Energy and Commerce, Institute for Innovation in Education, Government Policy Research Center, BB&T Center for Economic Philosophy and the Public Policy Quarterly, a refereed academic journal.
- In order to promote the college's rich tradition and heritage, we created the West Liberty University Academy of Honor and the Hilltopper Heritage Project, which was dedicated to accumulating, preserving and displaying objects associated with the institution's past.

Upgrade Campus Facilities

- In 2010, the State of West Virginia designated our proposed health science building as the highest priority in terms of new construction among the state's colleges and universities. Through state, private and institutional funding, Campbell Hall became the first new academic building on campus since 1977.

- In 2010, the HEPC designated our proposed upgrade of Shaw Hall, the oldest building on campus, as the fourth highest priority in terms of renovation among the state's colleges and universities. The project was completed in August 2012.
- We constructed other new facilities including a soccer complex for women's soccer; softball complex; University Place, which provided upscale student housing; and the Highlands Center, our off-campus academic center.
- In 2014, we finished the complete renovation of our football stadium, which included new state-of-the-art Mondo turf, seating, press box and landscaping.
- For health and safety purposes, we installed new lighting all across campus and undertook a complete ADA upgrade of our grounds and buildings.
- We utilized fundraising resources to install all new energy-saving windows in Main Hall.

Promote Community Engagement

- One of the first areas in which we established a strong relationship was in the arts. In my first year, we held a dinner at the President's Home and invited leaders from the arts community to meet with our music, art and theater faculty. From the relationships fostered at this event, we developed a host of opportunities including internships for our students, public exhibitions and performances and a sharing of resources. In cooperation with the community, we also hosted the Governor's School for the Arts for three years; became actively involved with the Wheeling Symphony; and continued to host the annual "Art in the Park" event.
- In 2011, we launched the Community University, which offered older adults stimulating learning opportunities through a series of classes on a variety of topics.
- WLU-TV Channel 14 offered a variety of community-oriented programming to over 120,000 homes throughout a six county, two-state region.
- The BB&T Center for Economic Philosophy sponsored the University Economics Club, which hosted a number of nationally known speakers.
- In the Civics Challenge, teams of local high school students competed in a televised quiz competition for scholarships.
- WLU sponsored and hosted the local chapter of the Toastmasters International Club.
- Several of our coaches and athletes participated in a program in which they read to local elementary school students.
- Our Topper-to-Topper program connected our alumni from various professions with current students interested in similar fields.
- We founded the West Liberty University Great Gala, which became one of the most successful social events in the region.
- Our Ambassador Program trained alumni and faculty and staff retirees to promote the university throughout the community and especially to prospective students.
- We helped organize the Community Improvement Association, which provided the small town of West Liberty with access to various planning resources on campus.

Support High Quality Athletics

- Men's basketball team had five straight Top Ten finishes and finished 2011 and 2013 ranked #1 in the country.
- Men's basketball has led the nation in scoring for the last seven years averaging over 100 points per game in six of those seasons.
- One Elite Eight, two Final Four and National Runner-up in the NCAA Division II basketball tournament the last four years.
- A football team that produced the runner-up for National Division II Player of the Year for two consecutive years and the All-time leading passer in NCAA Division II history.
- Our football team won the WVIAC Conference and finished in the semi-finals in the NCAA DII tournament in 2009.
- Zach Amedro – Finalist for the Harlon Hill Award, 2009, 2010
- Women's basketball team made 14 appearances in the NCAA DII Regional tournament.

As President, I also served, as follows:

- Chair, West Virginia Association of Regional Colleges and Universities, 2013 - 2015
- Chair, West Virginia Council of Presidents, 2011 – 2014
- Legislative Liaison, West Virginia Council of Presidents, 2007 - 2015
- Chair, Institute for Innovation in Education, 2010 – 2015
- Chair, West Liberty University Research Corporation – 2010 - 2015
- Member, President's Trust, American Assoc. of Colleges and Universities, 2012 – 2015
- Member, NCAA Division II President's Council, 2012 – 2015
- Member, NCAA Division II Committee on Budget and Planning, 2012 - 2015
- Chair, Mountain East Conference, 2012 – 2013
- Chair, West Virginia Intercollegiate Athletic Conference, 2012
- Ex-officio Member, West Liberty University Foundation, 2007 – 2015

Director of Tax Studies Program (2000 – 2007)

Associate Professor (2000 – 2007)

Graduate School of Management

Marshall University

Huntington, WV

Developed and implemented Marshall University's first tax studies program in the Lewis College of Business. In addition to the traditional federal income tax courses, the program created an undergraduate minor by expanding course offerings to include state and local tax, public finance, estate and gift tax, advanced strategies in taxation, tax research and offering advanced tax classes in the University's M.B. A. program.

As an Associate Professor, I taught all of the tax classes in addition to business law at the undergraduate level and business and regulatory environment at the graduate level.

In 2006, I was named a *Fulbright Scholar* by the Council for the Exchange of Scholars, U.S. Department of State and taught classes for a semester at the College of Law, Moldova State University, Republic of Moldova. I also served as a senior advisor to the national tax commission on the implementation of a national property tax.

University Service

- Member, Intellectual Contribution Committee, Lewis College of Business, Marshall University
- Scores Committee, Lewis College of Business, Marshall University

FACULTY APPOINTMENTS AND TEACHING EXPERIENCE

Appointments

- Professor, Bluefield State University, (2021-2023)
- Adjunct Professor, West Liberty University, (2008 – 2012)
- Associate Professor, Marshall University, Graduate School of Management, (2000-2007)
 - Tenure awarded (2007)
 - Research rating – Superior (2006-2007)
- Visiting Professor of American Studies, Institute of Political Studies and International Studies, Fulbright Fellowship, Chisinau, Moldova (2006-2007)
- Professor of Law, Fulbright Fellowship, Moldova State University (2006-2007)
- Visiting Professor, West Virginia University-Marshall University Joint MBA Program (2005 – 2007)
- Visiting Professor, West Virginia University College of Law (2003-2006)
- Adjunct Professor, West Virginia Northern Community College (1995-1997)
- Adjunct Professor, West Virginia Northern Community College (1984-1985)
- Adjunct Professor in Legal Writing, Wheeling College (1979)

Areas of Instruction

- The American Tax System (Fulbright Fellowship)
- State and Local Government
- Business Law
- Fundamentals of Political Science
- American Politics and Government
- Federal Income Tax
- State and Local Taxation
- Estate and Gift Taxation
- Legal Environment – Graduate level
- State and Local Taxation – Graduate level
- Legal Writing

- Real Estate Law

EXECUTIVE EXPERIENCE

The Impact Ministry (July 2024 – present) International Ministerial Fellowship Minneapolis, MN

Licensed pastor helping local churches in a variety of administrative and financial areas; small group leadership; Producer, Brentwood Avenue Entertainment, faith-friendly motion pictures; legal and other counsel

- Cornerstone Family Church, Princeton, WV, developing and advancing small group participation.
- Cornerstone Family Church, Princeton, WV, Director, Christmas Film Festival.
- The 315 Company, Chair, entertainment ministry
- Grace Fellowship Church, Johnson City, TN, Small group leader for “Jesus on Leadership,” and C. S. Lewis study
- Newbridge Church, Wheeling, WV, Consultant, developing and executing capital fundraising campaign

Secretary of Tax and Revenue (1997 – 2000) Governor’s Cabinet State of West Virginia Charleston, WV

Chief Executive Officer of the Department of Tax and Revenue which included the following agencies: State Tax Department, Banking Commission, insurance Commission, Lottery Commission, Alcohol Beverage Control Administration, Racing Commission, Athletic Commission, Municipal Bond Commission. The Department had over 650 employees and was charged with raising revenue in excess of \$3 billion.

During my four years, we completed one of the most aggressive modernization programs in the history of state government that focused on maximizing the use of new technology. For example, we implemented the first online tax-filing program in the state’s history.

As Tax and Revenue Secretary, I chaired the Commission on Fair Taxation, which conducted the most comprehensive review of our tax structure in the state’s history. Both national and international economists and public policy experts critically acclaimed the Commission’s tax reform process and the final recommendations presented to Governor Underwood in February 2000 as one of the country’s most outstanding state tax reform efforts in the recent history.

During my service, I gave over 500 speeches, presentations and media appearances most of which were associated with our tax reform effort.

Other Service

- President, Southeastern Association of Tax Administrators, 1999 - 2000
- Chair, Governor's Commission on Fair Taxation, 1997-2000
- Chair, Governor's Commission on Government Reorganization, 1998 – 2000
- Chair, Industrial Revenue Bond Allocation Commission, 1997-2000
- Chair, Retail Liquor Licensing Board, 2000
- Member, Governor's Commission on Educational Equity and Quality, 1997 – 1999
- Chair, Subcommittee on Educational Funding, 1997-1998

LEGAL EXPERIENCE

Chief of Staff and Senior Legal Counsel (November 2017 to June 2018) Committee on Finance, West Virginia Senate Charleston, WV

My duties and responsibilities included administering the Senate Finance Committee staff; providing legal counsel to the Committee and the Senate, in general, in regard to tax, budget and education issues; and serving a member of the Senate's senior policy team. I drafted the committee's major legislation, which included public employee pay increases and the state's first post-secondary options program.

Of Counsel (2000 – 2007) Steptoe and Johnson Charleston, Huntington and Wheeling, West Virginia

As an Of Counsel member of the firm, I was involved in client development, which included speeches and presentations before various professional organizations throughout the State. The focus of my practice was on government relations, state and local tax, federal taxation, wills and estates, exempt organizations and oil and gas development.

Associate Phillips, Gardill, Kaiser & Altmeyer (1991 – 1997) Wheeling, West Virginia

The focus of my practice was state and local tax, federal taxation, pensions, business reorganizations, wills and estates and exempt organizations. During this time, one of our major clients was a bank holding company that was involved in a series of mergers and acquisitions in which my responsibility was the tax planning. In addition, we assisted companies in converting their pension plans to defined contribution plans and reorganizing nonprofit organizations.

Chief Administrative Law Judge (1985 – 1989)
State Tax Department
State of West Virginia

Serve as the senior judge and administrative officer of the office charged with hearing and deciding all disputes involving state and local tax issues.

Other Legal Experience

- Committee Counsel, West Virginia House of Delegates (1991)
- Editorial Staff, Tax Analysts (1989 – 1990)
- Assistant Prosecuting Attorney, Marshall County, West Virginia (1980-1985)
- Executive Director, Marshall County Taxpayers Association (1979 – 1985)
- Sole Practitioner (1978 – 1985)

OTHER PROFESSIONAL EXPERIENCE

- **Author, “Freethinking Higher Ed,” Substack (2024 to present)**
- **Producer, Brentwood Avenue Entertainment, faith and family films (2015 – 2018)**
- Producer, “Ticket to Nashville,” the movie (2018)
- Producer, “Ticket to Nashville,” a stage musical (2016)
- Associate Producer, “Believe,” Believe – The Movie Production Company” (2016)
- Executive Producer, “A Christmas Tree Miracle” (2013)
- Host, “At Issue,” WLTV (2007 – 2012)
- Executive Producer, “The Pledge,” Flyover Films (2011)
- Supporting Cast, “Moving Numbers,” Political Entertainment Network (2009)
- Supporting Cast, “We Are Marshall,” Warner Brothers (2006)
- Principal, Brentwood Associates LLC, Government Consulting (2004)
- Consultant, Tax Structure Study Commission of Tennessee (2003)
- Consultant, Underwood Institute (2000 – 2003)
- Host, “West Virginia Insider,” Statewide Radio, Monroe Communications (2001 – 2003)
- Guest host, “Tom Roten Morning Show,” WVHU, Huntington, WV (2001 – 2007)
- Co-host, “Statewide Talkline,” Metronews, Morgantown, WV (2000 – 2006)
- Tax Policy Consultant, Office of the Governor, State of West Virginia (2000 – 2001)
- Consultant, Colorado Tax Study Commission (2000 – 2001)
- Consultant, Japan Local Government Center (2001)
- Consultant, Clean Water Trust Fund Project, Center for Business and Economic Research, Marshall University (2000)
- Consultant, Commission on Virginia’s State and Local Tax Structure for the 21st Century (2000)

- Representative, National Governor's Association, Sales Tax Simplification Project (1998-2000)

ACADEMIC HONORS AND RECOGNITION

- **Phi Beta Kappa, West Virginia University**
- **Outstanding Alumnus, Eberly College of Arts and Sciences, West Virginia University (2008)**
- Honorary Doctorate, Moldova State University (2006)
- **Fulbright Scholar, Council for the Exchange of Scholars (2006)**
- **Outstanding Teaching Award, Lewis College of Business, Marshall University (2001)**
- Quality Award, Center for Business and Economic Research, Marshall University (2001)
- Nominee, Professor of the Year, Gamma Beta Phi, Marshall University (2001)
- Outstanding Graduate, Phi Delta Phi Legal Fraternity (1978)
- Carl M. Frasure Legislative Internship (1975)
- West Virginia University Honors Program (1973-1975)
- Pi Sigma Alpha, National Political Science Honorary (1973-1975)

PROFESSIONAL HONORS AND RECOGNITIONS

- **Who's Who in West Virginia Business, West Virginia Media (2013)**
- Hall of Fame, John Marshall High School (2008)
- "Pollie Award," Outstanding Statewide Radio Ad, American Association of Political Consultants (2005)
- **"Distinguished West Virginian," Office of the Governor (2000)**
- Leadership West Virginia, West Virginia Chamber of Commerce, Class of 2000
- Henry Toll Fellowship, Council on State Governments (1998)

PROFESSIONAL DESIGNATIONS

- **Marshall University, Tenure Awarded (2006)**
- Admitted to Practice of Law:
 - United States Supreme Court
 - West Virginia Supreme Court of Appeals
 - Federal District Courts for the Northern and Southern Districts of West Virginia
 - U.S. Fourth Circuit Court of Appeals
 - U.S. Tax Court, 1978 to present

PROFESSIONAL AFFILIATIONS

Member, American Bar Association

- Member, Forum on Entertainment and Sports Industry Law

- Member, Committee on Motion Pictures, Television, Cable and Radio
- Member, Committee on Music and Personal Appearances
- Member, Committee on Theater & Performing Arts
- Member, Rotary International, Wheeling Rotary Club
- Member, West Virginia State Bar
- Member, West Virginia State Bar Committee on Federal and State Taxation
- Member, Beta Alpha Psi, National Business Honorary
- Member, National Tax Association
- Panel of Arbitrators, American Arbitration Association (1994 – 1997)

PUBLIC SERVICE ACTIVITIES

Chair, The 315 Company, an entertainment ministry (2022 to 2024)
 Member, Board of Scholars, Public Policy Foundation of W.Va. (2015 – 2019)
 Regional Economic Development Partnership, Wheeling, WV (2007-2015)
 Group Leader, English Studies, Centrul de Informatii Universitare, Chisinau, Moldova, (2006)
 Chair, Public Policy Foundation of West Virginia (2006 – 2007)
 Member, Governor's Tax Modernization Project (2006 – 2007)
 Chairman, West Virginia Republican Party (2005 – 2006)
 Presidential Elector, State of West Virginia (2004)
 Delegate to the Republican National Convention (2004)
 Candidate for Governor, Republican Party, State of West Virginia (2004)
 Chairman, West Virginia Public Policy Council (2002 – 2004)
 Member, Board of Directors, Underwood Institute, Marshall University (2001 – 2007)
 Member, Board of Directors, Visiting Nurses Association (2000 – 2003)
 Member, Board of Advisors, BB&T, Northern WV (2001 – 2010)
 Member, Board of Directors, Victorian Wheeling Landmarks Association (1993 – 1997)
 Republican Nominee for State Senate, 2nd Senatorial District, West Virginia (1994)
 Member, Ohio Valley Basketball Association (1992 – 1997)
 Volunteer Legal Counsel, Marshall County Solid Waste Authority (1991 – 1997)
 Republican Nominee for House of Delegates, 4th District, West Virginia (1982)
 Member, Board of Directors, Youth Services System (1979 – 1985)

ORGANIZATION MEMBERSHIPS

Member, Grace Fellowship Church
 Member, Cornerstone Family Church
 Member, Vineyard Church
 Member, Twilight Club
 Member, Mountaineer Athletic Club, West Virginia University
 Member, John Marshall Society, Marshall University

INTELLECTUAL CONTRIBUTIONS

Peer Reviewed Journals

"Special Report: Higher Education," *Public Policy Quarterly*, January 2019 (scheduled), (with Raymond Keener III).

"Special Report: State Hospitals," *Public Policy Quarterly*, December 2018 (with Dr. Terry Wallace and Raymond Keener III).

"A Three-Step Plan for Restructuring Higher Education in West Virginia," *Public Policy Quarterly*, December 2016 (with Raymond Keener III).

"Combatting West Virginia's Drug Problem: A Public Policy Agenda," *Public Policy Quarterly*, November 2016 (with Raymond Keener III).

"Funding the Purposes of State Support for Higher Education," *Public Policy Quarterly*, July 2015.

"Financing Public Higher Education: An Agenda for State Legislators," *Public Policy Quarterly*, Fall 2014

"Entrepreneurial Education: A Model Curriculum for Colleges and Universities in West Virginia," *Public Policy Quarterly*, Spring 2013 (with Raymond Keener III).

"The Interstate Taxation of Property," *State Tax Notes*, Tax Analysts, February 21, 2011 (with Raymond Keener III).

"Taxation of Interstate Commerce: A Textualist View," *State Tax Notes*, Tax Analysts, September 1, 2008 (with Raymond Keener, III).

"Challenges Ahead for Property Tax Appeals in Moldova," *Tax Notes International*, Tax Analysts, April 9, 2007.

"West Virginia's Tax Modernization Project: A First Step to Real Tax Reform," *State Tax Notes*, Tax Analysts, December 28, 2006 (with Calvin Kent).

"U.S. Steel and the Import-Export Clause: A Missed Opportunity?" *State Tax Notes*, Tax Analysts, November 13, 2006 (with Woodrow Berry).

"Chief Justice John Marshall and State Competition for Economic Development," *Journal of State Taxation*, Vol. 22, No. 1, Summer 2003 (with Calvin Kent).

"Wired, Wonderful West Virginia," *West Virginia Law Review*, Vol. 304, pp. 305-342, 2002 (with Mark A. Starcher).

"State Tax Reform and Intergovernmental Fiscal Relations: The West Virginia Proposal," *Journal of State Taxation*, Vol. 20, No. 1, Summer 2001, pp. 19-44 (with Calvin Kent and Dale Steager).

"Proposing a State VAT: The Political Experience in West Virginia," *National Tax Journal*, National Tax Association, Spring 2000.

"Tax Incentives and the Governor's Commission on Fair Taxation," *The West Virginia Public Affairs Reporter*, West Virginia Institute for Public Affairs, Morgantown, WV, November 1999 (with Dale Steager).

West Virginia's Agenda for Fair Taxation, with Calvin Kent and Michael Caryl, Governor's Commission on Fair Taxation, Charleston, WV (July 1998). Reprinted in major part, "West Virginia Governor's Commission Makes Reform Recommendation," *State Tax Notes*, Vol. 15, No. 9, pp. 541-581, July 1998.

Peer Reviewed Journal Article Equivalents

Books

Entrepreneurship Education published by West Liberty University Press, West Liberty, WV, September 2010.

Real Tax Reform, published by the Public Policy Foundation of West Virginia: Morgantown, WV, June 2009.

Chapters

"Three Specific Tax Reforms for Increasing Growth," Chapter Six of *Unleashing Capitalism: Why Prosperity Stops at the West Virginia Border and How to Fix It*, , published by the Public Policy Foundation of West Virginia, February 2007 (with Pavel Yakovlev).

Special Reports

"Wheeling Jesuit University – A Report to the Diocese of Wheeling Charleston," by Robin Capehart, Senior Consultant, Georgetown Solutions, [964 pages] (April 15, 2016)

"Beyond Charting the Future: Measuring What Counts, A Review of the State's Master Plan," presented to the Higher Education Policy Commission, October 2011.

"Financing the Future: The Impact of the Proposed Freeze on Tuition and Fees for Academic Year 2010 – 2011, presented to the Higher Education Policy Commission, February, 2010.

"Tax Implications of Electric Deregulation: A Report to Governor Cecil H. Underwood," Grant from the State of West Virginia, Office of the Governor; presented January 10, 2001.

“Recommendations to the Governor,” Governor’s Commission on Fair Taxation, Charleston, WV, presented January 2000 (with Dr. Calvin Kent and Michael Caryl).

“Agenda for Fair Taxation: A Report to the Governor,” with Calvin Kent and Michael Caryl, Governor’s Commission on Fair Taxation, Charleston, WV, July 1998.

“A Status Report to Governor Cecil H. Underwood,” Governor’s Commission on Fair Taxation, Charleston, WV, February 1998

Conference Proceedings

“John Marshall and State Competition for Economic Development, presented to the Association of Private Enterprise Education, Cancun, Mexico, April 7-9, 2002.

“John Marshall and the Race to the Bottom: State Competition for Industry and Jobs,” presented to The John Marshall Bicentennial, Marshall University, Drinko Library, Huntington, WV, February 2, 2001.

“Restructuring the West Virginia Revenue System: The Potential for an SBT,” presented to the 91st Annual Conference on Taxation, National Tax Association, Austin, TX, November 9, 1999 (with Calvin Kent)

“Fair Taxation and Tax Reform: The West Virginia Case,” presented to the 90th Annual Conference on Taxation, National Tax Association, Atlanta, GA, October 10, 1998

Selected Professional Presentations

“Responsibility Centered Budgeting at West Liberty University: A Proposal,” present to the West Liberty University Board of Governors, May 2015.

“Justification for Tuition and Fee Increase for Academic Year, 2012 – 2013, Higher Education Policy Commission, May 5, 2012.

“Learning and Accountability,” presented to the Regional Forum of the Higher Education Policy Commission, Shepherd University, Shepherdstown, WV, October 14, 2011.

“Entrepreneurship Education at West Liberty University,” presented to the West Virginia Council of Accounting Educators, September 24, 2010.

“Doing Entrepreneurship Education Right,” presented to the West Virginia Business Summit, sponsored by the West Virginia Chamber of Commerce, White Sulphur Springs, WV, September 1, 2010.

“Creating Entrepreneurs in West Virginia,” presented to Leadership West Virginia, Wheeling, WV, July 14, 2010.

“The Entrepreneur: West Virginia's Forgotten Man,” presented to the West Virginia Business Summit, sponsored by the West Virginia Chamber of Commerce, White Sulphur Springs, WV, September 2, 2009.

“A Tax Reform Retrospective,” sponsored by the Public Policy Foundation of West Virginia, Charleston, WV, July 21, 2009.

“Moldova and the Fulbright Experience,” presented to the Wheeling Rotary, Wheeling, WV, April 12, 2007.

“The Fundamentals of a Property Tax Appeals,” presented to the Chisinau Rotary Club, Chisinau, Moldova, November 14, 2006.

“The Committee System in Congress and the Role of Lobbyists,” presented to the Dialog Între Legislative, sponsored by the Centrul de Resurse pentru Drepturile Omului (CReDO), Chisinau, Moldova, September 25, 2006.

“West Virginia Tax Structure,” presented to the Cross Coalition, Charleston, WV, September 14, 2004.

“Cutting the Gordian Knot: Economic Growth in West Virginia,” presented to Leadership West Virginia, Shepherdstown, WV, August 12, 2004.

“Economic Growth in West Virginia,” presented to the Huntington Area Development Corporation, Huntington, WV, November 3, 2003.

“Fair Tax Act of 2003,” presented to the Huntington Chapter of the West Virginia Society of Certified Public Accountants, Huntington, WV, October 14, 2003.

“Crafting a 21st Century Tax Structure,” Managing Performance `03 Conference, Governing Magazine, Denver, CO, October 8-10, 2003.

“Reforming a State’s Tax Structure,” presented to the Tennessee Tax Structure Study Commission, Nashville, TN, May 16, 2003.

“Economic Growth and Tax Relief Reconciliation Act of 2001,” presented to the West Virginia Society of CPAs, White Sulphur Springs, WV, April 23, 2002.

“West Virginia’s Independent State Tax Court,” presented to Steptoe and Johnson, Clarksburg, WV, February 22, 2002.

“State Tax Reform: The West Virginia Experience,” presented to Outlook in the States, Governing Magazine, National Press Club, Washington, DC, January 23, 2002.

“Economic Growth and the Tax Relief Reconciliation Act of 2001,” presented by Steptoe and Johnson, PLLC to regional CPA associations, Charleston, WV, June 27, 2001; Huntington, WV, June 28, 2001, Clarksburg, WV, July 10, 2001; and Fairmont, WV, July 11, 2001.

“Taxation in the Energy Sector,” presented to the Ukrainian MBA Cohort from the Industrial Management Institute, Kiev, Ukraine as part of the Marshall University, Lewis College of Business, MBA Program Link, Huntington, WV, June 6, 2001.

“Economics of Tax Reform,” presented to the National Association of Social Workers, West Virginia Chapter, Annual Conference, Charleston, WV, April 26, 2001.

“History of Taxation in West Virginia,” presented to Leadership West Virginia, Marshall University, Huntington, WV, April 5, 2001.

“Funding Our Cities: The Squeeze Begins,” presented to the West Virginia Municipal League, Charleston, WV, February 18, 2001.

“Tax Impact of Public Utility Regulation,” presented to the West Virginia Tax Institute, Davis, West Virginia, September 26, 2000.

“Tax Reform in West Virginia,” presented to the Colorado Tax Commission, Denver, CO, September 18, 2000.

“The Imperative of Tax Reform in West Virginia,” Decision 2000 – Economic Issues in West Virginia, Lewis College of Business, Charleston, WV, September 7, 2000.

“West Virginia’s VAT Proposal,” presented to the Japan Local Government Center, Huntington, WV, September 7, 2000.

“The Cities’ Stake in Tax Reform,” presented to the West Virginia Municipal League, Wheeling, WV, August 26, 2000.

“Tax Reform and West Virginia Counties,” presented to the County Commissioners Association, Parkersburg, WV, August 6, 2000.

“Legal and Practical Aspects of Going into Practice,” presented to the Marshall University of Medicine, Huntington, WV, August 2, 2000.

“Electronic Commerce: To Tax or Not to Tax?” Annual Meeting, Southeastern Association of Tax Administrators, Charleston, WV, July 17, 2000.

“The Essentials of Tax Reform,” presented to the Commission on Virginia’s State and Local Tax Structure for the 21st Century, Charlottesville, VA, July 10, 2000.

“Tax Reform and the Coal Industry,” presented to the West Virginia Coal Institute, Pipestem, WV, May 5, 2000.

“The Process of Tax Reform,” presented to the Corporation for Enterprise Development, Economic Development Fellowship Program, Romanian Presidential Commission on Business Climate and Taxation Learning Tour, West Virginia, South Charleston, WV, February 21, 2000.

“Fiscal Challenges in 2000,” presented to the West Virginia Society of CPAs, Charleston, WV, January 20, 2000.

“Is My Business Required to Collect and Pay Sales Tax?” Navigating the New Millennium: Building Your Business in the 21st Century, West Virginia Development Office, Charleston, WV, January 13, 2000.

“The Role of Coal in Financing Government in West Virginia,” presented to the West Virginia Roundtable Annual Conference, Charleston, WV, December 3, 1999.

“Fundamental Fairness in Business Taxation,” presented before the Huntington Chapter of the West Virginia Society of Certified Public Accountants, Huntington, WV, November 9, 1999.

“Fair Taxation and Tax Reform: The West Virginia Case,” presented at the 92nd Annual Conference on Taxation, National Tax Association, Atlanta, GA, October 25, 1999.

“Policy Challenges in State Taxation,” presented at the annual meeting of the Tri-State Tax Institute, Wheeling Jesuit College, Wheeling, WV, October 19, 1999.

“Tax Compliance – 2000 and Beyond,” presented to the Compliance Workshop of the Southeastern Association of Tax Administrators, Atlanta, GA, October 7, 1999.

“General Update and State Tax Issues on the Horizons,” presented at the 50th Annual Meeting of the West Virginia Tax Institute, Wheeling, WV, September 25, 1999.

“Tax Reform in West Virginia,” presented to the 49th Annual Meeting of the Southeastern Association of Tax Administrators, Lexington, KY, July 13, 1999

“The Single Business Tax: Problems and Potential,” presented to the 49th Annual Meeting of the Southeastern Association of Tax Administrators, Administrative Section, Lexington, KY, July 13, 1999

“Tax Reform, West Virginia Style,” presented to the 67th Annual Meeting of the Federation of Tax Administrators, Milwaukee, WI, June 8, 1999

“State of the States – Tax Reform in West Virginia,” presented to the Florida Institute of Certified Public Accountants State Tax Conference, Orlando, FL, February 5, 1999

“Issues in Tax Fairness,” presented at the Legislative Seminar, West Virginia Society of Certified Public Accountants, Charleston, WV, January 14, 1999

“An Outline of the Fair Tax Plan and Policy Context for Comprehensive Tax Reform,” presented at The Economics of Fair Taxation: A Symposium on Public Finance in West Virginia, Charleston, WV, November 19, 1998

“Governor’s Commission on Fair Taxation.” presented to the 49th Annual Meeting of the West Virginia Tax Institute, Davis, WV, September 29, 1998

“Governor’s Commission on Fair Taxation – A Local Government Perspective,” presented to the Government Finance Officers Association of West Virginia, Wheeling, WV, April 24, 1998.

“Statewide Tax Conversations,” County Commissioners’ Continuing Educational Training Program, County Commissioners’ Association of West Virginia, Charleston, WV, February 8, 1998

“Values in Fair Taxation,” Charleston Chapter, West Virginia Society of Certified Public Accountants, Institute, WV, November 20, 1997

“Governor’s Commission on Fair Taxation – An Update,” presented to the 48th Annual Meeting of the West Virginia Tax Institute, Pipestem, WV, October 7, 1997

Other Intellectual Contributions

At a Slight Angle, <https://robincaphehart.substack.com/> (January 2024 to present).

“REAL School Reform for West Virginia, Public Policy Foundation of West Virginia, www.wvpublicpolicy.com (November 20, 2015)

“Education Reform . . . More Than Common Core, Public Policy Foundation of West Virginia, www.wvpublicpolicy.com (November 13, 2015)

“Economic and Fiscal Impact of Charles Town Racetrack and Gaming Facility in Jefferson County, WV,” with Dr. Serkan Catma, *Public Policy Quarterly*, November 26, 2014.

“Calculating ROI in Higher Education,” *Public Policy Quarterly*, Fall 2012.

Critical Reader, “Great by Choice,” by Jim Collins, 2011.

"Entrepreneurship Education Key to West Virginia's Future," *The State Journal*, Charleston, WV, August 20, 2010.

"West Virginia Entrepreneur: The Forgotten Man," *The State Journal*, Charleston, WV, August 31, 2009.

"Optimal Tax Rate: An Illuminating Benchmark," *The State Journal*, Charleston, WV, January 2, 2008.

"W. Va. Tax Climate: Room to Improve," *The State Journal*, Charleston, WV, November 1, 2007.

"Higher Education: A True Investment in the Future," *The State Journal*, Charleston, WV, October 11, 2007.

"SCHIP Funding Plan May Hurt State Budget," *The State Journal*, Charleston, WV, October 3, 2007.

"A Look at the Energy Tax in Just One Lesson," *The State Journal*, Charleston, WV, August 8, 2007.

"Remembering Milton Friedman and Corporate Tax Rates," *The State Journal*, Charleston, WV, August 3, 2007.

"Glimpse of Lost Future Gives Direction to Tax Reform," *The State Journal*, Charleston, WV, July 18, 2007.

"Decentralizing Government Makes Sense for West Virginia," *The State Journal*, Charleston, WV, June 27, 2007.

"Sales Tax Deserves Additional Examination," *The State Journal*, Charleston, WV, June 20, 2007.

"Transparency in Government is a Good Thing," *The State Journal*, Charleston, WV, June 13, 2007.

"Gross Receipts Tax a Bad Option for West Virginia," *The State Journal*, Charleston, WV, June 6, 2007.

"Study Discloses Failure of Tax Incentives," *The State Journal*, Charleston, WV, May 16, 2007.

"Use Tax is Often a Mystery to Business," *The State Journal*, Charleston, WV, May 9, 2007.

"Pennsylvania Offers Lessons on Gambling in West Virginia," *The State Journal*, May 2, 2007.

"Taking a Realistic Look at Tax Burdens," *The State Journal*, Charleston, WV, April 25, 2007.

"May the Auto Privilege Tax Rest in Peace," *The State Journal*, Charleston, WV, April 18, 2007.

"A Primer on West Virginia's Gasoline Tax," *The State Journal*, Charleston, WV, April 9, 2007.

"Why Does the State Take Timber to the Woodshed?" *The State Journal*, Charleston, WV, March 28, 2007.

"With 'Pop Tax,' Fairness Not Part of the Mix," *The State Journal*, Charleston, WV, March 21, 2007.

"As We Ponder Taxes, Let's Look at the Consequences," *The State Journal*, Charleston, WV, March 14, 2007.

"Property Taxes Key Element of Revenue," *The State Journal*, Charleston, WV, March 7, 2007.

"School-Aid Formula Warrants Review," *The State Journal*, Charleston, WV, February 28, 2007.

"Health Care Provider Tax is Illogical," *The State Journal*, Charleston, WV, February 14, 2007.

"Value-Added Tax: The Sequel," *The State Journal*, Charleston, WV, February 7, 2007.

"Value-Added Tax Offers Advantages," *The State Journal*, Charleston, WV, January 31, 2007.

"City and County Governments Need Greater Flexibility," *The State Journal*, Charleston, WV, January 24, 2007.

"Parting Thoughts on Moldova," *Sunday News-Register*, Wheeling, WV, January 14, 2007.

"Let's Deal with the Facts on Michigan Taxation," *The State Journal*, Charleston, WV, January 10, 2007.

"Tax Reform Priority: Eliminate the Job Killers," *The State Journal*, Charleston, WV, January 3, 2007.

"Rethinking the Tool Belt Theory," *The State Journal*, Charleston, WV, January 2, 2007.

"Practice of Law: Moldovan Style," *Sunday News-Register*, Wheeling, WV, December 17, 2006.

"Tax Reform: Look to New Hampshire," *The State Journal*, Charleston, WV, December 13, 2006.

"Examining West Virginia's Tax Policy Needs," *The State Journal*, Charleston, WV, December 6, 2006.

"Three Rules for Taxing Business Fairly," *The State Journal*, Charleston, WV, November 23, 2006.

"Moldova: Same Students, Different Education," *Sunday News-Register*, Wheeling, WV, November 19, 2006.

“Coach Joe Paterno and Tax Reform,” *The State Journal*, Charleston, WV, November 16, 2006.

“Tax Reform Must Be Thoughtful,” *The State Journal*, Charleston, WV, November 9, 2006.

“What are the Goals of Tax Reform?,” *The State Journal*, Charleston, WV, November 2, 2006.

“Lessons from Moldova,” *The State Journal*, Charleston, WV, October 12, 2006

“First Impressions of Moldova,” *Sunday News-Register*, Wheeling, WV, October 8, 2006.

“Decision Makers,” Statewide Public Affairs Program, West Virginia Media, frequent guest, 2004 – present

“Building Our Economy: Coal and Beyond” and “Small Business Development,” Public Broadcasting Statewide Telethon panelist, West Virginia Public Broadcasting Corporation, Charleston, WV, September 21, 2000.

“Focus on Fairness: A Summary of the Work of The Governor’s Commission on Fair Taxation” Construction News, West Virginia Contractor’s Association: Charleston WV, Vol. 61, No. 6 November/December 1998

Faculty Development Activities

Contributions to Profession

Presenter: “Higher Education in the U.S.,” presentation to Tiraspol State University, Tiraspol, Transnistria, Moldova, November 16, 2006

Presenter: “Business School in America,” presentation to the Centrul De Informatii Universitare, Chisinau, Moldova, November 16, 2006.

Panelist: “Nonprofits and Politics,” presented at the Conference on Nonprofits and Journalism by The Fourth Estate and The Third Sector, Marshall University School of Journalism, Huntington, WV, May 19, 2006.

Presenter: “Educational Opportunities in Business,” presentation to the U.S. Embassy Education Fair, Tbilisi State University, Tbilisi, Republic of Georgia, October 28, 2005

Professional Development Programs

Panelist: “Solving Education Challenges in West Virginia,” a panel sponsored by the West Virginia Chamber of Commerce, White Sulphur Springs, WV, August 30, 2012.

Panelist: “Higher Education in West Virginia,” a panel sponsored by Senator Joe Manchin III, Dow Technology Park, South Charleston, WV, Monday, January 10, 2011.

Chair: “A Prospective on Higher Education in West Virginia,” panel of West Virginia legislators, West Virginia Business Summit, sponsored by the West Virginia Chamber of Commerce, White Sulphur Springs, WV, September 2, 2010.

Panelist: “The Political Economy of Intergovernmental Tax Administration and Compliance,” National Tax Association, May 20, 2005.

Discussant: “Tax Compliance,” National Tax Association, Washington, DC, May 19, 2005.

Panelist: “Converting Analysis into Policy: Supporting the Policy Discussion,” State Tax Reform Studies and Commissions: Issues and Best Practices, National Tax Association, Washington, DC, May 30, 2003.

Chair: “Development Issues,” Property Rights, Institutions and Emerging Economies, The Association of Private Enterprise Education, Cancun, Mexico, April 7-9, 2002.

Chair: “The Future of State Taxation,” Annual Meeting, Southeastern Association of Tax Administrators, Charleston, WV, July 18, 2000.

Chair: Fiftieth Annual Southeastern Association of Tax Administrators Conference, Charleston, WV, July 15 – 19, 2000.

Participant: “Managing Taxation: Guide Your Company, State or Municipality through Changing Tax Structures of an Open Electric Market,” presented by The Center for Business Intelligence, Chicago, IL, April 25-26, 2000

Respondent: “Taxation of Transactions Under Electric Deregulation,” Institute for Professionals in Taxation, National Tax Association, Sarasota, FL, January 24-25, 2000

Participant: Forty-ninth Annual Southeastern Association of Tax Administrators Conference, Lexington, KY, July 10 – 14, 1999.

Participant: Forty-eighth Annual Southeastern Association of Tax Administrators Conference, Hot Springs, AK, July 11 – 15, 1998.

Participant: Forty-seventh Annual Southeastern Association of Tax Administrators Conference, Richmond, VA, July 12 – 16, 1997.

Substack Postings

Freethinking Higher Education

February 6, 2024 - Welcome to "At a Slight Angle"
February 8, 2024 - Don't wait for the roof to fall
February 12, 2024 - Making a Sports Enrollment Strategy Work.
February 15, 2024 - Seven Strategies for Sports Enrollment
February 22, 2024 - Doors slamming shut.
February 26, 2024 - Higher ed clings to shaky metric
February 29, 2024 - The game and the classroom
March 4, 2024 - Bring 'em Back Alive
March 6, 2024 - Einstein was a Smart Guy
March 11, 2024 - Prioritize Financial Aid
March 14, 2024 - In Learning, Curiosity is Everything
March 18, 2024 - Help from the Yellow Pages
March 21, 2024 - My kid got a scholarship! Not really.
March 25, 2024 - Who's making money at your college - and who's not?
March 27, 2024 - We'll pay when we get the bill . . .
April 1, 2024 - Why taxpayers subsidize higher ed
April 3, 2024 - NIL: Buyer beware
April 8, 2024 - Note to State Legislatures: Colleges won't reform themselves
April 18, 2024 - Thinking and Talking
April 22, 2024 - It's time to measure what matters
April 25, 2024 - Wanted: Students who want to learn
April 26, 2024 - Uncertain financial future
April 29, 2024 - Thinking outside the schoolhouse
May 2, 2024 - What makes your college so special
May 6, 2024 - Department of Labor's bad timing
May 9, 2024 - Unleashing innovation and improvement
May 13, 2024 - Restoring the Burden of Expectations
May 16, 2024 - The Rise of Nontraditional Programs
May 20, 2024 - Building degrees, attracting students
May 23, 2024 - Still driving a Model-T
May 30, 2024 – Why our colleges exist?
June 3, 2024 – Square Peg, Round Hole
June 11, 2024 - Learning will drive enrollment
June 17, 2024 - Student support: The personal touch
June 20, 2024 - Planning your future: From futility to focusing
June 24, 2024 - Everyone gets an "A" . . . (well, almost everyone)
July 8, 2024 - Teaching Entrepreneurship and Leadership
July 15, 2024 - Preparing the Next College President
July 22, 2024 - A Guide to Assessing Financial Stability
July 29, 2024 - Here's Five Good Community Engagement Programs
August 5, 2024 - Results over Compliance?
August 12, 2024 - "Be Curious, Not Judgmental"
August 19, 2024 - All Colleges Can Be Prominent"

August 26, 2024 - What College Graduates Should Know
 September 3, 2024 - Rethinking Academic Regulation
 September 9, 2024 - Governing Boards Own the Vision
 September 16, 2024 - Duel Credit Programs: Behind the Shiny Penny
 September 23, 2024 - Dear Students: The World will Change
 September 30, 2024 - Measuring Real Learning
 October 7, 2024 - The Institutionalization of Higher Education
 October 14, 2024 - Good-bye "Majors," Hello "Career Pathways!"
 October 21, 2024 – New Colleges, Old Values, Big Decisions
 October 28, 2024 - Colleges Need Academic Objectives
 November 4, 2024 - Wanted: Visionary Presidents
 November 11, 2024 - Time to Consider Charter Colleges
 November 18, 2024 - Letter Grading is Failing our Students
 November 25, 2024 – In Learning, Curiosity is Everything
 December 2, 2024 – Meaningful Results over Process
 December 9, 2024 – Assuring Classroom Learning
 December 16, 2024 – Yes, but will You Show Up On Time?
 December 30, 2024 – The Outsourcing Option
 January 6, 2025 – Shift in Higher Ed: Embracing Stackable Credentials
 January 7, 2025 – Post-tenure Review in Need of Review
 January 13, 2025 – Innovative Presidents Wanted? Not Really.
 January 20, 2025 – The Case for Blending Liberal Arts and Career Paths
 January 27, 2025 – Rightsizing Institutional Autonomy
 February 3, 2025 – Time to Scrap Electives?
 February 10, 2025 – Think Twice before Diving into Online Education
 February 17, 2025 – The Entrepreneurial College
 February 24, 2025 – Turf Wars Hurting Community Health Care Needs
 March 3, 2025 – Higher Ed’s \$112 Billion Problem
 March 10, 2025 – Colleges Not Exempt from the Law of Supply and Demand
 March 17, 2025 – “Borrow and Buy” Now Rules the Day
 March 24, 2025 – Higher Education’s Broken Promise
 March 31, 2025 – Rethinking Student Recruitment
 April 7, 2025 – Skills vs. Credentials
 April 14, 2025 – Government Funded Research Studies?
 April 21, 2025 – Time for a Focused Professional Degree? (Part I)
 April 23, 2025 – Time for a Focused Professional Degree? (Part II)
 April 28, 2025 – Incentivizing Colleges to Produce High Demand Graduates
 May 5, 2025 – Rethinking Strategies for Struggling Colleges (Part I)
 May 7, 2025 – Rethinking Strategies for Struggling Colleges (Part II)
 May 12, 2025 – The Skills Gap, the College Gap, the Will Gap (Part I)
 May 14, 2025 – The Skills Gap, the College Gap, the Will Gap (Part II)
 May 15, 2025 – What Makes Your College So Special?
 May 16, 2025 – The Skills Gap, the College Gap, the Will Gap (Part II)
 May 19, 2025 – Choosing an Answer Isn’t Learning

May 22, 2025 – Higher Ed Clings to Shaky Metric
May 27, 2025 – Doors Slamming Shut
June 2, 2025 – The Value of Stackable Credentials (Part I)
June 3, 2025 – The Value of Stackable Credentials (Part II)
June 4, 2025 – The Value of Stackable Credentials (Part III)
June 9, 2025 – Navigating Declining Enrollment and Shifting Demands
June 20, 2025 – It’s All About Learning
June 23, 2025 – Bringing Back Night School
June 26, 2025 – Strategic Re-engagement of Adult Learners
June 30, 2025 – Meaning Results over Processes (Part II)
July 7, 2025 – Career Pathway Colleges Need New Organizational Structure
July 14, 2025 – Setting the Bar for Your Graduates
July 21, 2025 – Career Pathways vs. Traditional Curriculum
July 28, 2025 – Recruiting Students in High Demand Fields
August 4, 2025 – Telling Prospective Students What They Want – and Need to Hear
August 11, 2025 – Closing the Campus “Will Gap”
August 18, 2025 – Institutional Accreditation: All Hat and No Cattle
August 25, 2025 – The Real Meaning of “Economic Value”
September 2, 2025 – Legislators, Industry Expect “Economic Value” Also . . .
September 8, 2025 – Business School Transformation
September 15, 2025 – In-house Education on the Rise

PERSONAL INFORMATION

Born in Gallipolis, Ohio. Married to Dr. Amanda Banks, an education professor at East Tennessee State University. One daughter, Emily, a 2018 graduate of Pepperdine University, Malibu, CA. (B.A. Film Students) and a 2021 graduate of Chapman University in Orange, CA (M.F.A. in Directing).

I am a licensed minister through the International Ministerial Foundation and founded The Impact Ministry which is an effort to create disciples in fulfillment of The Great Commission. I have been very active in the churches within the communities I have lived serving in a number of other capacities. Also, I have been active in the community including the arts and various civic organizations. My personal interests include public speaking, leadership studies, public policy and history. I currently lead a life group at Grace Fellowship Church, Johnson City, TN dedicated to the study of C. S. Lewis. (We call ourselves “The Gracelings.”)