

REUBEN FALOUGHI, PH.D.

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EDUCATION

- Ph.D. in Counseling Psychology Fall 2019
APA Accredited Program
University of Missouri (MU)
Columbia, Missouri
Cumulative GPA: 3.96
Advisor: Keith Herman, Ph.D.
Dissertation Title: Examining the Effects of an Intergroup Dialogue Based Diversity and Social Justice Course on Students' Multicultural Competencies
- Psychology Internship Fall 2018
APA Accredited Program
Counseling and Wellness Center
University of Florida
Gainesville, Florida
- M.Ed. in Counseling Psychology Fall 2015
University of Missouri (MU)
Columbia, Missouri
Cumulative GPA: 3.96 (Summa Cum Laude)
Advisor: Keith Herman, Ph.D.
- B.S. in Psychology May 2013
University of Georgia (UGA)
Athens, Georgia
Cumulative GPA: 3.50 (Cum Laude)
Psychology GPA: 3.76
Advisor: Cynthia Suveg, Ph.D.

EMPLOYMENT AND CLINICAL EXPERIENCE

- RTF Liberating Enterprise, LLC** Spring 2022-Current
Tampa, Florida
Role: CEO and Founder; Licensed Psychologist, Speaker, Consultant
Values Statement: RTF Liberating Enterprise, LLC empowers people by enhancing awareness, knowledge, and skills in the areas of wellness, communication, and leadership. We work in collaboration with change agents working to liberate people from oppression. Specific values of the organization are: authenticity, love, autonomy, growth, communication, courage, and positive action.
Vision Statement: To live in a free, loving, and connected world
Mission: To maximize humyn potential via enhanced awareness, knowledge, and skills in the areas of wellness, communication, and leadership development
Strategic Goals:
- Support, develop, and advocate for marginalized communities
 - Enhance wellness, communication, and leadership skills for sustainable change at the individual, interpersonal, and institutional contexts
 - Create relationships with local, national, and global change agents and organization to identify avenues for service provision, collaboration, and network building

University of South Florida Counseling Center

Fall 2019-Spring 2022

*Counseling Center, Tampa, Florida**Placement description: 40 hours/week at large university-based clinic providing counseling services to college-aged students and consultation and outreach services to campus stakeholders.**Supervisors: Lisa Ferdinand Ph.D. & Scott Strader Ph.D.*

- Conduct weekly individual, couples, and group therapy sessions with adults with Anxiety Disorders, Adjustment Disorders, Bereavement, Bipolar Disorders, Major Depressive Disorders, Posttraumatic Stress Disorder, Suicidal Ideation, and Learning Disabilities.
- Maintain a caseload of 16 weekly clients and 3-4 weekly triage assessments.
- Provide 2 hours/week of emergency on-call walk-in services.
- Co-facilitate psychotherapy and/or skills-based groups each semester
 - Psychotherapy Group
 - Understanding Self & Others (General/Students of Color)
 - Skills-Based Group
 - Acceptance and Commitment Therapy (ACT) skills-based group
 - Mindfulness Meditation
 - Support Groups
 - Making Sense of Now: A Healing Space for Black Students
 - Our Voices: A Healing Space for People of Color
- Supervise graduate student clinicians and pre-doctoral interns.
- Facilitate year-long diversity seminar for pre-doctoral internship training program
- Member of committee for diversity and inclusion and professional development committee.
- Participate in outreach and/or consultation with campus community
- Develop and write psychological assessments, session notes, and diagnostic summaries.

University of Florida Counseling and Wellness Center

Fall 2018-Summer 2019

*Counseling Center, Columbia, Missouri**Placement description: 40 hours/week at large university-based clinic providing counseling services to college-aged students and outreach and consultation to campus stakeholders.**Training Director: Natasha Meynard-Pemba Ph.D., Licensed Psychologist**Supervisors: Chun-Chung Choi Ph.D., Licensed Psychologist; Amanda Lawson-Ross Ph.D., Licensed Psychologist; Anthony Greene Ph.D., Licensed Psychologist; Mei-Fang Lang Ph.D., Licensed Psychologist; Geoff Lee Ph.D., Licensed Psychologist; Tina Tannen Ph.D., Licensed Mental Health Counselor; Lisa Buning Ed.S., Licensed Mental Health Counselor*

- Conduct weekly individual, couples, and group therapy sessions with college-aged adults with Anxiety Disorders, Adjustment Disorders, Bereavement, Bipolar Disorders, Major Depressive Disorders, Posttraumatic Stress Disorder, Suicidal Ideation, and Learning Disabilities.
- Maintain a caseload of 12 weekly clients (i.e. Individual and Couples) and 4 weekly triage assessments.
- Co-facilitate 2 psychotherapy groups/semester (1 process-oriented & 1 skills-based):
 - Fall 2018:
 - Understanding Self & Others for Men of Color (Psychotherapy Group);
 - Taking Hold of Your Mind and Heart Dialectical Behavior Therapy (DBT) Group (Skills-Based Group)
 - Spring 2019
 - Understanding Self & Others – Men of Color (Psychotherapy Group)
 - Team Humanity: REALizing US (Skills-Based Group; see details below)
- Provided 4.5 hours/week of emergency on-call walk-in services.
- Participated in individual and group supervisions
- Supervised first year practicum students in University of Florida's Counseling Psychology doctoral program.
- Member of Crisis Response Team/Committee.
- Participated in monthly staff meetings.
- Participated in outreach programming for campus community (3 presentation & 2 tabling events/semester).
- Developed and wrote psychological assessments, session notes, and diagnostic summaries.

- Conducted individualized consultation project (in progress)
- Created and facilitated “Team Humanity: REALizing Us” psychotherapy group
 - Created 12-week interactive, hybrid psychotherapy group (psychoeducational, skills-Based and process-oriented) for diverse group (race/ethnicity, gender, class, year in school, sexual orientation, ability status) of undergraduate and graduate students.
 - Invited members to engage in individual and group activities that stimulate holistic (intellectual, emotional, physical, and spiritual) awareness, development, and well-Being.
 - Facilitated discussion on individual, institutional, and societal/cultural forms of oppression and liberation.
 - Created individual and group activities for group participants to learn and practice:
 - Self-Reflection
 - Identity Development
 - Conflict Resolution
 - Non-violent Communication (i.e. compassionate communication)
 - Community Development (i.e. intra group and inter group) & Group Cohesion
 - Active Listening
 - Empathetic Understanding
 - Supervisor: Amanda Lawson-Ross Ph.D., Licensed Psychologist
- Created and co-facilitated Men of Color psychotherapy group
 - Create 12-week interactive, process-oriented psychotherapy group for undergraduate and graduate student men of color.
 - Process self-exploration, self-expression, relating with other men in a healthy ways, and a variety of opportunities and challenges at the intersections of race/ethnicity and gender, specifically as men of color.
 - Facilitate discussion on individual, institutional, and societal/cultural forms of oppression and liberation.
 - Supervisor: Anthony Greene Ph.D., Licensed Psychologist

University of Missouri Counseling Center

Fall 2017-Spring 2018

Counseling Center, Columbia, Missouri

Placement description: 10 hours/week at large university-based clinic providing counseling services to college-aged students.

Supervisor: Jessica Semler Ph.D., Licensed Psychologist; Renee Powers-Scott M.Ed. Licensed Professional Counselor

- Conducted weekly individual therapy sessions with college-aged adults diagnosed with Anxiety Disorders, Major Depressive Disorder, Posttraumatic Stress Disorder, Autism Spectrum Disorder, Suicidal Ideation, and Learning Disabilities.
- Maintained a caseload of 7 clients/week and 1 assessment/week.
- Participated in outreach programming for campus community.
- Developed and wrote treatment plans, session notes, and diagnostic summaries.
- Participated in 1 hour/week of individual supervision.

Westminster Wellness Center

Fall 2016-Spring 2017

Fulton, Missouri

Placement description: 10 hours/week at small university-based clinic providing counseling services to college-aged students and student-athletes and outreach and consultation services to campus stakeholders.

Supervisors: Anne Rulo LMFT, LPC; Kasi Lacey, Ph.D., Licensed Psychologist.

- Conducted weekly individual therapy sessions with college-aged adult students and student-athletes diagnosed with a variety of disorders including Adjustment Disorders, Attention-Deficit Hyperactivity Disorder, Posttraumatic Stress Disorder, Major Depressive Disorder, Bipolar Disorder, Dysthymic Disorder, Anxiety Disorders, and Learning Disabilities.
- Maintained a caseload of 10-12 clients/week.

- Consulted and collaborated with on staff nurse practitioners related to individual client and/or organizational needs.
- Co-created and co-facilitated 2 student support groups, one for international students in response to campus climate following 2016 presidential election and another for students seeking intercultural engagement.
- Co-organized and co-facilitated inclusive campus outreach programming for Black/African American History month.
- Participated in outreach programming for Green Dot Bystander Intervention & Athletic Department.
- Developed and wrote treatment plans, session notes, and diagnostic summaries.
- Provided consultation to faculty and wellness center staff on diversity and social justice related topics.

Thomson Center for Autism and Neurodevelopmental Disorders Summer 2014-Spring 2016
Columbia, Missouri

Placement description: 10 hours/week at department-based clinic providing comprehensive, integrative psychological services to at-risk children, adults, families, schools and communities.

Supervisors: Connie Brooks, Ph.D., Licensed Psychologist, Megan Carney, Ph.D., Licensed Psychologist, and Andy Knoop, Ph.D., Licensed Psychologist.

- Provided psychotherapeutic and comprehensive evaluations to diverse children, adolescents, and college-aged adults.
- Conducted clinical interviews and behavioral observations with children, adolescents, adults, parents/caregivers.
- Administered, scored, and interpreted measures of behavior, personality, cognition, and achievement.
- Wrote integrated reports that include diagnostic assessments and recommendations for intervention and services.
- Provided parent/caseworker consultation for children diagnosed with psychopathology.
- Provided academic, behavioral, mental health consultation to parents, families, group homes (Coyote Hill Christian Children's Home), and residential treatment facilities (Great Circle Residential Treatment).
- Served as peer mentor to first year practicum students.
- Created Dream Team psychotherapy group:
 - Created and facilitated 10-week psychotherapy group for a Black male adolescents in foster care.
 - Customized psychotherapy sessions for Black/African-American adolescents in foster care.
 - Provided psychoeducation to build skills and knowledge related to racial identity development.
 - Presenting concerns include Anxiety, Anger, Academic Issues, Adjustment concerns, Posttraumatic Stress Disorder, Grief, Learning Disabilities, medical concerns (e.g. hygiene concerns, issues as a result of fetal alcohol syndrome, medication side effects, etc.), Oppositional Defiant Disorder, Psychosis, race-based trauma, victimization by bullying.
 - Supervisor: Connie Brooks, Ph.D., Licensed Psychologist.

CONSULTATION EXPERIENCE

Large Midwestern University Conflict Resolution

Fall 2020

- Assessed needs of organization following incidents of alleged racial injury between white department chair and Black identified tenure track faculty member.
- Completed interviews with all parties involved in the conflict to gather information about the nature of the conflict.
- Engaged in collaborative goal identification with all stakeholders.
- Created customized 4 step conflict resolution process including needs assessment, preparation, conflict resolution, and summary conference based on consultee's espoused goals.

- Engaged in conflict resolution process using nonviolent communication skills, while attending to issues related to identity and power with stakeholders.
- Facilitated one-on-one and group meetings to increase awareness, knowledge, and skill in with nonviolent communication and relevant psychological processes.
- Facilitated 'summary conference' between all stakeholders to review conflict resolution process, learning, and next steps following consultants exit from the organization.
- Completed summary reports for stakeholders, which included relevant observations, interpretations, and recommendations.

University of Florida Consultation Project

Summer 2019

University of Florida Counseling and Wellness Center, Gainesville, Florida;

- Assessed needs of college students' utilizing counseling services
- Collected qualitative data from University of Florida students and University of Florida counseling center senior administrator
- Analyzed interview data using relevant research and evidence based solutions
- Completed report and presented data collected to counseling center staff and administration
- Provided individual and institutional level recommendations for future directions for counseling center leadership, clinicians, and staff
- Provided diversity and social justice based consultation to counseling center leadership, clinicians, and staff.

Mindfulness Based Community Building Workshop

Summer 2017

University of Georgia, Athens, Georgia

- Organized free, open community event for Athens, GA and University of Georgia students and Athens, Georgia residents.
- Facilitated community building and mindfulness-based relaxation exercises.
- Facilitated intergroup based dialogue with participants on origins of oppression, current social issues, and opportunities for social change.

University of Puget Sound Student Activists Workshop

Spring 2016

University of Puget Sound, Tacoma, WA

- Engaged Puget Sound student organizations and activists on individual and institutional oppression and related change processes via large and small group dialogue and related activities.
- Facilitated community building and mindfulness-based relaxation exercises.
- Facilitated intergroup based dialogue on relevant communication strategies within student-activist communities and between student activists and campus leadership.
- Modeled problem-posing methodology and liberation frameworks.
- Provided print and media resources to student activists for supplement workshop learning.

University of Missouri Team Building Workshop

Fall 2015

Career Center, Columbia, MO

- Engaged Missouri Career Center professional and student staff on story-based education, communication, and conflict resolution skills via via large and small group intergroup dialogue and body oriented techniques.
- Demonstrated importance of authentic story-telling as a form of personal and identity development.
- Explored skills, knowledge, and resources to address campus climate during campus protests.

Graduate Student Consultation Project

Spring 2015

ESC PS 8087: Organizational Consultation

Department of Educational, School, and Counseling Psychology, University of Missouri

Supervisor: Barbara Williamson, Ph.D.

- Provided consultation to True North domestic and sexual violence shelter and outreach center.
- Assessed and diagnosed barriers within the work place for on-site staff members.

- Co-facilitated crisis management training for on-site staff
- Collaborated with leadership and staff to develop a protocol for working challenging residents.
- Created resource database for ongoing training opportunities upon exit from organization.

STUDY ABROAD & OTHER SPECIAL PROJECTS

Ambassador and Teacher Trainer for the Anne Frank Project Summer 2018

The Anne Frank Project, Buffalo, New York; Kigali, Rwanda

Primary Goal: Exchange tools and vocabulary for conflict resolution, community building, and identity exploration in communities and schools world-wide.

Mission: "To use storytelling as a vehicle for community building, conflict resolution, and identity exploration...(the project) surfaces and shares stories stifled by oppression"

Supervisor: Drew Khan Ph.D.

Duties:

- Engaged in consultation with K-12 Rwandan educators to explore story based education as an interactive, group based intervention to supplement existing curriculum and pedagogical structures
- Co-created and performed a story-based education play to share with Rwandan communities and school students.
- Engaged in collaborative learning with Rwandan educators and genocide memorial staff about the 1994 Rwandan genocide against the Tutsi people.
- Completed two 3-day story-based education professional development workshops with Rwandan educators and school personnel learning story-based education aimed to enhance facilitation of identity development, conflict resolution, and community building between students and teachers in the classroom setting.

Co-Founder and Graduate Assistant at The Bridge Summer 2015-Fall 2015

College of Education, University of Missouri

Primary Goal: Develop and expand social justice perspectives and obligations in all University of Missouri College of Education graduates.

Mission: To address critical societal needs through increasing the opportunities for learning, training, and service related to multicultural issues and endeavors.

Supervisor: Kathryn Chval Ph.D. Former Dean of University of Missouri's College of Education

Duties:

- Co-founded *The Bridge*.
- Created objectives, goals, and mission.
- Developed logo and marketing materials for promotion.
- Facilitated intergroup based dialogue with College of Education faculty, students, and staff.
- Created diversity and inclusion related programming for College of Education stakeholders.
- Conducted presentations to campus and community members on issues related to social justice, diversity, and inclusion with audience sizes from 20-100 participants.
- Served as a peer mentor for undergraduate and graduate students.
- Planned guest speaker itinerary for campus visit.
- Managed social media accounts (Twitter, Facebook, Instagram).

TEACHING EXPERIENCE

Instructor for ESCP 2000: Experience Cultural Diversity in the U.S. Spring 2016- Spring 2018

Department of Educational, Counseling, and Counseling Psychology

College of Education, University of Missouri

Goal: The purpose of this course is to examine cultural diversity in U.S. society, to increase self-awareness related to worldviews and beliefs about diversity issues, and to increase understanding of the intersections of multiple group identities.

Supervisor: Lisa Flores Ph.D.

Duties:

- Instructor of ESCP 2000
 - 2 sections Spring 2016

- 1 section Fall 2016
- 1 section Spring 2017
- 1 section Fall 2017
- 1 section Spring 2018
- Created orientation and new instructor training for incoming instructors teaching the course.
- Standardized curriculum and syllabus for the college-wide (College of Education) expansion of the course targeting undergraduate pre-service teachers/students and as a prerequisite towards graduation.
- Developed and implemented interdisciplinary multicultural curriculum.
- Facilitated 3x 50 minute weekly sessions (MWF) or 2x 1 hour 15 minute weekly session (TR) per course section
- Facilitated student development in analysis, dialogue, interactive activities, lectures, and comprehension of topics related to diversity and social justice.
- Co-facilitated weekly supervision meetings with faculty supervisor and fellow graduate student instructors.
- Course topics included: community building, diversity and social justice conceptual frameworks, speciesism, human supremacy, sexism, classism, racism/white supremacy, heterosexism, trans* oppression, religious oppression, immigrant and refugee oppression, ableism, social activism.

Instructor for ESC PS 8560: Immigrant Issues in Education

Spring 2017

Department of Educational, Counseling, and Counseling Psychology

College of Education, University of Missouri

Goal: The purpose of this course is to facilitate critical thinking skills, highlight strengths and areas of growth as a multicultural competent educator, articulate self-awareness of one's identities, and to create and implement a plan to employ skills to work more effectively with diverse students, particularly immigrant students.

Supervisor: Lisa Flores Ph.D.

Duties:

- Course grading and preparation time: 3-5 hours per week.
- 3-credit course offered to on-campus and distance learners.
- Course topics included: Immigrant and U.S. schools; facts and myths about immigration; immigrant children, families, and their environment; acculturation and migration processes, immigrant children from Asia, Latin America, the Middle East, and Caribbean and Africa; language issues.

Instructor for ESC PS 8087: African American Education

Fall 2016

Department of Educational, Counseling, and Counseling Psychology

College of Education, University of Missouri

Goal: The purpose of this course is to facilitate critical thinking skills, highlight strengths and areas of growth as a multicultural competent educator, articulate self-awareness of one's identities, and to create and implement a plan to employ skills to work more effectively with diverse students, particularly African-American/Black students.

Supervisor: Lisa Flores Ph.D.

Duties:

- Course grading and preparation time: 3-5 hours per week.
- 3-credit course offered to on-campus and distance learners.
- Course topics included: History between Black/African-Americans and U.S. Education system (e.g. deculturalization, segregation, civil rights, and other legal issues), school-to-prison pipeline, classroom management practices, culturally relevant pedagogy, black-white achievement gap, language issues, mental health, behavioral issues, and the juvenile justice system.

Facilitator for ESCP 9000: Multicultural Issues in Psychology
 Department of Educational, Counseling, and Counseling Psychology
 College of Education, University of Missouri

Fall 2016

Goal: The purpose of this course is to facilitate critical thinking skills, identify strengths and areas of growth as a multicultural competent clinician serving diverse populations, articulate self-awareness of one's identities, and to create and implement a plan to employ skills to work more effectively with diverse clients, with diverse clinical presentations.

Supervisor: Lisa Flores Ph.D.

Duties:

- Facilitated weekly 1 hour break out group for 5 students to discuss content referenced in the course
- Course topics included: cultural awareness, bias in mental healthcare, cultural consideration when working with diverse groups (e.g. race, gender, class, ability, etc.)

PUBLICATIONS

Faloughi, R., & Herman, K. (2020). Weekly Growth of Student Engagement during a Diversity and Social Justice Course: Implications for Course Design and Evaluation. *Journal of Diversity in Higher Education*.

Faloughi, R., & Herman, K. C. (2020). Examining the Effects of an Intergroup-Based Diversity and Social Justice Course on Students' Multicultural Competencies and Engagement. *Journal of Prevention and Health Promotion*, 2632077020943845.

Hargons, C., Mosely, D., Falconer, J., **Faloughi, R.** Singh, A., Stevens-Watkins, Danelle., Cokley, K., (2017) Black Lives Matter: A Call to Action for Counseling Psychology Leaders. *The Counseling Psychologist*.

Herman, K. C., Reinke, W. M., Thompson, A., & **Faloughi, R.** (2014). Universal prevention to support children's mental health in schools. In A. Grills & M. Holt (Eds.), *Critical Issues in School Mental Health: Evidence-based Research, Practice, and Interventions*. New York: Routledge

LEADERSHIP, CAMPUS, AND PROFESSIONAL ACTIVITIES

Guest Facilitator for Academics for Black Lives Fall 2020-Summer 2021

- Collaborated with Dr. Della Mosley and Pearis Bellamy's nation-wide anti-racism curriculum, Academic for Black Lives, aimed at "Healing for Black folx, Accountability for Non-Black folx"
- Facilitated workshop series exclusive for Black men in Academia titled, "My Brother's Keeper: A Freedom Incubator for Black Men in Academia" aimed a support and short- and mid-term goal acquisition for Black professionals and students in academia.

Speaker @ March for Our Freedom in Gainesville, Florida Spring 2020

- Consulted with local community activists on logistics and marketing of community march following highly publicized state violence targeting Black people.
- Spoke at march with 3000+ in attendance
- Completed interviews with local media following the event

Member of APA Division 17's Presidential Task Force (Liberation Incubator) Fall 2019 – Fall 2020

- Collaborated with task force to launch *12 Months of Building a Counseling Psychology of Liberation* series designed to expand liberatory frameworks in counseling psychology
- Co-facilitated webinars, podcasts, and twitterchats on topics including: diversity, decolonization social justice, white allyship, immigration issues, racial trauma, institutional oppression within counseling psychology training, practice, and research

- Co-facilitated racial healing circles for counseling psychology practitioners, trainees, researchers, and educators in response to heightened racial tension in the country

Member of University of South Florida's Committee of Diversity and Inclusion Fall 2019-Fall 2021

- Internal Climate Lead
- Co-facilitated regular, bi-weekly meetings.
- Co-creator of Intentional Dialogue Series (IDS), an intergroup dialogue based series, aimed at enhancing staff clinician multicultural competence and internal work climate.
- Co-creator of Cultural Share series aimed at increasing group cohesion and enhancing internal work climate.
- Completed question based analysis of individual and organizational challenges for committee and center leadership.

Founder of the Student Coalition for Critical Action (SCCA) Spring 2015-Fall 2015

- Organized and facilitated multicultural space for graduate and undergraduate students to learn and practice skills needed to support, develop, and advocate for marginalized students at the University of Missouri.
- Facilitated weekly "Hour of Empowerment" groups to support increased awareness, knowledge, and skills on current sociopolitical context (e.g. national Black Lives Matter movements, campus climate, etc.) and impact on students on campus, especially marginalized students
- Created student-led campus campaigns aimed at developing advocacy skills and transforming oppressive institutional policies and practices.

Co-founder of ConcernedStudent1950 Fall 2015

- Co-founded #ConcernedStudent1950, a student-led advocacy group at the University of Missouri.
- Organized and facilitated advocacy and educational events for diverse groups of students, staff, administrators, community members, and other campus stakeholders.
- Planned and executed homecoming demonstration during Fall 2015 homecoming procession.
- Met with university system officials and Missouri state representatives regard campus climate and policy.
- Created healing spaces for student emotional processing both during and after campus protests, heightened racial tension, and following retaliatory threats to African-American students.

President of the Counseling Psychology Student Organization (CPSO) Spring 2015-Spring 2016

- Reestablished University of Missouri Counseling Psychology student organization after four-year hiatus with limit student representation in academic department.
- Created and implemented mentoring program for first-year students (CPSO BIG bro/BIG sis mentoring program).
- Organized on-going meeting between students within Program.
- Organized annual Fellowship BBQ for the department.
- Communicated student concerns and affairs to faculty member, vice-versa.

Organizer for MU4MikeBrown Fall 2014-Spring 2015

- Organized students to bring attention to poverty, education, police brutality, women's rights and other significant issues affecting marginalized groups at the University of Missouri.
- Coordinated and assisted peaceful demonstrations on campus and in surrounding community.
- Provided education opportunities to campus and surrounding communities using principles of love, justice, inclusiveness, enlightenment, and pride.

Student Representative on Faculty Search Committee Fall 2014

- Nominated by faculty to provide student representation for the University of Missouri Counseling Psychology Program.

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- Participated in meetings with students, prospective candidates, and faculty regarding 2 tenure tracks and 1 non-tenure track professor.
- Contributed to discussions with students, prospective candidates, and faculty through critical feedback and questioning.
- Advocated for student needs and wishes.
- Interacted with Candidates.
- Collaborated with members to submit recommendation to the dean of the college.

Office Assistant in Psychology Department of the University of Georgia Spring 2012- Spring 2013

- Assisted Academic Counselor Tracy Villaveces.
- Coordinated undergraduate meetings.
- Built rapport with undergraduates and served as a liaison for between office campus partners.

Participant in the NEA's (National Education of America) Reading Day Spring 2012- Spring 2013

- Visited local elementary school students and speak on the importance of literacy.
- Read children's books to local elementary school children for national reading day.

Letterman of the University of Georgia Football Team Summer 2009- Fall 2013

- NCAA Division-1 Athlete.
- Position: Outside Linebacker #95.
- Head Coach: Mark Richt; Position Coach: Todd Grantham.

KEYNOTES, WORKSHOPS, PRESENTATIONS, PANELS, & OTHER SPEAKING ENGAGEMENTS

*****2022-2023 Presentation Not Disclosed due to Non-Disclosure Agreements****

Faloughi, R., (Fall 2021) California State University, Fullerton College of Health and Human Develop
Fall 2021 Retreat. *Courageous Action: A Case Study of Personal and Institutional Transformation*. Virtual.

Faloughi, R. (Summer 2021) Academics for Black Survival and Wellness (A4BL) Black Wellness
Track. *My Brother's Keeper: Maximizing the Power of Blackness in the Academy*. Virtual.

Faloughi, R. (Summer 2021) Academics for Black Survival and Wellness (A4BL) Black Wellness
Track. *My Brother's Keeper: Maximizing the Power of Blackness in the Academy*. Virtual.

Faloughi, R. (Summer 2021) Academics for Black Survival and Wellness (A4BL) Anti-Racism
Training Track. *"I Don't Know What Else to Do": Using a Conceptual Framework to Support Anti-Racist/Anti-Oppression Identity Development*. Virtual.

Faloughi, R. (Spring 2021) Healing and Transforming Racial Trauma in the Counseling Field. *All (Helping) Hands on Deck: Oppression and (Self-)Love towards Liberation*. Virtual.

Faloughi, R., (Spring 2021) University of South Florida Black & Latino Alumni Society. *Our Health Panel Part 2: Mental & Emotional Health*. Virtual.

Faloughi, R. (Spring 2021) Westminster College Leadership Conference. *Masking Up: Toward Personal and Institutional Transformation*. Virtual.

Faloughi, R. (Fall 2020) University of Kentucky Graduate Student Congress Mental Health
Awareness Week. *Masking Up: Toward Personal and Institutional Transformation*. Virtual.

Faloughi, R., (Fall 2020) Association of Black Psychology, Inc. Student Circle. *Black Liberation is Love*. Virtual.

- Faloughi, R., (Fall 2020) Academics for Black Lives. *My Brother's Keeper: A Freedom Incubator for Black men in Academia*. Virtual.
- Faloughi, R., (Fall 2020) University of South Florida Black & Latino Alumni Society. *Our Health Panel: Mental & Emotional Health*. Virtual.
- Faloughi, R., (Fall 2020) Private Atlanta Dance Studio. *Black Men and Mental Health*. Virtual.
- Singh, A., **Faloughi, R.**, Mosley, D., Green, C., (Fall 2020) APA Presidential Task Force. *Live Free: More liberation, less harm NOW in Counseling Psychology*. Virtual APA Conference.
- Faloughi, R., (Spring 2020) University of South Florida Counseling Center Continuing Education Series. *Validation & Beyond: Optimizing Our Role as Helper with People Experiencing Oppression*. Virtual
- Faloughi, R. (Spring 2019). Stanford University Graduate School of Education. EDUC 386 Leadership and Administration in Higher Education. *LeaderFULL Leadership*. Stanford, CA. Course Instructor: Jennifer Calvert Ph.D.
- Faloughi, R., (Spring 2019) Alachua County PACE Center for Girls workshop. *The Power of Focus*. Gainesville, Florida.
- Faloughi, R., (Spring 2019) University of Florida Counseling Psychology Black Psychology course. *Team Humanity: Racism, Resistance, & Resilience*. University of Florida. Gainesville, Florida.
- Faloughi, R. (Fall 2018) Stanford University Graduate School of Education. *Individual and Institutional Transformation and Leadership in Higher Education*. Stanford, CA. Course Instructor: Solomon Hughes Ph.D.
- Faloughi, R., Washington, K., Powell, S., (Fall 2018) University of Florida Black Males Initiative. *21st Century Black Male Masculinity and Confidence*. University of Florida. Gainesville, Florida.
- Faloughi, R., Kirkley, L., Mims, Callie., (Fall 2018) University of Florida College of Journalism & Communications Department. *Habits of Happy People*. University of Florida. Gainesville, Florida.
- Faloughi, R., (Fall 2018) Buffalo State Anne Frank Project Social Justice Festival. *Rwanda, Our Teacher*. SUNY Buffalo State. Buffalo, New York.
- Faloughi, R., (Fall 2018) Citizens' University. *TEAM HUMANITY: Our Response-Ability to Transform*. University of Missouri. Columbia, Missouri. *Keynote Speaker*.
- Faloughi, R., (Fall 2018) Citizens' University. *Building a More Kind and Just Society Panel*. University of Missouri. Columbia, Missouri. *Panel Participant*.
- Faloughi, R., Louis, E., Pinedo, A., Barrera, S., (Fall 2018) American Psychological Association (APA). *Navigating Unsupportive and Oppressive Spaces: Experiences of Racial/Ethnic Minority Students in PWIs*. San Francisco, California. *Roundtable Facilitator*.
- Faloughi, R., (Spring 2018) Wakonse Conference - Conference on College Teaching. *The "Perfect Storm": A Case Study of 21st Century Activism & Personal and Institutional Transformation*. Shelby, Michigan. *Keynote Speaker*.
- Faloughi, R., (Spring 2018) Wakonse Conference - Conference on College Teaching. *Teaching and Learning Across Cultural Differences*. Shelby, Michigan.

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Faloughi, R., (Spring 2018) American Psychological Association (APA) Division 45 Presidential Task Force Promoting Healing Through Social Justice: Twitter & Webinar Series. *Students of Color Navigating Spaces. Webinar Speaker.*

Faloughi, R., (Spring 2018) University of Missouri Men of Color Honor and Ambition (M.O.C.H.A.). *What am I?: The Power of (Re)Knowing thy Self.* University of Missouri. Columbia, Missouri.

Faloughi, R., (Spring 2018) University of Missouri College of Education's Education Ambassadors. *Becoming Ambassadors for Change.* University of Missouri. Columbia, Missouri.

Faloughi, R. (Fall 2017). "How to Love a Human" podcast interview and research project. Interviewer and Primary Investigator: Candice Hargons Ph.D.

Faloughi, R., Flores L., (Fall 2017) University of Missouri Counseling Psychology Professional Seminar. *2 Years After the 2015 Student Protests on Racism.* University of Missouri. Columbia, Missouri.

Faloughi R., (Fall 2017) NWMS Student Senate Presidential Banquet. *Creating Vision for the Self and Institutions.* Northwest Missouri State University. Maryville, Missouri. *Fully Funded.*

Faloughi, R., (Fall 2017) University of Missouri Citizenship @ Mizzou. *First Year Athletes, Personal Awareness, and Social Responsibility.* University of Missouri. Columbia, Missouri.

Faloughi, R., (Fall 2017) APA Division 17 (Counseling Psychology) Symposium presentation. *#ConcernedStudent1950: A Case Study of Student Resistance at the University of Missouri.* Washington, D.C.

Faloughi, R. (Fall 2017) APA Division 2 (Teaching Psychology) Skills-Building Workshop. *#ConcernedStudent1950: A Case-Study of Institutional Racism at the University of Missouri.* Washington, D.C.

Crowell, C., Falconer, J., **Faloughi, R.** (Spring 2017). Division 17 Diversity and Public Interest Webinar Series. *Believing Black Lives Matter: Integrating Strategy and Spontaneity in Social Movement for Students and Early Career Professionals.* Webinar.

Faloughi, R. (Spring 2017) Muriel Battle High School. *#ConcernedStudent1950 and the Perfect Storm for Institutional Transformation.* Columbia, Missouri.

Faloughi, R. (Spring 2017) 2017 Meeting of the Minds Conference. *#ConcernedStudent1950 & the Perfect Storm for Personal & Institutional Transformation.* Kansas City, Missouri. *Fully Funded.*

Faloughi, R. (Spring 2017) 2017 Meeting of the Minds Conference. *Village Building: Creating Intercultural Learning Communities.* Kansas City, Missouri. *Fully Funded.*

Faloughi, R. (Spring 2017) 2017 College of Education National Black History Month Panel. *Does a National Black History Curriculum Make Sense?* Columbia, Missouri. Moderated by: Lagarret King Ph. D.

Faloughi, R. (Fall 2016) *The Perfect Storm for Personal & Institutional Transformation.* Westminster College. Fulton, Missouri. Instructor: Jaime Hoskins Ph.D.

Faloughi, R. (Fall 2016) Stanford University Residential Fellows Retreat. *#ConcernedStudent1950 and the Perfect Storm for Institutional Transformation.* Stanford University. San Francisco, California. *Keynote Speaker.*

- Faloughi, R., Flores, L. (Fall 2016) 2016 American Psychological Association (APA) Plenary speaker. *#ConcernedStudent1950 and the Perfect Storm for Institutional Transformation*. Denver, Colorado. *Plenary Speaker*.
- Faloughi, R., May, S. (Fall 2016) American Psychological Association (APA) Division 17 (Counseling Psychology) Symposium presentation. *#ConcernedStudent1950: A Case-Study of Institutional Racism at the University of Missouri*. Denver, Colorado.
- Faloughi, R. (Spring 2016). Stanford University Graduate School of Education EDUC 386 Leadership and Administration in Higher Education. *Leadership in Higher Education and Athletics*. Stanford, CA. Course Instructor: Solomon Hughes Ph.D. and Jennifer Calvert Ph.D.
- Faloughi, R. (Spring 2016). Berklee College of Music- Black Student Union (BSU). *Leadership, Activism, and Personal Growth*. Boston, MA. *Keynote Speaker*.
- Faloughi, R. (Spring 2016). *#ConcernedStudent1950: Personal Growth and Institutional Transformation*. University of Puget Sound. Tacoma, WA. *Keynote Speaker*.
- Faloughi, R. (Spring 2016). *#ConcernedStudent1950: Are you afraid of justice?* Westminster College. Fulton, Missouri. *Guest Lecturer*.
- Faloughi, R. (Fall 2015). Harvard Graduate School of Education. Professional Seminar (PROSEM) in Higher Education. *#ConcernedStudent1950, Higher Education, and Activism*. Cambridge, MA. Course Instructor: Judith McLaughlin Ph.D.
- Faloughi, R., (Fall 2015). Multicultural 9000 Special Topic. *Allyship*. Columbia, Missouri. Course Instructor: Lisa Flores Ph.D.
- Faloughi, R., (Fall 2015). University of Missouri Law School Diversity Committee. *The History of Race Relations at Mizzou*. Columbia, Missouri. Moderated by: Paul Ladehoff J.D.
- Faloughi, R., (Fall 2015). University of Missouri College of Education, ESCP Multicultural 9000 Course. *Allyship*. Columbia, Missouri. Course Instructor: Lisa Flores Ph.D.
- Faloughi, R. (Fall 2015). University of Missouri Athletic Department. *Student Athlete of Color Experience Panel*. Columbia, MO. Moderator: Scott Brooks, Ph.D.; Tommy Thomas, M.Ed.
- Faloughi, R. (Fall 2015). *ESCP 2000: Experiencing Cultural Diversity in the United States panel*. Columbia, MO. Course Instructor: Puncky Heppner, Ph.D. and Tajj Sconyers Ph.D.
- Faloughi, R., Richmond-Rackerd, L., Carney, M. (Spring 2015). *University of Missouri Law School In-Class Mock Custody Trial*. Columbia, Missouri. Moderator: Dr. John Landes Ph.D.
- Faloughi, R., (Spring 2015). Greek Life Panel. *Race Relationship with Interfraternity Council and the Greek Community*. Columbia, Missouri. Moderator: Airick West.
- Faloughi, R., Herman, K. (Spring 2015). Master's Thesis: *Parents Can Do It: The Feasibility and Implementation of an Evidence-Based Web-Supported Bibliotherapy Program to Promote Effective Parenting and Reduce Parenting Stress*. Columbia, MO.
- Faloughi, R. (Fall 2014). *ESCP 2000: Experiencing Cultural Diversity in the United States panel*. Columbia, MO. Course Instructor: Puncky Heppner, Ph.D. and Tajj Sconyers Ph.D.
- Faloughi, R., Heppner, P. (Fall 2013). 31st Annual Research and Creative Activities Forum Workshop (RCAF). *Division 17: Amplified*. University of Missouri. Columbia, Missouri.
- Faloughi, R. (Spring 2012). *How to Gain Research Experience as an Undergraduate Psychology Major*. University of Georgia. Course Instructor: Erin Colbert-White, Ph.D.

CLINICAL SUPERVISION EXPERIENCE

University of South Florida Counseling Center

Fall 2020-Fall 2021

*Tampa, Florida**Placement description: Supervise 2 graduate student clinician seeing 6+ clients at a university-based counseling center.*

- Supervise two graduate student enrolled in a Psychology Practicum at the University of South Florida's Counseling Center.
- Engage in 1 hour of weekly supervision
- Supervision activities include:
 - Review video recordings, case notes, and case conceptualizations.
 - Provide empirical based materials and articles for clinician development.
 - Provide and receive written and oral feedback (formative and summative).
 - Provide evaluative written feedback mid-semester and at end-of-semester.
- Engage in 1 hour of staff group supervision of supervision.

University of Florida Counseling and Wellness Center

Spring 2020

*Gainesville, Florida**Placement description: Supervise 1 practicum student seeing 6 clients at a university-based career center.**Supervisor: Chun-Chung Choi Ph.D., Licensed Psychologist*

- Supervise one graduate student enrolled in a Counseling Psychology Practicum at the University of Florida Counseling and Wellness Center.
- Engage in 1.5 hours of Group Supervision of Supervision Provision.
- Supervision activities include:
 - Review video recordings, case notes, and case conceptualizations.
 - Provide empirical based materials and articles for clinician development.
 - Provide and receive written and oral feedback (formative and summative).
 - Provide evaluative written feedback mid-semester and at end-of-semester.

University of Missouri Career Center

Fall 2017-Spring 2018

*Columbia, Missouri**Placement description: Supervise 2 first year doctoral student seeing 1-6 clients at a university-based career center.**Supervisor: Kathleen Boggs Ph.D., Licensed Psychologist.*

- Supervised two graduate students enrolled in a Counseling Psychology Practicum at the University of Missouri's Career Center.
- Engaged in 2.5 hours of group supervision of supervision that include:
 - Reviewed current models, research, and approaches to counseling supervision.
 - Reviewed video recording of supervision provision.
 - Consultated with peers and supervisor about ethical dilemmas and multicultural issues.
- Supervisee's clients include presenting problems such as career exploration concerns, anxiety, grief and depression.
- Supervision activities:
 - Reviewed video recordings, case notes, and case conceptualizations.
 - Provided reading materials and article suggestions.
 - Provided and receive written and oral feedback.
 - Provided evaluative written feedback mid-semester and at end-of-semester.

RESEARCH EXPERIENCE

Dissertation Research

Fall 2016-Spring 2018

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Keith Herman Ph.D., Lisa Flores, Ph.D., Chris Riley Tillman Ph.D. and Joi Moore Ph.D., University of Missouri-Columbia, Missouri

Project: Examining the Effects of an Intergroup Diversity and Social Justice Course (ESCP 2000) on Students' Multicultural Competencies

Purpose: To evaluate a standardized intergroup-based diversity and social justice course in higher education aiming to address intergroup relations and conflict in the U.S.

Committee: Keith Herman, Ph.D.; Lisa Flores, Ph.D.; Joi Moore, Ph.D.; Chris Riley Tillman Ph.D.

Funding: \$1000 funded by Keith Herman, Ph.D.

- Designed quantitative research study to test the effects of a standardized diversity and social justice curriculum.
- Created and disseminated online surveys to 200+ program participants during 2016-2017 Fall and Spring semesters.
- Standardized curriculum for intergroup dialogue-based diversity and social justice course (ESCP 2000).
- Co-led weekly group supervision for course instructors with faculty supervisor
- Conducted data analysis using M Plus and SPSS.
- ***Defended*** in Spring 2018.

Graduate Research Assistant

Spring 2016-Spring 2018

Chris Slaten Ph.D., University of Missouri-Columbia, Missouri

Project: Qualitative study of the experience of Black & White male students at University of Missouri during and after a period of heightened racial tension and campus protests.

Purpose: To evaluate the experiences, racial identity development, and belongingness of Black and White male students at the University of Missouri and University of Missouri-St. Louis.

Supervisors: Chris Slaten, Ph.D.

Duties:

- Managed recruitment of undergraduate students.
- Developed and created research protocol for study.
- Conducted in-person and phone interviews with Black and White male students at the University of Missouri.
- Facilitated group administration of survey to middle school students.
- Transcribed participant interviews.
- Coded transcripts using CQR methodology.

Graduate Research Assistant (FTE .50)

July 2013- May 2015

Missouri Prevention Center, University of Missouri-Columbia, Missouri

Project: Evaluation of a Classroom Management Training Program For Middle School Students

Purpose: A randomized control study in urban middle schools to evaluate efficacy of the CHAMPS (Conversation, Help, Activity, Movement, Participation, Success) intervention.

Funding: \$2,998,403 funded by US. Department of Education, the Institute of Education Sciences (IES)

Supervisors: Keith Herman, Ph.D., Licensed Psychologist and Wendy Reinke, Ph.D., Licensed Psychologist

Duties:

- Conducted direct observations of student and teacher behavior in classrooms using MOOSES (Multi-Option Observation System for Experimental Studies) and the Classroom Assessment Scoring System™ (CLASS™).
- Facilitated group administration of survey to middle school students.
- Organized and managed recruitment of undergraduate and graduate employees.

Graduate Research Assistant

December 2013- May 2015

Missouri Prevention Center, University of Missouri-Columbia, Missouri

Project: The Classroom Check-up: Supporting Elementary Teachers in Classroom Management Using a Web-based Coaching System

Purpose: Develop a feasible and useful web-based program to support elementary teachers in classroom management skills.

Funding: \$1,499,575 funded by US. Department of Education, the Institute of Education Sciences (IES)

Supervisor: Wendy Reinke, Ph.D., Licensed Psychologist

Duties:

- Developed online training modules on effective classroom management for teachers and coaches.
- Created and administered needs assessment survey to all Boone County Public Schools.
- Tested online modules and provide feedback regarding feasibility and usability.

Graduate Research Assistant

July 2013- May 2015

Missouri Prevention Center, University of Missouri-Columbia, Missouri

Project: Evaluation of A Video-based Modeling Program to Promote Effective Teacher Classroom Management Practices.

Purpose: A randomized control study in urban elementary schools to evaluate efficacy of the Incredible Years Teacher Training Program.

Funding: \$2,915,757 funded by US. Department of Education, the Institute of Education Sciences (IES).

Supervisors: Wendy Reinke, Ph.D., Licensed Psychologist and Keith Herman, Ph.D., Licensed Psychologist.

Duties:

- Recruited, hired, and trained data collectors on Woodcock Johnson Tests of Achievement, 3rd Edition (WJ-III).
- Coordinated and supervised 40 data collectors each time period that administer the WJ-III.
- Administered and scored WJ-III protocols.
- Participated in manuscript preparation.
- Conducted direct observations of student and teacher behavior in classrooms using MOOSES. (Multi-Option Observation System for Experimental Studies).
- Prepared professional report to disseminate research findings to educators, administrators, and IES.

Master's Thesis

Fall 2014- Spring 2015

Project: The Feasibility of a Web-Supported Bibliotherapy Intervention to Promote Effective Parenting Practices and Reduce Parenting Stress.

Purpose: A randomized control study with parents of toddler to evaluate efficacy of the Incredible Years Toddler training book.

Advisor: Keith Herman, Ph.D., Licensed Psychologist

Funding: \$3,375 funded by Keith Herman, Ph.D.

- Designed quantitative study.
- Created and disseminated online surveys to program participants.
- Created online interface (parenting blog, video vignettes) for parents to interact privately.
- Conducted data analysis.

Undergraduate Research Assistant

January 2012- May 2013

Development and Psychopathology Lab, University of Georgia-Athens, Georgia

Project: Mutual Reactivity in Mother-Child Dyads: Links to Preschoolers' Socioemotional Functioning

Purpose: Investigate parent and young children (3-4 years old) reactivity to emotionally arousing situations and interactions, and how this might relate to other ways aspects of psychosocial functioning.

Funding: Unspecified amount by the William A. and Barbara R. Owens Institute for Behavioral Research at the University of Georgia

Supervisors: Cynthia Suveg, Ph.D., Licensed Clinical Psychologist; Anne Shaffer, Ph.D.

Duties:

- Assisted in assessing mutual reactivity in mother and child dyads.
- Coded parent-child behavior using Noldus software.
- Collected cortisol sample.
- Entered and checked data using SPSS.

- Recruited study participants from community.
- Maintained lab and equipment.
- Revised assessment procedure.

Undergraduate Research Assistant

January 2012- May 2013

*Development and Psychopathology Lab, University of Georgia-Athens, Georgia*Project: Emotion-Based Cognitive Behavioral Therapy for Children with Anxiety Disorders Treatment Outcome StudyPurpose: Evaluation of emotion-focused cognitive behavioral treatment with children 7-12 years oldSupervisor: Cynthia Suveg, Ph.D., Licensed Clinical PsychologistDuties:

- Administered semi-structured assessments with 7-12 year old children.
- Administered KAIR.
- Scored MASC.
- Scored and entered ASEBA measures.
- Operated cameras to capture observational data.
- Formatted and burned video files.
- Recruited study participants from community.

Honors and Recognitions

MU College of Education Norman Gysbers Endowment Award	Fall 2018-Spring 2019
MU Graduate Professional Council Travel Award	Spring 2018
Black Entrepreneurs Inc. See the World, BE the Future Scholarship	Spring 2018
MU College of Education Personal Transformational Pathways Travel Award	Spring 2018
University of Missouri John D. Bies International Travel Award	Spring 2018
University of Missouri College of Education Robert L. Burton Scholarship	Fall 2017-Spring 2018
University of Missouri College of Education Polmantier Scholarship	Fall 2016-Spring 2017
2016 American Psychological Association (APA) Plenary Speaker	Fall 2016
University of Missouri System Graduate Leadership Development Program	Spring 2016-Fall 2016
Berklee College of Music Commitment to Excellence Award	Spring 2016
University of Missouri Rollins Society Inductee Class of 2016	Spring 2016
47th NAACP Image Award (w/ #ConcernedStudent1950)	Spring 2016
William "Bill" Bailey Dr. Martin Luther King Jr. Award	Spring 2016
APA Monitor on Psychology February 2016 Feature	Spring 2016
Chronicle of Higher Education "The 2015 Influential List" feature	Fall 2015
Recipient of the Gus T. Ridgel Graduate Fellowship	Fall 2013-Spring 2018

1 st Place Poster at 31 st Annual Research and Creative Activities Forum Workshop	Fall 2013
MU Dr. Prentice Gautt Doctoral Award	Fall 2013
Brad Davis SEC Community Service Postgraduate Scholarship	Spring 2013
Featured undergraduate student in UGA Psychology Departmental Newsletter	Spring 2012
Induction into University of Georgia Student-Athlete Leadership Academy	Fall 2012
UGA Athletic Association Academic Achievement Award	2011-2012
Recipient of the Teka and John Adams Football Scholarship	2011-2013
Recipient of the Joe B. Maxwell Family Football Scholarship	2010
NCAA Southeastern Conference Academic Honor Roll (NCAA)	2010-2013
Recipient of the Joe B. Maxwell Family Football Scholarship	2010-2011
UGAA Athletic Director's Honor Roll	2009-2013

UNIVERSITY & PROFESSIONAL AFFILIATIONS

American Psychological Association (APA)	Spring 2013- Current
<ul style="list-style-type: none"> • Member of Division 17: Society of Counseling Psychology • Member of Division 13: Society of Consulting Psychology 	
Psi Chi Psychology Honor Society	Spring 2013- Current
L.E.A.D. Academy	Summer 2012- Spring 2013
<i>University of Georgia Leadership Education and Development Program., Athens, Georgia</i>	
<ul style="list-style-type: none"> • Encouraged campus and community involvement, leadership, athletic success in student-athletes. • Meet with local, state, and industry leaders in education. 	
S.A.A.C (Student Athlete Advisory Committee)	Summer 2012- Spring 2013
<ul style="list-style-type: none"> • Served as a liaison between student-athletes and the University of Georgia Athletic Association administration. • Provide feedback to coaches and administrators for sustainable change in athletic department culture and operations. 	